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**SCHOOL OF GRADUATE STUDIES (SOGS)**

**MA BRANDS AND COMMUNICATIONS MANAGEMENT**

**REVIVING DORMANT BRAND THROUGH COMMUNICATION STRATEGIES: CASE STUDY OF AKOSOMBO TEXTILES LIMITE**

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## DECLARATION

**Candidate’s Declaration**

We hereby declare that this dissertation is the result of my own original research and that no part of it has been presented for another degree in this university or elsewhere.

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I hereby declare that preparation and presentation of the dissertation were supervised in accordance with the guidelines on supervision of dissertation laid down by the University of Professional Studies

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## ABSTRACT

The general objective of the study is to ascertain the influence of marketing strategies in purchase behaviour in the insurance industry by using Sanlam Life Insurance Company as a case study. Marketing strategy is the fundamental goal of increasing sales and achieving a sustainable competitive advantage. The research reviewed literature on information in line with the research objectives. The research gave an overview of the theoretical foundation of the study, analysis of the models of marketing strategies process, marketing strategies practices, and consumer buying behavior and lastly it presents an empirical review and summary of the literature review. The research design used was a case study due to the fact that the unit of analysis is one organization. The study used primary data and interview guide to collect data. Content analysis was used to analyze the responses; the data was transcript and organized by systematically analyzing the transcripts. The study findings indicated that the marketing strategies at Sanlam Life Insurance Company undergo planning, developing and implementing maneuvers to obtain a competitive edge in the chosen niche. Additionally, the marketing strategies at Sanlam Life Insurance Company ensure that customers are provided with the products they need, when they need them. Marketing strategies at Sanlam Life Insurance Company ensure that the central objective of the company is customer satisfaction. There is need for Sanlam Life Insurance Company to increasingly innovate and adopt marketing strategies that have the highest impact on their business and can achieve such impact with the lowest cost possible. There is need for Sanlam Life Insurance Company to pay more attention to business locations and other aspects of the place strategy, their promotion strategies, and product development strategies as the key areas of focus.

## ACKNOWLEDGMENTS

We are thankful to Almighty God for the wealth and strength that He gave us from the beginning to the end of this Dissertation. Also, our greatest gratitude goes to our supervisor, Dr. Winston Aseidu Inkumasah

## DEDICATION

To our dearest families.

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## LIST OF ABBREVIATIONS

|  |  |
| --- | --- |
| CEO | Chief Executive Officer |
| FGD | Focus Group Discussions |
| NPD | New Product Development |
| PR | Public Relations |
| R&D | Research and Development |
| ROS | Return on Sales |
|  |  |

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**CHAPTER ONE**

**INTRODUCTION**

* 1. **Overview**

This chapter provides background information on reviving dormant brand through communication strategies. Communication strategies are an essential enabler of constructive reviving of dormant brand in organizations and therefore it is important to explore the elements of communication that enhance the success of stimulating of dormant brand initiatives, as well as the communication bottlenecks that hinder the uptake of these best practices during periods of revitalizing dormant brand. It will propose the extensive construction inherent in this study, it thus will provide adequate background of information to allow the reader understand the reason behind the study and what we intend to accomplish by undertaking the study. The chapter will give an overview of the whole study.

**1.1 Background to the Study**

Contemporary organizations consistently create and execute plans designed to align the organization with its strategic goals, consistent with its mission and vision. To stay competitive and boost dynamism in the constantly evolving business landscape, it is essential for organizations to support their inactive brands (Malek & Yazdanifard, 2012). Nonetheless, the rejuvenation of an inactive brand initiative must be positive and effective to achieve the intended or desired outcome of the brand's revitalization. Successfully revitalizing inactive brand management is essential for achieving a positive resurgence of dormant brands. Communication strategies serve as a key foundation for effectively reviving dormant brand management (Hasanaj, 2017).

Communication strategies involve conveying corporate information or distributing an organization's information to achieve a long-term goal or particular strategic aim (Argenti, 2017). Corporate communication has transformed through the years, shifting from the conventional method where various organizational departments managed distinct communication elements like public relations, internal communications, and customer interactions. The essential function of strong and committed communication strategies was not recognized in the conventional approach (Falkheimer & Heide, 2014). Corporate communication primarily centered on public relations to present a positive image of an organization (Bahtiar & Hassan, 2018). Nevertheless, over the past two decades, the strategic function of corporate communication has been increasingly woven into the core of organizational strategy. Organizations are currently utilizing communication strategies to facilitate strategy implementation, improve brand image, handle crises, manage inactive brands, and serve as a means to boost employee satisfaction. This change has been driven by the reinvigoration of inactive brands in the global business landscape, along with the resurgence of inactive brands addressing the requirements of an organization's diverse stakeholders.

Communication, generally, is fundamental in a corporate setting and it always entails two parties where information is delivered, received, and reacted to within an environment. In the modern business environment, which is highly characterized by advancement in technology, information from businesses can be made available to its consumers at the push of a button, instantly. Internally, organizations are also leveraging on technology to communicate more effectively. Communication strategies is increasingly playing a pivotal role in the architecture and fabric of organizational culture. It is the network that functionally connects the various units and stakeholders within an organization. As a strategic tool, organizations are increasingly focusing on how to leverage on effective communication strategies as an important lever in the achievement of strategic goals (Malek & Yazdanifard, 2012).

Internal communication strategies involves interactions and relationships between stakeholders within an organization. Therefore, the management of these communications is essential for achievement of the organization’s strategic objectives. According to Welch and Jackson (2020), these internal communication efforts should be routine and with employees in a way to improve the employee relationships, acknowledge employee achievements, enhance employee involvement in various initiatives and decisions, define reviving of dormant brands, and inform about strategic actions to enhance buy-in, ownership and employee satisfaction. Other communication strategies initiatives may include equipping brand ambassadors, creating a corporate culture and managing organizational dormant brands (Mazzei, 2014a, 2014b).

Communication plays a crucial role during organizational revive of dormant brand and in most cases, it determines the success of reviving dormant brand programs. In the words of Lewis (2000), organizational revive of dormant brand management and communication strategies are inevitably and inextricably intertwined processes. communication strategies are one of, if not the major component of deciphering reviving of dormant brand, and implementation. During a period of change, communication becomes more than just informing employees about the ongoing or planned change. It aims at answering all their questions and communicating to calm their anxiety, gain their support, motivate the employees and ensure that they achieve the desired outcome during the process (Frahm & Brown, 2005; Lewis, 2000).

According to Atilgan and McCullen (2019), who conducted a reviving dormant brand perspective study on how internal communication and feedback mechanisms enhances performance of supply chain through effective audit, failure to answer four key questions during a revitalizing of dormant brand, which include what, when, who and how the communication is supposed to be handled, leads inevitably to failure in organizational reviving of dormant brand initiatives. Failure in communication then consequently generates rumors, confusion, uncertainty, and lack of awareness within an organization. And in doing so, it leads to resistance to the change, which may result in the failure of revitalizing of dormant brand because of lack of buy-in and lack of understanding by the employees on their specific roles or input in the reviving of dormant brand (Atilgan & McCullen, 2019).

In the context of ATL, communication strategies are important in creating a shared vision and understanding of the strategic direction of the organization. Communication is a vital enabler of synergy, staff buy-in and ownership of strategic initiatives, as well as employee motivation and satisfaction. In its 2018-2023 strategic plan, the organization seeks to align its processes, people, and culture with the new strategic direction that will enhance the achievement of the overall goal of positioning the country’s capital markets as the most preferred for owners and seekers of capital globally, through innovative frameworks, transformational regulations, and building the confidence of investors. Communication strategies is therefore seen as the pillar that supports this vision because it ensures that all stakeholders are always reading from the same page, to avoid bottlenecks such as resistance to change, employees not understanding their role in strategic initiatives, management and employee reading from different scripts (lack of buy-in), among other challenges (Docters, 2019).

Rejuvenation of dormant brand can be a highly profitable strategy under the right circumstances. The brand, among all other strategic variables related to products, provides the strongest differentiation tool and often represents the consumer’s determining element of consumer choice (Docters, 2019). This explains why brand managers, as soon as they perceive the ageing process has started, seek a rejuvenation cure to restore the brand’s value instead of letting it die and looking for a new name. Specifically, without enlivening dormant brand strategy solutions, firms with ageing brands suffer brand failures because they depend solely on their past experiences to tackle brand problems.

Several definitions have been documented by different authors regarding Reviving dormant brand strategy. Babu (2017) defines reviving of dormant brand strategy as a major overhaul of a brand, starting with its positioning and proceeding through creative regeneration of the brand identity. Khandwalla (2017) suggested a more simplified definition of reviving of dormant brand strategy as recovery to profitability from a loss situation. Revitalizing of dormant brand strategy is the process by which a business with inadequate performance is analyzed and changed to achieve desired results (Schendel, 2017). A firm is said to be in decline when it experiences a resource loss sufficient to compromise its viability. Reviving of dormant brand strategy emphasizes the improvement of operational efficiency and is probably most appropriate when a corporation’s problems are pervasive but not yet critical. Stimulating of dormant brand strategies stand on the belief that the market cycle doesn’t describe an inevitable course of growth followed by decline (Wheleen, 2020).

According to Wheleen and Hunger (2020), the two basic forms of a reviving of dormant brand strategy are contraction and consolidation. Contraction in this case refers to the initial effort to quickly “stop bleeding‟ with a general across the board cut back in size and costs. Consolidation on the other hand involves implementing a program to stabilize the now leaner corporation. To streamline the company, plans are developed to reduce un- necessary overhead costs and to make functional activities cost justified. Wheleen and Hunger (2020), further points out that an over emphasis on downsizing and costs coupled with a heavy hand by top management is usually counterproductive and can actually hurt performance. If however, all employees are encouraged to get involved in productivity improvements, the firm is likely to emerge from this retrenchment period to much stronger and better organised company having improved its competitive position and regaining its ability to expand the business.

**1.2 Problem Statement/Business Statement**

To remain competitive and to adapt to the changing business landscape, organizations must continuously undergo constructive change. Revitalizing of dormant brand are formulated and implemented to enable the organization to achieve strategic goals. Sheikh (2013) posits that effective communication strategies is vital in creating harmony, understanding, cultural alignment and staff commitment during a period of reviving of dormant brand. Malek and Yazdanifard (2012) adds that effective two-way communication during change enhances the sharing of information and feedback which lead to buy-in and involvement of all stakeholders. According to Neill (2018), it is very important to ensure that communication is effective during change because it provides crucial information to the staff on the purpose and benefits of the initiative, how the change will affect their jobs, and their specific roles during the implementation of the change initiative. Embedding communication strategies in the fabric of the organization’s reviving dormant brand processes is a critical success factor during change (Johansson &Heide, 2018; Pieterse, Caniëls & Homan, 2019).

Mutiso (2017) carried out a study on the role of communication in reviving dormant brand using Population Services Kenya’s Orion project as a case study and concluded that communication is a vital link between the change initiative and the people. Mutisya (2016) also sought to establish the role of communication in strategy implementation using 64 managers within the pharmaceutical sector in Kenya and concluded that communication plays various vital roles including dissemination of knowledge, learning, and building harmonious relationships between the employees and the employer. Gachungi (2014) also arrived at a similar conclusion and added that effective communication strategies significantly reduces resistance to change. Mutihac (2010) also noted that effective communication creates a positive attitude of staff towards the change initiative.

Akosombo Textiles Limited (ATL), now known as Akosombo Industrial Company Limited (AICL), has faced significant challenges over the years, including financial difficulties, competition from cheap imported fabrics, and design infringements. In 2017, the Ghana Revenue Authority closed ATL due to tax arrears totaling approximately GH¢9 million. However, the government intervened, providing a GH¢17 million stimulus package to revitalize the company, which led to increased production and employment (Okai-Mensah & Howard, 2022). Despite these efforts, ATL continues to face stiff competition from imported textiles, particularly from China and India, which impacts its market share and profitability. To address these challenges, ATL has been working on transforming its operations by acquiring modern machinery, enhancing employee skills, and exploring new markets (Okai-Mensah & Howard, 2022).

A report by PwC (2022) on improving the performance of projects found that 57% of projects did not achieve their intended objectives because of poor communication during such strategic revitalizing of dormant brand. A project success survey by PwC (2018) also pointed out the low uptake of effective communication by organizations during change. Reports by Deloitte (2019) and McKinsey (2015) also attribute reviving dormant brand failures to communication bottlenecks. This study will therefore seek to establish why this is the case and provide an empirical test on whether there are actual benefits of communication strategies.

The study sought to examine reviving dormant brand Akosombo Textiles Limited through communication strategies and also to identify solutions to existing problem, and as an empirical test of how critical communication is to reviving dormant brand. ATL was established in 1967 as part of the Cha Textile Group of Companies. At the peak of its operations in the 1980s, ATL employed 1,650 people. ATL struggled to keep workers employed. The company faced serious operational challenges that led to near collapse. ATL struggled with sales and had to promote made-in-Ghana textiles and clothing. TL faced competition from international textile manufacturers. With these challenges, the study will be useful in providing empirical evidence on the role of communication strategies, especially in the public sector. At through, although the government change initiative was successful, the achievement of optimum benefits of the initiative was hindered by various factors including gaps in communication during the initiative. Failure to address these communication gaps may result in poor performance of revitalizing of dormant brand. Therefore, it is important to carry out this study to optimize the outcome of reviving of dormant brand and bring out insights on the elements of communication that enhance constructive change.

It is also worth noting that despite the awareness of managers regarding the centrality of communication in management (generally) and in reviving dormant brand in particular, the uptake of best practices in this area continues to be abysmal at best. This is evident in the findings of the Project Management Institute (2019) which indicate that 50% of organizational revive of dormant brand initiatives fail due to lack of robust communication strategies. This study sought to establish reviving dormant brand through communication strategies by using Akosombo Textiles Limited.

**1.4 Research Objectives**

The general objective of the study is to ascertain reviving dormant brand through communication strategies by using Akosombo Textiles Limited as a case study. The specific objectives of the study are as follows:

1. To examine the key communication strategies employed in the revitalization of Akosombo Textiles Limited.
2. To ascertain internal and external factors that shape the adoption of communication strategies in Akosombo Textiles Limited’s brand revitalization efforts.
3. To establish the nexus between communication strategies and constructive organizational revive of dormant brand at Akosombo Textiles Limited.

**1.4 Research Questions**

For the purpose of this research, the following research questions were formulated to guide this study:

1. What are the key communication strategies employed in the revitalization of Akosombo Textiles Limited?
2. What internal and external factors that shape the adoption of communication strategies in Akosombo Textiles Limited’s brand revitalization efforts?
3. What are the nexus between communication strategies and constructive organizational revive of dormant brand at Akosombo Textiles Limited?

**1.5 Significance of the Study**

It was important to carry out the study to address the communication bottleneck that is a barrier to successful implementation of enlivening of dormant brand (Siddique & Shadbolt, 2016), in order to enable organizations to fully achieve the intended outcome of strategic reviving of dormant brand which leads to achievement of organizational strategic objectives as noted by Gachungi (2014). The study sought to clearly bring out the role of communication strategies as an important solution to the failure of organizations to fully reach the desired state during revitalizing of dormant brand. Another objective was to identify the key success factors in terms of communication during reviving of dormant brand. To Akosombo Textiles Limited, the study provides useful action research outcomes that will help the organization to leverage on communication strategies to enhance successful reviving dormant brand.

To scholarship, the study will make significant contributions to the existing body of knowledge on communication strategies s during organizational revive of dormant brand by providing empirical evidence from Akosombo Textiles Limited. Scholars may use the findings as a basis for further research on the centrality of communication during revitalizing of dormant brand, and the aspects of communication that need to be addressed to increase the uptake of strategic change communications.

To professional practice, identifying the reasons for the low uptake of best practices in communication during organizational revive of dormant brand provides important findings that Akosombo Textiles Limited and other organizations can use to improve communication not only in reviving dormant brand, but also in general. The study will also bring out evidence-based insights that organizations can use to enhance the success rate of organizational reviving of dormant brand through effective internal communication. The themes that will be identified may act as a framework to guide organizations in understanding the centrality of internal communication during organizational revive of dormant brand and addressing the bottlenecks that hinder its effectiveness. The findings will also act as a basis for policy decisions aimed at strengthening internal communication as a vital element of organizational revive of dormant brand initiatives.

**1.6 Scope of the Study**

**Content scope:** The study will focus on the elements of reviving dormant brand through communication strategies.

**Geographical scope:** The study will be carried out in a case study of Akosombo Textiles Limited. This is because of the convenience to the researcher in term of cost and accessibility

**1.7 Organisation of the study**

The work is organized into five different chapters. The first chapter will provide the primary introduction of this study. It will propose the extensive construction inherent in this study, it thus will provide adequate background of information to allow the reader understand the reason behind the study and what we intend to accomplish by undertaking the study. The chapter will give an overview of the whole study.

Chapter two of the work will review earlier research related to the research topic with specific reference to the research objectives. It will present extracts from books, journals and collected works that are helpful in carrying out this work and justifying key conclusions and recommendations.

Chapter three will provide details of how data was collected, organized and analyzed. It suggests the varied techniques and tools used to collect and analyze data to gain valid results. Chapter four will provide research results and discussion obtained through the methodology outlined in chapter three. The final chapter, chapter five will provide a summary of findings, conclusions from the study and recommendations for users of the research.

**CHAPTER TWO**

**LITERATURE REVIEW**

**2.1 Overview**

This chapter reviews empirical as well as theoretical literature relating to the research topic. The theoretical view is guided by the systems theory which posits that communication facilitates the operation of an organization (the system), the excellence theory which the theory guides the examination of the nexus between communication strategies and reviving dormant brand, and the Kotter’s 8-Step Change Model whose steps guide the examination of the centrality of communication during reviving of dormant brand management.

**2.2 Theoretical Framework**

**2.2.1 Systems Theory**

The systems theory refers to the nature of complex systems in society, nature, and science (Kast & Rosenzweig, 2018). In this context, it can be used as a framework for investigating or describing the working of different elements that interact to produce one result. The organization in this case will be treated as a single system. Parts of an organization, such as assets, employees, information, and other resources constitute to its system. While systems can be either open or closed, this approach will view the organization to be an open system. Being an open system, this organization is therefore able to be affected by the environment, unlike a closed system. The major interactions of the system with the environments are through inputs, outputs, and throughputs (Johnson, Kast & Rosenzweig, 2018). In addition, a feedback loop is crucial as it provides information for the organization and connects the inputs to the outputs.

Consequently, the system theory stipulates that there must be synergy within the elements of the organization involved in a particular activity, function, or role (Johnson et al., 2018). This theory is applicable to the study as it shows the relationship between the various parts of an organization and how they interact to achieve the common goal as a system. According to Johnson et al., although the subsystems in an organization are different, they need to operate together for optimal output and productivity. Further, this theory emphasizes on the need for synergy across all the departments of the organization. Kast and Rosenzweig (2018) notes that synergy is brought about by the relationships between the various stakeholders of an organization. Therefore, in this context, it is crucial to factor in synergy to boost maximum strategic reviving of dormant brand.

Based on the tenets of this theory, and in the context of this study, communication is indeed a key facilitating factor for the operation of an organization (the system). Communication plays a pivotal role in ensuring that organizational activities run smoothly and deliver the expected results. It is therefore the blood that flows through the system and keeps the organization ‘alive’. This study validates this theory by establishing how strategic communication is used a tool for creating synergy among the various teams involved in revitalizing of dormant brand. The organization of focus (ATL) is our single open system. ATL’s employees, information and other organizational resources constitute its system. This open system (ATL) is undergoing reviving of dormant brand because of the need to align its organizational culture to be in a better position to achieve its strategic objectives in line with the organization’s role in achieving the country’s Vision 2030 development goals. The study therefore examines how various functions within the organization, especially the communication function and the executors of reviving of dormant brand initiatives interact and establish synergy in communicating in the revitalizing of dormant brand effectively, and how this synergy translates to the realization of constructive revitalizing of dormant brand.

**2.2.2 Excellence Theory**

Grunig and Grunig (2008 cited in Melewar, Foroudi & Jin 2020), used the excellence theory to define the value that communications hold in an organization, and to identify the qualities of communication that increase the value of an organization. Excellence, which can mean being continuously profitable while in operation (Peters & Waterman, 1982 cited in Melewar et al., 2020) is associated with management attributes found in an organization. Grunig and Grunig defined excellence as a combination of qualities within functions in an organization that contribute to the effectiveness of the organization. An organization is considered effective if it achieves its objectives pertaining to stakeholders – these goals serve the interests of the organization and the strategic constituencies. The set of practices and attributes in communications that bring about quality and long-term relationships with the strategic constituencies contribute to excellence.

According to Grunig and Grunig (2008 cited in Arya, Paul & Sethi, 2022), the practices of various types of communication are affected by the structure of the organization, its history, environment, technology, and size. The role of communications specialists has been conceptualized to be important in decision making in management and in enhancing a shared view on key issues in the organization (White & Dozier, 1992).

In this study, the excellence theory is useful since it establishes the participation of tactical communication and identifies it as a key element in the success of organizational initiatives including revitalizing of dormant brand (Toth, 2017). According to Grunig and Grunig (2008), there are four major ways to evaluate communication in this context; program level, functional level, organization level, and societal level. At the program level, an effective organization empowers calculated communication as a key function of management; at the functional level, planned communication becomes an integrated function of communication independent of other functions such as marketing. Organizationally, internal, and external communications interact in a dual way model; at the societal level, organizations pay attention to the impact they have on other organizations and the public. Only effective organizations are responsible on these fronts.

The subsequent use of modern digital media offers opportunities for organizations’ communication functions to adhere to the guidelines of the excellence theory. Using this theory, strategic communication functions can optimize the effectiveness of various initiatives such as organizational reviving of dormant brand by designing communication strategies that focus on success at the program, functional, societal and organizational levels. Therefore, communication is extremely important as a facilitating factor for the envisaged excellence in an organization. In order to achieve excellence at the various aspects of organizational focus, communication is a key ingredient. Without effective communication, organizational excellence would be at jeopardy.

Specifically, the theory guides the examination of the nexus between communication strategies and revitalizing of dormant brand at ATL. At the program level, the study focuses on how strategic communication is used to enhance excellence in the management of specific activities such as the government reviving of dormant brand initiative at ATL. The study also examines the extent of adoption of strategic communication and whether a deliberate communication unit is functionally integrated in bracing of dormant brand teams to optimize reviving of dormant brand communication. The same applies to the organizational level. Excellence in reviving of dormant brand at ATL bolstered by excellence in tactical communication, is expected to result in the achievement of the organization’s strategic objectives, which in turn supports the greater goal of achieving the Vision 2030 strategic objectives of the country.

**2.2.3 Kotter's 8-Step Change Model**

The Kotter's 8-Step Change Model was developed by Dr. John Kotter in the year 1996. The model provided a vital guide for practitioners to effectively implement reviving dormant brand initiatives, and for academicians to advance the theoretical perspectives of revitalizing of dormant brand. The model has eight stapes which are detailed below:

Step 1: Establishing a sense of urgency: This stage is very crucial and involves creating awareness on why the change must take place immediately. It involves rallying the staff and other stakeholders to embrace the need for change and motivating them to positively participate in the process.

Step 2: Forming the leading team: This step involves appointing a dedicated team to spearhead the activities of the reviving of dormant brand initiative. This team includes the project sponsor who is usually the head of the organization, project managers, change managers, communications personnel, and the technical personnel.

Step 3: Developing a vision and strategy: At this stage, it is important to come up with a clear vision for the change, and to lay down comprehensive strategies on how the organization can achieve that vision.

Step 4: Communicating the vision for the change: This is a vital stage of the reviving of dormant brand process. According to Kotter (1996), managers underestimate the amount of communication required to develop a consistent understanding, an effort which may be hampered by inconsistent messages, and lead to a stalled change implementation. Adequately communicating the change through workshops, progress reports, intranet, internal bulletins, etc., is key determinant of success during the change.

Step 5: Empowering broad-based change: This involves elimination or mitigation of barriers to effective change, changing unsupportive systems and structures, and building a culture of innovation. It also involves enhancing positive relationships with various players and stakeholders during the change in order to ensure that everyone is brought on board.

Step 6: Short-term wins: This stage involves identifying, generating and communicating shortterm wins in order to encourage the players during the change, and enhance momentum. Communicating positive progress removes any doubts among stakeholders and motivates them to ensure that the change is successful to the end.

Step 7 and 8: Consolidating gains and producing more change and anchoring new approaches in the culture: These stages involve ensuring that the change is sustainable by building on the success to enhance continuous improvement, aligning cultures, and learning from experiences (Kotter, 1996).

The Kotter's 8-Step Change Model is therefore relevant for this study because it portrays the centrality of communication during revitalizing of dormant brand, especially on steps 1 (Creating awareness on the need for change), 2 (Forming a team to lead the change, including a communications team), 4 (Communicating the vision for the change), and 6 (Communicating positive progress to build/enhance momentum).

In line with the first step, the study found that communication plays an integral role in creating awareness among staff and other stakeholders at ATL on the need for change and creating a sense of urgency. This helps in bringing everyone on board, creating buy-in and reducing resistance to change. The second step is also manifested in the leadership aspect of change, and the realization that the tone is set at the top. Effective and direct communication from the leadership on all matters pertaining to the change, also enhances constructive change at ATL. The third step of Kotter’s model also aligns well with the need to have a vision and strategy for change initiatives such as the *government* at ATL, and the importance of having a communication strategy for change as noted by this study. The study also notes that communicating the vision for change (step 4) is essential because it creates a shared understanding of the direction that the organization is taking. This also empowers organizationwide change by bringing everyone on board as noted in step 5 of Kotter’s model. However, step 6 of Kotter’s model (communicating short-term wins) did not come out clearly from the findings, and therefore future studies should seek a more in-depth understanding of the effect of communicating short-term wins. Lastly, consolidating gains, producing more change, and anchoring new approaches in the culture (step 7 and 8) were evident from the study because the respondents reiterated on the need to ensure that change involves a continuous learning process.

**2.3 Concept of Reviving of Dormant Brand Strategy**

Most research about reviving of dormant brand strategy (Brown, Kozinets & Sherry, 2023; Lehu, 2024) is based on either cognitive or social psychology. The former research stream suggests that marketing activities that rebuild brand equity also can improve brand image and awareness. In contrast, the latter stream argues that consumers social psychological ties with a brand will be aroused by a brand story, brand community, and nostalgia about a brand significance, meaning, and essence, which in turn can renew close relationships between consumers Cognitive Psychology Perspective and a brand. Bennis (2020) argues that brand equity must be managed actively in order to revitalize a brand. In turn, he provides the basic principles of enlivening of dormant brand strategy, to refresh lost sources of brand equity; to identify and create new sources of brand equity.

Pearce and Robinson (2020) defined a revitalizing of dormant brand strategy as representing absolute and relative to industry declining performance of sufficient magnitude to warrant explicit revitalizing of dormant brand actions. The management team must respond swiftly to ensure that the firm goes back to profitability in an event of firm’s performance down turn. A faulting firm will most likely continue to decline and may eventually fail if top management team lacks the ability to respond successfully to internal and external factors responsible for the performance downturn (Hambrick, 2020). During decline the top management must make well-informed decisions to speed up a firm’s recovery. Research indicates that when management formulates and implements informed revitalizing of dormant brand strategies, their firms can reviving of dormant brand even when facing declining environmental munificence, increasing environmental dynamism, escalating internal problems or limited slack resources (Pearce & Robinson, 2020, Barker & Dahaime, 2024).

**2.4 Reviving of Dormant Brand Strategy**

The reviving of dormant brand strategy is carried out in various stages namely analyzing the acceptability, relevance, quality and image; understanding a brand’s core values; managing relationships with customers; ensuring presence of idiosyncrasy; check for coordination in brand presentation and re-launching the brand.

The first step is analyzing the acceptability, relevance, quality and image. The company should investigate its consumers‟ feelings about the brand using in depth interviews. This should be done by also presenting the consumers with the firms products and the company’s competitors products and explore their perception about relative strengths and weaknesses. The in-depth interview helps narrow down to attributes relevant to individual consumers. The investigation should reinforce the results of the interviews with interviews conducted on a large sample. This qualitative research gives findings on

consumer perception of physical characteristics such as formulation, packaging, pricing, and accessibility. Through these; the company can reveal the emotional characteristics of the consumers like the brand personality (David, 2020). The next step is understanding a brand’s core values. Values show what the brand has always stood for. The revitalizing of dormant brand resulting from the earlier stage should be assessed for ramifications on the perceived brand values. For instance, Volvo cars stand for safety and durability but for this to be, their cars have to be heavy. If they conduct in depth interviews that show consumers prefer lighter faster cars, then Volvo should evaluate the repercussions of making their cars lighter, and ensure that it does not compromise their safety standards (David, 2020). Then follows managing relationships with customers. At this stage, the company should consider the way the consumers relate to the brand. Where the consumers do not know so much about the brand they like, the relationship tends to be authoritarian. Consumers look up to the brand and a change in the brand is likely to be accepted. However, if consumers know so much about the brand, they will expect to be consulted for any changes to be effected and if not consulted, these changes are likely to be rejected. Also, strong preferences help consumers weather a change in positioning, but if the brand loyalty is weak, switching is likely to take place (Hambrick, 202)0.

After this, the company should ensure presence of idiosyncrasy. Brand relationships with consumers result in friendship. The consumers therefore look for qualities of a true friend in the brand. One key quality of a friend is flaws. It is sometimes necessary to create a

mild brand personality flaw just so that the brand can appear more real or „human‟. This is done by adding a syncratic element to the adverts done for the brand (Hambrick, 2020). The final stages entail checking for coordination in brand presentation and re-launching the brand. Once relevant changes have been identified in a brand, the changed brand should be presented to the public. However, in presenting it, the marketing program should not feature anything contradicting the elements identified as desirable during rejuvenation. All actions should portray the same message to avoid confusing consumers (Finkelstein, 2015). The re-launch should be fast and strategic, rapidly communicating the message across to the masses about the rejuvenated brand in the most desirable and memorable way possible (Finkelstein, 2020).

**2.5 Forms of Reviving of Dormant Brand Strategy**

There are various forms of reviving of dormant brand strategies that a company can adopt in a bid to stay competitive including improving brand image, brand repositioning, changing brand elements, entering new markets and expanding brand awareness.

**2.5.1 Improving Brand Image**

Brand image, the major component, is regarded as “consumer perceptions of a brand as reflected by the brand associations held in consumers‟ memories (Keller, 2013, p.80). The theoretical base of the CBBE model can be delineated with a psychological theory, the associative network memory model, viewing semantic memory or knowledge as a set of nodes and links while nodes represent stored information connected by links that vary in strength (Chowdhurry, 2002 cited in Khan, 2020). The link between nodes is activated by cues, such as ads, logos, and other brand elements or information. Unique brand personality in this study is used as a revitalizing of dormant brand strategy to activate memory retrieval as soon as possible and has a significant impact on brand image and brand awareness. Thus, brand knowledge is also important in reviving of dormant brand because it influences what comes to mind and, therefore, affects how ageing brands come back to consumers‟ minds, i.e., revitalizing of dormant brand. While the enhancement of brand awareness seems the easiest method to rejuvenate ageing brands, strong, favourable, and unique brand associations, i.e., improving a brand’s image, can also be very helpful to create new sources of equity. As part of this repositioning or recommitment to an existing position requires positive associations that have faded must be bolstered, any negative associations must be neutralized, and additional positive associations should be created. In some cases, ageing brands need to increase differentiation from competing brands, and in other times, a brand must be repositioned to establish a point of parity on some key image dimensions to “break even with respect to other brands (Hofer, 2008 cited in Khan, 2020). Gopinath (2015) also indicates that retaining vulnerable or recapturing lost customers can enable a firm to identify neglected segments and attract new customers, which are very important tasks during brand repositioning.

Brand knowledge is the key and primary source of customer based brand equity (CBBE) and can be referred to as “an associative network memory model as a network of nodes and links wherein the brand node in memory has a variety of associations linked to it. According to the CBBE model proposed by Schendel, Patton and Riggs (2022), brand knowledge is a measure of consumer’s awareness of a brand and their perception of the strength, favourability, and uniqueness of its brand associations. Brand awareness, one of two major components of brand knowledge, is referred to as “the strength of the brand node or trace in memory, as reflected by consumer’s ability to recall or recognize the brand under different conditions.

**2.5.2 Brand Repositioning**

Repositioning a dying brand entails establishing more compelling points of difference (Brown, Kozinets & Sherry, 2023). Do this by reminding consumers of the virtues of the brand they have begun to take for granted. Along these lines, firms make and run ads such as „try them again for the first time‟ which spark nostalgia and heritage already in the minds of consumers.

It can also entail establishing points of parity on key image dimensions so as to make the brand more contemporary (Wansink, 2020). This is done by creating relevant usage situations, a more contemporary user profile or a more modern brand personality. ATL, a heritage brand had a long history and acquired a perception of trust but with it the negative perceptions of being boring, un-interesting and un-likable and medieval. Updating such a brand required a combination of new products, new advertising, new promotions or new packaging like the colored products especially shake which brought with it the perception of hip, fun and modernity.

**2.5.3 Changing Brand Elements**

The first choice of brand elements is to select or translate a brand name. A unique, strong, and attractive brand name, such as GM and Apple, can enhance the corresponding brand associations of uniqueness, strength and favourability. Moreover, Keller (2013 cited in Khan, 2020) delineates that a brand name has the introduction of the category of the branded products or services and their features or characteristics. In this study, Playboy has a unique and appealing name to be helpful for the enhancement of brand association. Additionally, other brand elements, such as logo or personality, and jingle, have a strong impact on brand awareness and image.

In revitalizing of dormant brand strategy, as per Lehu (2024), supporting marketing programs can inject new life into ageing brands, such as product strategies like repackaging, restyling, pricing strategies like medium high pricing, promotion strategies like new ads and communication media, and channel strategies like new dealers or channels. The first three types of secondary associations involve “factual sources (i.e. who makes the brand and where it is purchased) and the final two types of secondary associations are created through the primary brand associations related with user and usage situation attributes, especial y the association between a brand and a celebrity endorser (Robson, 2022). These are changed to convey new information or as signal that the brand has taken new on new meaning because the product or some other aspect of the marketing program has changed. Of the key elements, a brand name is the hardest to change. When rejuvenating a brand by changing the brand name, tactics involved include dropping a name, combining into initials or changing a brand to the name consumers use to refer to it e.g. from Federal Express to FedEx as consumers called it (Shamsud, 2022).

**2.5.4 Entering New Markets**

Slatter (2020) posits that another reviving of dormant brand strategy is to seek the segments ignored by competitors through demographic analysis. He also makes one classic example, Procter & Gamble’s Ivory soap, which revived the brand franchise by promoting the product as a pure and simple soap for adults instead of just for babies while there is another similar example, such as Johnson & Johnson„s baby shampoo, achieving success by promoting the gentleness and everyday applicability of its product to an adult audience. However, Keller (1999 cited in Khan, 2020) delineates that attracting a new market segment also can be difficult. In revitalizing of dormant brand strategy, attracting emerging market segments on the basis of cultural dimensions may require different messages, creative strategies, and media, for example, Playboy in China adopts brand extension to youngsters and changes its extant media communication to new creative media, such as online ads for the youngsters. Finally, Khandwalla (2017) emphasizes that one of the important revitalizing of dormant brand strategies is to find new segments and attract new customers from the segments.

Normally, firms do not target all segments making up a potential market. Some are left dormant. When rejuvenating, brands can be targeted at these dormant segments. To effectively target these dormant segments however, the firm may need to re-model its advertising campaigns and other communication. Segment „awakening‟ includes; reaching out to new customers e.g. Johnsons and Johnsons baby shampoo was repositioned as gentle for adults too. Segmenting on the basis of demographic variables. Identifying neglected segments is another option.

**2.5.5 Expanding Brand Awareness**

For an ageing brand, the depth of brand awareness is not usually a problem; consumers still recognize or recall the brand in certain circumstances, but the breadth of brand awareness is the stumbling block, in that consumers only think of the brand in very narrow ways (Chowdhury & Lang, 2023). Obviously, increasing sales is an effective and direct method to rejuvenate an ageing brand. Consequently, sales can further increase from the greater usage and larger market share. Therefore, the easiest to implement method to create new sources of brand equity is to employ brand strategies or tactics to increase the product usage of ageing brands. As suggested by Keller (1999 cited in Khan, 2020), the usage of ageing brands can be enhanced by the increment of consumption level (i.e., how much the brands are used) or consumption frequency (i.e., how often the brands Social Psychology Perspective are used).

From a social psychology perspective, reviving of dormant brand strategy pertains to the revival of brand meaning by arousing consumers‟ personal and communal nostalgia (Brown, Kozinets & Sherry, 2023). The former pertains to age and experience, whereas the latter relates to an era marked by historical events, such as war. In marketing theory, personal nostalgia relates closely to communal nostalgia, because an old brand arouses people to recall not only the era in which they used it but also their experiences during that era. Reviving of dormant brand strategy can exploit consumer nostalgia by employing slogans, packaging, or traditions that arouse consumers‟ memories. However, it still must be connected to modern standards and consumer needs, even from a nostalgic perspective. Brand awareness consists of brand recognition and brand recall performance, and brand recognition is defined in terms of “consumers” ability to confirm their prior exposure to the brand when given the brand as a cue (Keller, 2013, p. 49). Brand recall is referred to as “consumers‟ ability to retrieve the brand when prompted with the given product category, the needs fulfilled by the category, or a purchase or usage situation as a cue. Additionally, Keller (2013) posits that a high level of brand awareness offers three main advantages: learning advantage, brand awareness influences the formation and strength of the associations that constitute the brand image; consideration advantage, as suggested previously, consumers must consider the brand whenever they are making a purchase for which it can fulfil a need and raising brand awareness increases the likelihood that the brand will be part of the consideration set, defined as the few brands that receive serious purchase consideration; choice advantage, even though no brand association is related to other brands, brand choice can be subject to brand awareness (Rashmi, 2013).

**2.6 Review of Related Research**

Managing organizational revitalizing of dormant brand involves many elements including analyzing the effect on the organization and revealing any further reviving of dormant brand necessary for optimal performance (Njuguna & Muathe, 2020). According to Hayes (2020), it is also vital to determine and plan for the right course of action by managers to realize this mission. According to Njuguna and Muathe, in revitalizing of dormant brand, there is no one fail-proof reviving of dormant brand approach. Therefore, adaptability is the most significant organizational tool. In this context, communication needs to be adaptive to match the demands of revitalizing of dormant brand. However, the focus of the study was more on revitalizing of dormant brand. The current study builds on this, by delving deep into on the centrality of communication during organizational revitalizing of dormant brand.

Strategic communication designed for reviving of dormant brand requires an in-depth understanding of the internal and external drivers of organizational reviving of dormant brand, then taking into consideration the human factors such as employee behavior and attitudes of those involved (Hayes, 2020). Neill highlights the influence of technology on the aspects of communication that affect revitalizing of dormant brand. The interdependence of these systems needs to be well accounted for to keep productivity at the optimum during the reviving of dormant brand process.

**2.6.1 Aspects of Communication that are Useful for reviving of dormant brand**

**2.6.1.1 Communication Competence, Goal-setting and Situational Knowledge**

As a critical element that is necessary for the success of revitalizing of dormant brand initiatives, communication must involve high standards of competence. The communication function must also set effective goals that are in line with the objectives and milestones of the revitalizing of dormant brand initiative. Situational knowledge is also an important pillar that ensures that there is synchrony in the activities of the communication function and the team running the reviving of dormant brand initiative. When an organization is needed to revitalizing of dormant brand, there can never be an excuse of over-communication (Sheikh, 2013). Executives constantly find the need to over-communicate when handling the experience of reviving of dormant brand. However, it is not every time that every player in the revitalizing of dormant brand process comes out happy with the ongoing communication. As a result, communication will face some tough obstacles, and often, employees will complain about the process. For effective communication to take place, all elements need to network perfectly and bring a unified meaning to the enlivening of dormant brand process.

These aspects include the clarity of the message from the sender; the ability of the recipient to listen, understand and probe questions about the message and the mode of communication must be appropriate given the circumstances (Heathfield, 2019). The message’s content should resonate with the receiver’s beliefs. Therefore, the employee should want and be open to receiving this information.

According to Sheikh (2013), the revitalizing of dormant brand process is bound to encounter several barriers. Therefore, communication provides a solution to these cultural issues. People get to know each other and better adapt to their new practices, roles, and goals. Communication also offers a means for encouraging employees and thus fostering a productive and culturally sensitive work environment. Sheikh suggests the three major aspects that make communication fundamental in realizing effective reviving of dormant brand: communication competence, goal setting and situational knowledge. The study was qualitative in nature and collected data through semistructured interviews of participants involved in the merger of two Swedish firms. However, the fact that the study was done in Sweden raises a contextual gap. The current study therefore sought to address this gap by carrying out the study in the Ghanaian context.

O’Hair, Friedrich& Dixon (2019) concur with the findings of Sheikh (2023) citing these aspects as contributors of strategic communication that senior management should aim to adopt. These key success factors help in enhancing excellence, positive alignment, and harmony in managing communication and revitalizing of dormant brand.

**2.6.1.2 Strategic Communication for reviving of dormant brand**

The modern business environment demands for the ability of organizations to be able to adapt to revitalizing of dormant brand. While the chances of failure in creating change may discourage an organization from embarking on a revitalizing of dormant brand mission, this process does not have to be extremely overwhelming.

For communication specialists, organizational reviving of dormant brand is an everlasting challenge. According to Daly, Teague, and Kitchen (2023), 70% of organizational revitalizing of dormant brand initiatives fail due to inefficient communication. To maintain the values of the organization while undergoing reviving of dormant brand, seamless communication measures need to be put in place. Therefore, internal communicators, senior leaders and public relations need to work together to achieve this mission. As today’s communication largely occurs digitally, management and human resource teams need to incorporate real time information to realize successful strategic communication during the revitalizing of dormant brand process. This is achievable through an integrated communication strategy that documents specific details about how the communication function will ensure that communication is effective before, during, and after a reviving of dormant brand initiative. A reviving of dormant brand plan must integrate a robust considered communication plan.

According to the Standing Partnership (2015), reviving of dormant brand is inevitable, given the pressures in the modern business scene such as the effect of increased globalization, influence of climate change, technology, and many others. For an organization to stay successful, responding to the revitalizing of dormant brand is fundamental. One way to prevent failing at reviving of dormant brand is by effective planning, which provides the organization with the required tools for adapting to reviving of dormant brand. A big part of this solution is strategic communications (Standing Partnership, 2015). A robust communication plan will successfully steer an organization through revitalizing of dormant brand. In major ways, it helps to identify the risks that implementation will face before they occur, boosts the comfort of reviving of dormant brand in the culture, and encourage employee participation in the reviving of dormant brand process (Daly et al., 2013).

A prerequisite of success in the modern business environment is that an organization must incorporate communication into its core activities. According to Kaul (2017), organizations have an arsenal of communication tools that they can use to strategically achieve its objectives. If organizations integrate communication into important activities such as revitalizing of dormant brand, they can be able effectively address various concerns, viewpoints and respond to certain hot topics in a consistent manner that minimizes resistance or reluctance to participate in reviving of dormant brand initiatives.

In an organization, communication is the bind that keeps it together (Dubrin, 2019). Quirke (2018) posits that a communication strategy should provide ideas, concepts, and information, and put this content in context that makes it relevant. A strategy therefore ensures conversations are geared towards the shared understanding of perceptions and views, and that feedback is gathered from the communication. According to Assael (2024), this situation allows the customers and stakeholders to be exposed to the organization’s content.

Most problems in any organization can be linked to poor communication (Dubri, 2019), and even though there are great ideas, if they are not well communicated to the hands and the hearts of those responsible to execute them, they are good for nothing (Gachungi, 2024). Management needs to communicate effectively to better plan, control and organize the business function. Therefore, there is a need to clarify and simplify the communication process to avoid resistance when orchestrating revitalizing of dormant brand initiatives (Quirke, 2018). A robust communication strategy takes all these factors into consideration and acts as a good reference point during implementation.

**2.6.1.3 Effective Use of Communication**

There are various communication channels available for adoption in reviving of dormant brand, all of which vary in cost, accuracy, speed, and reach (Locker & Kaczmarek, 2019). Cole and Kelly (2019) stated that formal communication is characterized by presentation of information intended for a specific purpose in a consistent and structured manner. A communication channel allows one to get through to as many of the intended recipients as possible in the quickest and most reliable way (Jones, 2010). Jones further notes that the choice of the channel is tied to its reliability, the form of the message, the nature of the intended recipients, the confidentiality of the message and the time needed for it to be delivered.

Formal communication takes place in designated pipelines that go across, up and down the organizational tree (Cole & Kelly, 2019). Downward communication occurs when superiors communicate with subordinates, while the vice versa is true for upwards communication. Horizontal communication, as described by Gratton and Truss (2013), happens between colleagues at a similar working level, or positions of similar power. Although it is formal, it doesn’t necessarily have to go through a chain of command but is still necessary for coordination. Gratton and Truss (2023), and Courtland and Thill (2023) describe formal communication to mirror the organizational structure. According to Quirke, the organization needs to properly mix up the communication channels and use each channel for the appropriate information. A key success factor for effective reviving of dormant brand communication is ensuring that communication is both top-down and bottom-up, and that is effective in both directions.

**2.7 Factors Influencing Uptake of Reviving of Dormant Brand Communication**

**2.7.1 Reviving of Dormant Brand**

Revitalizing of dormant brand is the systematic and structured approach to achieve sustainable reviving of dormant brand in the behavior of people in an organization (Cameron & Green, 2022). According to Prosci (2019), revitalizing of dormant brand involves transiting from a current state to a desired future state in a systematic process of ensuring to guide organizational revitalizing of dormant brand in accordance with the plan while doing it in a cost-effective method, observing the targeted time frame, to achieve the desired results.

The process of strategic reviving of dormant brand starts with the recognition of either a problem, a crisis, or an opportunity that the organization identifies as one of the important strategic enablers or prerequisites (Sheikh, 2013). Lussier (2019) describes the reviving of dormant brand process in four stages. The first is denial, whereby no one believes that revitalizing of dormant brand will be made. This is like being shocked, and this stage is followed by resistance. In the third stage, exploration, people start understanding how they will be affected by the revitalizing of dormant brand. The final stage is commitment, whereby employees conform to the new reviving of brand or face the consequences of not doing. Burnes (2019) adds another stage, namely internalization, where the reviving of brand has become fully adopted, and the new ways are considered normal.

According to Plunkett et al., (2018), reviving of brand can originate either from the internal business environment, or the external environment. Such external forces are social, technological, political, and economic factors. Additionally, government action and competition may be external factors that influence organizational reviving of brand. Internal drivers of reviving of brand include management styles and policies, technology, capital, and employee attitudes. Lussier (2019) identifies organizational reviving of brand to be in four categories: strategy, people, technology, and structure. Strategic reviving of brand happen at the business, functional and corporate levels, while structural reviving of brand follow strategic changes. Because people’s skills and jobs change with changing technology and structure, people change follow structural, technological, and reviving dormant brands (Plunkett et al., 2018). Structural changes are designed to smoothen the operations, while people changes aim at the skills, behaviors and attitudes of people.

Carnall (2017) posits that it is almost impossible to convince everyone to embrace change, since change brings about strain and stress for the supporters and opposers as well.

According to Jones (2020), there are five principal reasons as to why people resist reviving of brand. Firstly, people are uncertain about what will happen following changes. People resist because they become curious and nervous following the unknown results of undergoing reviving of brand. Another reason is the anxiety of learning new things since they become temporarily incompetent. The fear of loss, as well as self-interest are other causes of resistance. These views concur with Cameron and Green (2022), who identify fear of temporal incompetence, anxiety of punishment for this incompetence, loss of personal identity. However, resistance should be treated as a natural process (Balogun & Hailey, 2018). Carnall (2017) advises that those involved need to understand the reviving of brand, its mission and what role they play in the process.

According to Sirkin, Keenan and Jackson (2015), evaluating reviving of brand is an essential stage in demonstrating the degree of commitment to reviving of brand. They propose a DICE model that stands for Duration, Integrity, Commitment and Effort. The integrity in reviving of brand makes it more acceptable. While the effort and commitment from the employees and managers are what drive this reviving of brand process into actualization. Depending on how much time the change process takes, there might need balancing between the time to work, and the time to enact the reviving of brand process.

According to Kotter (1996 cited in Khan, 2020), for reviving of brand to occur successfully, it must go through eight steps. The first one is the creation of a sense of urgency, whereby it becomes critical for reviving of brand to happen (Quirke, 2018). The second step involves forming a powerful guiding team, while the third is creating a vision. Communicating this vision constitutes the fourth step, while the fifth is enabling the others to follow this vision. Next, comes planning for the reviving of brand project, making short-term objectives, and securing ongoing reviving of brand. The seventh step encourages more reviving of brand by consolidating the improvements. Finally, the last step involves the institutionalization of the new ways. Sirkin, Keenan and Jackson (2015) support these steps by arguing that the creation of awareness and realization of urgency help to show commitment.

**2.7.2 Factors Influencing Uptake of Reviving of Brand Communication**

The uptake of strategic communication during organizational reviving of brand may be influenced by various factors within the organization’s context. According to Mutihac (2020) leadership commitment to reviving of brand communication as well as the communication skills of the leadership team may affect the uptake of reviving of brand communication. Effective reviving of brand communication is anchored on leadership commitment because the leadership team influences all other aspects of management of reviving of brand.

Mutiso (2017) concurs with this, by noting that leadership is a pivotal factor in both reviving of dormant brand and reviving of brand communication. The study was a case of Population Services Kenya’s ORION project, and data was collected from 86 members of staff using questionnaires. Analysis of data was carried out using the Statistical Package for Social Sciences (SPSS) software. To improve on this study, the current study took an in-depth approach, and collected qualitative data through in-depth interviews to understand and bring out the underlying issues regarding the centrality of communication in revitalizing of dormant brand. Data will be analyzed through thematic analysis. Organizational culture also influences uptake of reviving of brand communication and should therefore be taken into consideration when implementing an effective reviving of brand communication strategy (Invernizzi, Romenti & Fumagalli, 2022).

**2.8 Relationship between Communication strategiess and reviving of dormant brand**

According to Neill (2018), it is crucial to reinforce the company values by communicating the need to be consistent with company values while undergoing reviving of brand. Neill suggests six best practices when engaging revitalizing of dormant brand communication; information guides need to be formulated as senior leadership works hand in hand with internal communication; superiors should be available to address concerns and problems of subordinates as they undergo reviving of brand; communication should create opportunities for other leaders to emerge from among the employees; internal communication should share stories of employees that motivate reviving of brand. Public relations should also be involved in this process and collaborate with marketing and human resource to implement reviving of dormant brand communication (Daly et al., 2017; Neill, 2018).

**2.9 Chapter Summary**

This chapter reviewed the work of other writers regarding communication strategies in organizational revitalizing of dormant brand. Theories that describe communication patterns and behaviors of people have been discussed. This section has also defined communication strategiess and discussed the key communication aspects that are useful for reviving of dormant brand which include communication competence, goal setting, situational knowledge, and having a robust strategic communication strategy for reviving of dormant brand (Quirke, 2018; Sheikh, 2023; Gachungi, 2024).

The next section discussed the concept of reviving of dormant brand, which is a systematic and structured approach to achieving constructive transition from a current state to a desired future state as defined by Cameron and Green (2022). The drivers for this reviving of brand can be either internal or external. Resistance to reviving of brand can be considered a natural reaction as it might be a stressful phase. This chapter has presented reviving of dormant brand models including the stakeholders that make the reviving of brand process a more dynamic and acceptable process. Kotter’s steps are widely agreeable as a proven system for instigating effective reviving of brand. The last section discussed the factors influencing the uptake of reviving of brand communication, followed by a discussion on the systems theory and the excellence theory which are the theoretical pillars of the study, and thereafter the conceptual framework.

**CHAPTER THREE**

**PROJECT IMPLEMENTATION**

**3.1 Introduction**

This chapter is a discussion of the methodology that was used by the researcher to find answers to the research question. In this chapter the research methodology was presented in the following order, research design, data collection and finally the data analysis.

**3.2 Profile of the Organization**

Akosombo Textile Limited (ATL) is a textile company in Ghana that produces real wax and African Fancy prints with 100% cotton. It is located on the grounds next to the Akosombo Dam in the Eastern Region. It has weaving, spinning and finishing facilities. It has four fabric labels: ATL, ABC, Treasure and Inspiration. The company's current manager is Ing. Kenneth Asare.

During the second half of the 19th Century, [Javanese](https://en.wikipedia.org/wiki/Javanese_people) batik print was introduced to [West Africa](https://en.wikipedia.org/wiki/West_Africa). [Wax](https://en.wikipedia.org/wiki/Wax) print was based on Javanese batik print. African soldiers took cloth that was brightly colored with them after serving in Indonesia. This introduced local production which was slow and laborious because of the traditional process of production.

Akosombo Textiles Limited now Akosombo Industrial Company Limited was established in 1967.A new production line ABC (*A. Brunschweiler & Company)* Wax opened a new facility at ATL to produce a standard wax range for the [Ghanaian](https://en.wikipedia.org/wiki/Ghanaian_people) local market. ABC over the past 100 years has been synonymous with textile manufacturing in Africa and Europe for English Wax.

In December 2005 ABC's new production facility in Ghana was officially inaugurated at Akosombo Textiles Limited. ABC standard has been printed in Ghana since 2006 by ATL as a collaboration between ABC, UK and ATL.The decision to move the production of Standard to Ghana was to meet the changing demand of local African consumers.

The production of high quality Standard wax in Ghana during 2006/7 led to the transfer of ABC products such as Superwax, Handblock and Premium, and resulted in the final closure of the Manchester production facility in December 2017.

Textiles are designed on cultural beliefs, values and heritage of its people. Adinkra symbols are incorporated and there are motifs for different occasions. Designs are also created for the unity of organizations and institutions

**3.3 Audit Design**

This study adopted a qualitative approach. This is because the study collected data that was purely qualitative. The study answered the research questions by identifying themes and insights from the qualitative data. A qualitative approach was appropriate because it gave the researcher greater flexibility in collecting, analyzing, and interpreting data as compared to a quantitative approach. Qualitative analysis also enabled the researcher to experience a more realistic feel about the research issue by immersing themselves into the data to identify detailed insights. A qualitative approach also gave the benefit of greater capability in describing the research issue. This brought out the in-depth insights on communication strategies and reviving dormant brand due to its exploratory nature. Reflecting to the findings of this study, it was evident that the main aspects that the study sought to investigate i.e., aspects of communication that are useful for reviving dormant brand, factors influencing the uptake of change communication, and the centrality of communication in driving constructive change, were best brought out by the qualitative approach. There were no countable variables in this study, and therefore the qualitative approach gave the researcher greater flexibility to seek deeper insights from the key informants.

This study adopted a case study aimed at establishing the relationship reviving dormant brand through communication strategies at Akosombo Textiles Limited. A case study is suitable for this research as it involves a complete observation of a social unit (a person, a group or a social institution) emphasizing in depth rather than in- breadth analysis (Robson, 2013). More so, a case study is important for analyzing information in a systematic way to come up with useful conclusions and recommendations based on one unit of analysis (Mugenda & Mugenda, 2013).

## 3.4 Population and Sampling

Population is the totality of all the observations from which the data is to be collected. However, most of the time, the collection of data from the whole population is not possible due to time, cost, and other constraints. Thus, a representative part is collected from the population to undertake research (Bryman & Bell, 2015). The population for this study was all the 130 staff at the Akosombo Textiles Limited.

The unit of analysis for the study was the Akosombo Textiles Limited as the organization about which the study sought to make conclusions regarding the nexus between communication strategies and reviving dormant brand. The units of observation were the individuals/staff who provided information from which conclusions were derived.

Qualitative data was collected through interviewing a purposive sample of respondents who were selected based on their involvement in reviving dormant brand as well as communications. An initial sample of 20 respondents was chosen after a pre-analysis of the target population to identify the key informants who have been involved the most in the subject matter of the study. These informants were better placed to give deep insights on the research questions because of their heavy involvement as policy makers and as practitioners in communications and reviving dormant brand. The purposive sample therefore comprised of informants whose involvement in the subject matter of interest were beneficial to the study.

**3.5 Data Collection and Instruments**

Data was collected through Key Informant Interviews and two Focus Group Discussions (FGDs). The 20 initial respondents who formed the purposive sample were the key informants. The Key Informant Interviews were appropriate for the study because they enable deeper interrogation of the respondents in questions of interest and help to obtain deep insights from people who have first-hand knowledge and experience about a topic of interest. A semi-structured interview guide was used to gather information from the Key Informants because it enables flexibility in terms of framing questions, consequent discussions and even additional issues that may have been overlooked but arise during the interview. The KIIs were therefore useful in gaining a deep understanding about communication bottlenecks during change initiatives and areas of improvement to enhance the achievement of constructive change. The participants gave useful insights by narrating their experiences in relation to the research questions.

The study also conducted two Focus Group Discussions to allow the informants to interact, discuss and share insights in a group setting. The choice of Focus Group Discussions as an additional method of collecting data was because some of the concepts, ideas or insights would best be brought out in group setting rather than on an individual basis because the respondents would be able to give their input on a specific question or topic of discussion and probably give a shared opinion on certain concepts (Mishra, 2016). This was useful for the study because it gave more information or insights that were not obtained from individual Key Informant Interviews. The focus groups comprised of staff from different departments, levels, experience, and generational brackets.

The researcher conducted the interviews at ATL offices between 2nd April 2025 and 4th April 2025. Starting from the initial sample of 20 respondents, the interviewer continued with the interviews until a point of saturation was reached, where the researcher felt that the research questions had been adequately addressed and no new insights were being discovered. An interview guide was used to conduct the Key Informant Interviews while Focus Group Discussions were carried out using a Focus Group Discussion guide. The interview guide contained topics and questions that enabled the researcher to obtain information and insights from the informants, and to moderate the Focus Group Discussions.

**3.6 Validity and Reliability Tests**

The study carried out a pilot test procedure to identify any gaps and challenges that may be experienced during the actual collection of data. The pilot study was conducted through four staff from the communications office at ATL. The communications team was best placed to participate in the pre-test because they were the contact department for the researcher and are at the core of the communication function. The objective was to test the suitability of the interview guide questions, establish any questions that the participants may have had a challenge responding to, identify errors, and test the flow of the questions. The pre-test was done two weeks before the beginning of the actual data collection to give the researcher enough time to incorporate the findings into the instrument and finalize the preparations.

**3.7 Data Processing and Analysis**

The data was presented through explanatory narratives that gave highlights of the key findings based on responses to the research questions. Representative quotes were also used to present excerpts that provided the closest representation of the findings.

The thematic coding technique was used for the study. The use of thematic coding in qualitative research involves close examination analysis of text data to identify common themes or patterns (Maguire & Delahunt, 2017). Coding and further analysis was done with the help of NVIVO software. The parameters of analysis were key words, concepts, and themes. These parameters included explanatory narratives that respond to each research question, as well as themes relating to aspects of strategic communication and how they influence reviving dormant brand, challenges related to various aspects of strategic communication, benefits of these aspects with respect to reviving dormant brand, and factors influencing the uptake of strategic communication, especially during reviving dormant brand. The study made conclusions based on these parameters of analysis through an inductive approach, where the researcher made general conclusions based on the thematic evidence.

The recorded interviews were transcribed into text data and stored in a word document. The data was then cleansed in preparation for analysis. The next step was to load the data to NVIVO by creating a new NVIVO analysis project and attaching the data to the project. The researcher then examined the data closely and coded the responses into nodes which were useful in arriving at the final emerging themes.

**3.5 Ethical Issues Addressed**

Ethical aspects in any research study play the most important role in determining the research quality (Creswell, 2013). During the process of collecting data, the respondents were assured of confidentiality and anonymity. This information was provided to the respondent in the introductory letter (provided in the appendices section). The information collected was utilized for the purposes of this study only and was not linked to individual respondents. Consent was sought from the respondents using the consent form that is provided in the appendices of this paper. Lastly, all sources of information that do not belong to the researcher were appropriately acknowledged.

**3.6 Summary**

The chapter outlines the general implementation plan of the study by describing the research design, research approach, target population and sampling, and how data was collected and analyzed. The chapter provides a background for the next chapter where the analysis of data and findings were presented.

# CHAPTER FOUR

# DATA PRESENTATION, ANALYSIS AND INTERPRETATION

## 4.1 Introduction

In this section, the study provides a description of the data analysis process, presents the results, and as well as the interpretation obtained from the results. Specifically, the chapter describes the process of preparing the data, coding, identification of emerging themes, and an interpretation of these results in line with the research questions.

## 4.2 Data Analysis Process

## 4.2.1 Summary of the Data Collection Process

The researcher collected qualitative data from the key informants at ATL who were selected based on their involvement in reviving dormant brand and strategic communication, making them suitable to provide useful insights for the study. Key informant interviews were conducted both physically at the ATL offices and online via the Zoom application for participants who were not at the office.

## 4.2.2 Response Rate

The researcher was able to interview all the 30 key informants; hence the response rate was 100%. In addition to the key informant interviews, the study also carried out two focus group discussions which were held on Zoom. The key informant interviews were guided by the key informant interview guide which had a set of guiding questions that had been prepared in line with the research questions. For the focus group discussions, a focus group discussion guide was used to guide the researcher in moderating the discussion. The interviews and the focus group discussions were recorded for analysis purposes after seeking consent from the participants. The study intended to have two Focus Group Discussions and managed to conduct all of them because the virtual platform (zoom) made it easy for the participants to come together for the FGDs. Therefore, the response rate for the FGD was also 100%.

## 4.2.2 Transcription

Upon completion of the data collection, the recorded data was transcribed resulting in

213 pages of data in Microsoft Word format.

## 4.2.3 Data Coding

Coding of data was carried out with the help of NVIVO version 12 qualitative analysis software which was useful in organizing the data for purposes of identification of emerging themes. The researcher coded the data into Nodes while reading through the qualitative text and capturing the appropriate case references. This resulted in 29 initial Nodes shown in table 4.1 below.

**Table 4.1: Initial nodes**

|  |  |  |
| --- | --- | --- |
| Name | Files | References |
| Attitude towards change | 2 | 7 |
| Balance of formal and informal communication channels | 1 | 11 |
| Building trust through effective communication | 1 | 15 |
| Communicating the vision | 1 | 9 |
| Communication brings everyone on board | 2 | 19 |
| Communication prepares people effectively for change | 1 | 15 |
| Communication strategy | 1 | 11 |
| Competence in communication by the top Leadership | 2 | 15 |
| Creating too many expectations | 1 | 9 |
| Culture | 1 | 10 |
| Culture and reviving dormant brand | 1 | 5 |
| Direct communication from the top | 1 | 17 |
| Effective communication channels during change | 2 | 22 |
| Empowerment to openly share ideas | 1 | 6 |
| Environment within which an organization operates may affect communication competence | 1 | 9 |
| Footprints as an effective communication strategy | 1 | 12 |
| Goal setting | 1 | 4 |
| Grapevine | 1 | 11 |
| Identifying target group for effective communication and cascading | 1 | 14 |
| Important messages should come from the right channels or offices | 1 | 10 |
| Improvement in meeting stakeholder needs | 1 | 4 |
| Innovative communication channels | 1 | 22 |
| Involving people more rather than just informing | 1 | 13 |
| Lack of clarity in communication increases resistance to change | 1 | 7 |
| Nature of communication | 1 | 7 |
| Strategic communication creates a shared understanding and creates impact | 1 | 24 |
| Timely communication and taking feedback into account | 1 | 25 |
| Understanding the communication channel that works for different groups of audience | 1 | 10 |

The researcher also utilized the ‘Memo’ feature in NVIVO 12 to capture notes on the emerging themes, ideas, and useful insights during the coding process. In capturing the data samplers or references for a node, the researcher relied on his judgment on the references that gave a clear representation of the overall emerging theme. To guarantee the safety and confidentiality of the data, both the transcribed data and the recorded data was kept in a password protected external hard drive and backed up accordingly.

## 4.3 Summary of Key Findings

The study further analyzed the 29 initial nodes that were arrived at after the coding process to identify the main emerging themes in line with the research objectives.

## 4.3.1 Objective One: To examine the key communication strategies employed in the revitalization of Akosombo Textiles Limited

In line with the first objective, the study sought insights from the respondents on the aspects of communication that enhance constructive reviving dormant brand. The following emerging themes were identified.

## 4.3.1.1 Timely Communication and Taking Feedback into Account

There was a consensus among the participants that timely communication is very essential during reviving dormant brand. Timely communication ensures that all stakeholders know what is happening and what is required of them in a timely manner and prevents grapevine or misinformation. The participants also noted that having proper feedback mechanisms and incorporating feedback from different people is very important. In an organizational set up, there are people from different backgrounds and with divergent views. It is important to get their feedback and find a way to address their issues in a timely manner. From the findings, it was evident that at ATL, there was a lot of uncertainty and a trust gap at the onset of Wear Ghana initiative*.*

In addition, some of the participants noted that the ‘what’s in it for me’ attitude was also initially present. However, timely and clear communication which was spearheaded by the *Wear Africa* team which was formed to address the organizational anxieties relating to the change, really helped in addressing concerns and informing all stakeholders about what the initiative was all about.

Below are some excerpts on timely communication and feedback.

Reference 2 - 0.21% Coverage

*I think for me communication is important but just make sure that the information you are sending out is proper, timely and effective and when you send out that communication expect that there's also feedback. So how you treat that feedback also matters. Yes, so that at least the area's you may think you have been doing so well yet the intended recipient is like all these things are not working for me or vice versa so that meeting of minds where people will sit, internalize, and discuss then give feedback…I think that sums it up.*

Reference 3 - 0.11% Coverage

*Communication is a two-way thing. So, when you're communicating, you need to ensure that the person who you're communicating to receives and understands what you're communicating, and they only need to give you their feedback to show that they understand…*

Reference 4 - 0.09% Coverage

*In terms of feedback, it’s important that feedback is given promptly and just knowing how to work with different personalities and engaging them at their level and yeah, basically that has really helped and also knowing where you need to improve….*

Reference 6 - 0.28% Coverage

*Probably what I would put at the top is the timeliness because I think what I feel could be damaging is where information is not shared out in a timely manner that you may have people starting to share that informally and the risk is that information will be distorted. Timeliness is key, especially when you're talking about key Information that needs to be communicated. I think I would rate that quite high and I think also that tied to openness because I think the thing with communication information travels quite fast. So, where for some reason information is not shared, it still finds its way and people will get to know about it.*

Reference 7 - 0.02% Coverage

*Timeliness is key so that people get it when it has just happened.*

Reference 8 - 0.28% Coverage

*How it's executed and uh, the frequency, the timeliness. Yes. Because you can't communicate something, you know, two months after it has occurred, it has to be timely…. It has to be relevant because you have to read the mood. There are times when people want to get addressed about something. So, if you don't address it at that time and you come and address something else, whatever you are talking about, nobody will listen.*

Reference 9 - 0.21% Coverage

*Again, engagement at the very earliest time I'm looking at what is the timing? Who is your audience? Um, and what, what is the model of communication in terms of are you going to do some capacity building? I, you know, how you going to explain it, how do you conceptualize explaining this, this strategy or the policy to someone so they can understand what you're trying to say, Oh, what language are you going to use? Because people, people understand things differently, you know, for example, cause* *I'm understanding things in Twi is better, easier than, than English, for example, somebody from the Kumasi.*

In summary, the findings revealed that communication needs to be timely to avoid communication bottlenecks such as grapevine. Feedback is also vital, because it is a sign that the communication has been received and that there is a reaction to the message that has been passed. For instance, at ATL, ‘Lunch box’ sessions were identified as having been useful in enabling sharing of information and getting feedback from staff. The sessions involved a luncheon where staff had lunch together, share inter-departmental information, and discuss organizational issues.

**4.4.1.2 Creativity and Innovation in Communication**

The findings revealed that creative or innovative communication channels worked well for ATL during the Wear Ghana change initiative and were still working even now in terms of communicating key messages and values in a simple way that was easy for the audience to understand. The use of footprints for instance, was very evident at the ATL offices. Some of the participants’ sentiments on creativity in communication are given below:

Reference 1 - 0.23% Coverage

*….One of the communication strategies is email and of course the footprints is the most visible thing that you'll see when you walk in to ATL there are footprints that have been put on all floors that ATL has occupied and these footprints basically mention the values of* *Wear Ghana initiative. So, someone even a visitor walking in they'll be wondering. What are these footprints all about, and they will get I mean, they will be engaged and they will also be able to rate us as an organization from period, against those footprint because those footprints have the values of* *Wear Ghana initiative. So, I think that's one of the most effective ways of communication.*

Reference 2 - 0.13% Coverage

*I think communication is key and you can be very creative in doing it. Business is supposed to be very formal but enhancing it with a bit of creativity is good. I think you when you walked in you saw the steps. Yeah, hopefully, yeah. Creativity enhancing your communication. There's a lot of creative ways you can go about it.*

Other respondents felt that the use of infographics was also very effective as shown in the sentiments below;

Reference 1 - 0.26% Coverage

*…. infographics and text messaging, uh, are working a lot, you know, that one is very personalized, comes to your message in high impact. You know, you're trying to drill down a core value or something, you know, instead of doing memos and talking about that for two weeks every day on, I found that to be effective in terms of communicating with the external, face, bilateral communication helps a lot. And, for the general public infographics don't, don't put too many brochures and writings out there. Why don't you just have something on your web? Very simple infographic to explain complex things. So, I think in that broad sense, there's been a lot of innovative ways to do these things and we're keeping on learning every day.*

In summary, it was evident that creative and innovative ways of communication such the use of infographics and footprints enhance the effectiveness of communication. Infographics communicate complex issues in a simple and easy to understand manner. For instance, at ATL, the infographics were useful in communicating the reviving dormant brand pillars (Awareness, Desire, Knowledge, Ability, and Reinforcement), and the importance of each component in a simple and relatable way.

## 4.3.1.3 Effective use of Communication Channels

The participants were of the view that it is important to understand and make use of the communication channel that works best for the target audience during a change initiative. For instance, at ATL, the Wear Africa team conducted Focus Group Discussions (FGDs) where staff were selected at random and requested to participate in the discussion where issues relating to the change initiative were discussed. Through the FGDs, the team was able to draw a lot of insights from the discussions with employees, and the report was presented to the CEO who then made a presentation to all staff addressing the issues raised in the report. Other channels identified included the use of email, bulk SMS, and WhatsApp. Some of these sentiments are depicted in the excerpt below.

Reference 1 - 0.25% Coverage

*I will say communication matters with your audience. And we all got back to, Who is your biggest audience as in what age group does your biggest audience and we in between 20 to 30 or 30 to 40, 40 to 50 and on and so forth so, once you get to know your age group, you know, what kind of information or communication matters most for example, the Millennials will not want to be communicated on email. They will want WhatsApp, something that is engaging than they will want something that they can do online. Something that is basically where they show they're adding value to it. There is another age group that will feel email is the thing. There is another age group that will also feel getting physical memos is the thing.*

Reference 5 - 0.18% Coverage

*I'd say each communication channel should be used in as much as possible. I won't say specifically option A because different people respond to different communication media differently. Maybe young people who prefer social media and others would prefer face to-face communication others would want something they can read and write on their own. Yes, and assimilate that information. So, any form of information is good. Just put it out in any manner so long as people are well informed of what you're doing.*

The participants also identified face to face meetings, sensitization workshops, focus groups, emails, leadership forums, staff bonding sessions, memos, and WhatsApp as having been effective as communication channels at ATL. For instance, staff quiz sessions were held every Friday where staff had fun, enjoyed food and drinks while participating in the quizzes which were centered around the wear Ghana initiative change initiative. The organization also arranged a team building session which served as a useful channel for communication as well as bonding.

These aspects are depicted in the sentiments below:

Reference 1 - 0.28% Coverage

*I would say one on one interviews or sensitization like the way you can take a group of people and sensitize them. Let them ask questions then you respond to them. They that way they understand better then follow up now with the presentations. Send to them on email they can go through and internalize. Maybe they missed out some point, but you can read and understand and then now the other way would be like in terms of like when something happens related to that you say like, okay, you see like our colleagues have been working over overnight. They've gone out of their way to deliver part A B C and D. We are now embracing the spirit in this aspect and also embracing values like teamwork and like that even so that once you use practical examples, it becomes easy for someone to internalize it.*

Reference 3 - 0.14% Coverage

*So, in terms of in terms of information outlay, it was really well done. We had staff meetings stuff were able to ask questions clarify what they didn't understand. The consultants were ready to engage stuff. Emails were sent to inform staff about the next steps…*

Reference 4 - 0.08% Coverage

*There were always key focus groups. Emails and buddy groups were also used. There was a reviving dormant brand expert in the organization. So, I think encompassing all that I think it really worked well and broke all those barriers…*

Reference 6 - 0.16% Coverage

*Yeah, there has been a lot of communication through email and also encouraging for example there is something that now we are doing, each supervisor or function head. We have been holding sessions with our colleagues just to keep them in the know and to check how the implementation has been happening. And of course, there is a leadership forum…*

Reference 9 - 0.01% Coverage

*I think face to face….*

It was also noted that it is important for the face-to-face communication to also involve senior leadership as depicted in the sentiments below:

Reference 7 - 0.08% Coverage

*…. the most effective one is face-to-face. Yes, and preferably by the senior leadership. So, talking about the Chief Executive or the directors and allowing for interactions for people to ask questions. And then they get feedback*

Reference 8 - 0.30% Coverage

*There's a whole department for communication, which oversees external and internal communication. But of course, internal now, we as team leaders, we have to ensure that communication reaches everyone in the department. So, think it's been quite effective the whole of last year and even this year. In addition to us communicating what has been agreed at the top, we also have very constant organizational staff meetings where the CEO himself communicates directly to staff in terms of what he thinks needs to be done. There are constant staff engagements. As a matter of fact, every week Friday evening from four to around five, there are staff bonding sessions. So, a lot of information is cascaded as well.*

Reference 17 - 0.17% Coverage

*For me, it's face to face. That's the first one before now we can get to visual posters on the door, bins, and the floor. Yeah, such things. But first it's face to face. Like I have to feel the person. Written communication does not appeal to me because it can be too long. You know? So just trying to set time aside to read, instead of working, it's easier for me to attend a meeting and people will know that I'm in a meeting instead of setting aside two hours or an hour saying that I'm reading. So, face to face.*

Reference 18 - 0.07% Coverage

*And the advent of, uh, the social media, especially the WhatsApp has been quite a bit of, um, form of communication from peer-to-peer down top down. So that communication has worked quite well.*

Reference 21 - 0.20% Coverage

*Face to face, face to face, Face to face That's for me, because you can send an email, but eh, how many people read emails and how many times have emails been misunderstood for the tone, for the, you know? Yeah. Mostly for the tone, for the voice you see, when you're communicating with someone face to face, you can see their gestures. Yes. You can hear that tone. You can determine whether they are being empathetic, genuine, you know? Yeah. I, for me face to face and then you can also receive feedback. There are things you can't put on, on email.*

In summary, the findings revealed that effectiveness of communication is highly dependent on how effective the use of communication channels is. It is important to use the appropriate channel that meets the needs and unique characteristics of the audience. At ATL, the respondents identified channels such as email, key focus groups, buddy groups, leadership fora, face to face communication, Whatsapp groups, and direct communication from the CEO, as having been effective during change initiatives. WhatsApp for example, was identified as having been one of the most effective channels at ATL. The organization has an official WhatsApp group where information is communicated to all staff and every member of staff can freely share their views without fear of intimidation.

## 4.3.1.4 Balancing between Formal and Informal Communication

The participants were of the view that formal and informal communication need to be balanced to make internal communication effective. Reliance on a very formal communication mechanism may leave out key aspects that could have been picked through informal channels.

Reference 13 - 0.05% Coverage

*You’re likely to get more insights using informal ways of communicating to people rather than the very, very formal ways that we communicate.*

Reference 14 - 0.12% Coverage

*When we formalize things too much, it becomes so formal and you could miss out what you could have gotten as a very clear picture on how maybe the change effectiveness of the reviving dormant brand plan is working or is it not working….*

In addition to balancing between formal and informal channels, the participants noted that it is important to ensure that there is proper harmony communication made through the various channels. It is also important to proper structures and rapport to exist between the parties that are in communication as depicted in the sentiments below:

Reference 19 - 0.12% Coverage

*If the two parties in the communication channels are not in sync, it becomes a problem. Therefore, they need to establish a proper protocol and rapport. For this communication to be effective. And also, the language, medium of communication and the forms of communication being both formal and informal.*

**4.4.1.5 Open Communication**

An open-door communication policy was noted by the participants as having been very effective at ATL. Open communication allows staff from all levels to freely share their views without fear of intimidation or victimization. Open communication also allows staff to seek clarification quickly and provide feedback much more easily and efficiently. Below are some sentiments from the participants on open communication:

Reference 2 - 0.07% Coverage

*It is very good communication. It's good. They Endeavor to communicate things in advance. And then you are given that opportunity to ask questions. So, I would say the communication is great.*

Reference 3 - 0.05% Coverage

*I think you're getting the information that you want in case the there is no clarity in what has been communicated. There is an open-door policy.*

Reference 4 - 0.13% Coverage

*Communication at ATL it's very open. It's very free. I mean, you can talk to your supervisor. You can have a different opinion without being victimized. I think there's openness and there is no fear of victimization. And there is no notion that that a certain level cannot communicate. It is open door policy anyone can go to anyone and communicate.*

Reference 6 - 0.04% Coverage

*I would say it is seamless, especially the face to face and even on email. There's a lot of open communication. Yeah.*

Reference 7 - 0.21% Coverage

*It's like, we are all a community. If you need to see a director, if you have anything to ask, you can ask and there's no way that person can block you. So, there is that free communication between the juniors, and seniors. Yeah. There's no blockage. There is free communication, you can talk to anyone you want. You can air any issue you have. Yeah.*

*To anyone. Yeah. Especially leaders, we don’t have any issue, we are free, and you have people walking into your office, even the CEO's office if you have any issue, yes. You will see. So, there is that free interaction of staff with the management. There's no blockage.*

It was evident that communication at ATL is very open. Staff at all levels are free to approach management and share their views openly. For example, the CEO and the managers can be approached by any employee because of the existence of the open-door policy. This has allowed free interaction between management and staff, hence bridging the communication gap.

It has also allowed management to get feedback directly from staff at any level.

Another aspect of open communication that stood out was the empowerment of staff at all levels to share ideas. Even the support staff were given opportunities to share their views.

Reference 1 - 0.16% Coverage

*Another aspect is the empowerment. Yes. Empowerment is working. We have people even lower level of staff are being allowed to express themselves and being allowed to talk. They can contribute their mind. Yeah.*

Reference 4 - 0.08% Coverage

*Whether you are the tea girl everyone can post, and everyone can comment and it’s lively, … there is no fear that probably the CEO has posted so no one is going to comment. Oh, yeah. It's a very positive change.*

Reference 20 - 0.12% Coverage

*People are free to share. There are several WhatsApp groups, mail, can share through mail. We do zoom, WhatsApp. And as long as the communication is lawful with respect to the quorum, people are free to share their views, as long as they're not of, they observe the communication protocols, are not abusive and not offensive.*

Reference 15 - 0.07% Coverage

*We have a very open communication channel, which is more based on, um, not a top bottom. I can call it bottom-up approach. It's some mutually respective or mutually beneficial model, uh, of communication.*

A structured way of communication was also noted to be present especially for factors that required anonymity:

Reference 5 - 0.04% Coverage

*Yes, then there's a structured way of communicating if somebody has an issue through the staff committee. They would want anonymity…*

**4.4.1.6 More Involvement of Staff**

Another aspect that the participants pointed out was that it is important to involve staff more in the change process as opposed to simply keeping them informed. Constant communication is good, but it should be accompanied by a robust level of staff involvement which makes them understand the change process even better. This is depicted in the sentiments below:

Reference 1 - 0.10% Coverage

*….. I think people want to be involved more. So, you can communicate about it, but people want to be part of it, so there's a difference between just being told that this and this is happening and somebody being in it. Yeah, participating fully.*

Reference 2 - 0.08% Coverage

*I think the communication aspect of it has been good. Yeah, I think on a score of 10/10 I would put it at eight. As I was saying earlier, there's room for improvement because in addition to just communicating people wants to get involved as well.*

Therefore, communication alone is not enough. It is important to also ensure that there is involvement of staff at all levels throughout the change process to create a sense of ownership and to bring everyone on board. For example, at ATL, departmental champions were heavily involved in the change initiative. There role was to ensure that everyone in their department was brought on board.

## 4.3.2 Objective Two: To ascertain internal and external factors that shape the adoption of communication strategies in Akosombo Textiles Limited’s brand revitalization efforts

In line with the second objective, the study sought to get insights on the factors influencing the uptake of strategic communication. The study noted that great improvements in embedding strategic communication into reviving dormant brand initiatives had been realized at ATL.

Below are some of the sentiments:

Reference 1 - 0.05% Coverage

*There is high level of professionalism. People here are very technical experts. So I take all that to be as a result of continuous improvement and reviving dormant brand.*

Reference 2 - 0.14% Coverage

*I would say to a large extent, it has actually improved that people relationship which involves being a family of staff and also going upwards because yeah, you can easily walk to any manager’s office or any Director's office even the CEO’s office. It's an open door policy…*

Reference 3 - 0.43% Coverage

*I think we have seen a move from where people feel entitled (this is a government, what will you do?) to where people ownership of the entity that they're running. Yes, and I can say this has been overtime and this has also been attributed by as much as we've been running the culture change program, we've also had quite a number of people joining from different places, we've had two cohorts of the management trainees and we've had other people filling the leadership team from other places and as well as other staff from other places and you know any time you get people joining from other places you get a bit of their culture.*

Reference 6 - 0.03% Coverage

*The culture has changed that has a lot to do with leadership because that's changed for the better.*

Reference 7 - 0.07% Coverage

*The organizational culture has become more interactive. Um, I would say less tense and, uh, because of, um, stuff, grievances being taken into account and solved with time many things have improved.*

Reference 8 - 0.20% Coverage

*I would say there has been a lot of change. Um, initially there were top-down approach where instructions were issued from top leadership and then instructions were expected or, um, the employees were expected to follow what management, uh, communicated through. So it was more of, uh, authoritarian type of approach, but with the coming up of* *wear Ghana initiative, I think it became more clear and, uh, it was more participatory so that, uh, any initiative that came from bottom up, uh, you found that it found the light of day, and it was embraced by management and the leadership.* Reference 10 - 0.25% Coverage

*I think ATL has a very professional culture, a culture of excellence. I, from where I sit I see ATL as an exemplary institution, um, I think we are a global standard setting organization when it comes to organizational culture in the public sector, we aspire to, we aspire and uphold the very high standards of, you know, ethics, high standards of performance. We keep on getting awards, uh, even in the public sector and the recognition for our excellence. Even as a regulator excellence in performance excellence in the way we carry ourselves, and excellence in the way we render services to stake holders. And it's a place I love to work.*

Reference 5 - 0.11% Coverage

*So, we put them to live by example, develop trust, ensure we have a consistent, consistent touch and, uh, through physical and nonphysical, keep uh, keep that fire burning through various forms, constant meetings, constant reminders, and, uh, of course, constant communication and above all, practice in the change process itself.*

The participants pointed out that Wear Ghana initiative had significantly transformed the culture at ATL. The current culture is characterized by high professionalism in terms of the conduct of the employees and the way the regulatory activities are carried out. The organization has previously received various awards including being the best textile factory in Ghana. *Wear Ghana initiative* also enhanced trust by embedding transparency in the organization. The leadership involves staff in decision making and informs them as much as possible about every issue that touches on them. At ATL, the *wear Ghana* initiative aimed at bringing all stakeholders on board to gain their trust and buy-in. A major launch was done where the Board, management, staff, and other stakeholders participated. In addition, initiatives such as team building, staff quizzes on Fridays, and luncheon sessions went a long way in building trust and a positive attitude among staff towards the change. Other key aspects include living by example, and a spirit of excellence. Wear Ghana initiative has become a way of life at ATL and has largely contributed to the overall achievement of organizational goals.

However, various factors were found to hinder the realization of a robust uptake of strategic communication as an enabler of constructive change:

## 4.3.2.1 Organizational Environment

Some of the participants were of the view that nature of an organization and the environment within which an organization operates may influence the nature and effectiveness of communication. For instance, the nature and effectiveness of internal communication in a purely private entity is likely to be better than that of a Government entity. The participants felt that

ATL had set itself apart by being different from the perceived typical government institution. This had largely contributed to the success of change communication as well as strategic initiatives such as Wear Ghana initiative*.* Below are sentiments from one of the participants on this point:

Reference 1 - 0.10% Coverage

*When that delay thing happens, you know people live in uncertain times and yet sometime within the authority is hard to go quiet when you also have something to air out. So, I think the environment which you operate may sometimes cause some delay in communication which impacts the effectiveness of communication negatively.*

## 4.3.2.2 Lack of Clarity in Communication Increases Resistance to Change

The participants were of the view that lack of clarity in communication can lead to resistance to change. Lack of clarity may create confusion and uncertainty among staff causing them to resist the change initiative.

Reference 1 - 0.12% Coverage

*My only challenge will be how that communication is made because initially we had that challenge. It took people quite some time for them to understand and internalize and this* *Wear Ghana initiative. Initially, some people were not sure what it was about because the information was not well broken down in the beginning.*

Reference 3 - 0.11% Coverage

*One thing, clarity is very key. And um, as you know, sometimes things come out a bit, not very clear or where we have some little bit of ambiguity or vagueness….*

## 4.3.2.3 Grapevine and Existence of Groupings

Existence of grapevine as well as groupings or clicks that spread small talk or messages that may not be true, were also identified as barriers that hinder positive communication as highlighted in the sentiments below:

Reference 1 - 0.28% Coverage

*…. You still occasionally find some grapevine…. So instead of some information coming out through the wear Ghana initiative channels, you find this information in the grapevine channels. When you go to a cafeteria, or along the corridors you may find people discussing in low tones about ABCD.*

*I would just say groupings or clicks affect positive communication or rather communication in the Authority because when people get into their clicks, they will not even want to hear even the good*.

## 4.3.2.4 Creating Too Many Expectations – “Overcommunication”

When communication is done in such a way that it creates too many expectations, problems might arise if the communicated benefits are not achieved or delivered.

Reference 1 - 0.14% Coverage

*So, I think, will I call it over communication? And this basically happens when you count your eggs before they're hatched…*

Reference 2 - 0.10% Coverage

*…..You hype up the expectations and then you don't meet them on a timely basis and as you try to explain because many people understand but they are those who may say but we keep hearing these promises but yeah, nothing is coming to of course we are all wired differently.*

## 4.3.3 Objective Three: To establish the nexus between communication strategies and constructive organizational revive of dormant brand at Akosombo Textiles Limited

The integral role played by communication strategies in enhancing constructive reviving dormant brand was evident from the insights derived from the participants’ responses. Communication strategies was identified as an essential element in creating buy-in and bringing every staff on board.

## 4.4.3.1 Communication Prepares Staff for Change

There was a consensus among the participants that effective communication ensures that staff are well prepared for a change initiative. Effective communication educates staff on the need for change and their role in the change process. This creates buy in and reduces resistance to change. It also motivates staff and makes them feel part of the process. At ATL, the participants noted that there were challenges at the initial stages of the Wear Ghana initiative, there was a feeling that the process was being rushed before everyone was brought on board and there was pressure to participate. In addition, there were a lot of uncertainties among staff about what the change was all about. However, timely, consistent, and clear communication from the top leadership, the communication function, as well as the Wear Africa team helped to prepare staff for the change, build trust, and address expectations. Below are some of the sentiments from the participants.

Reference 2 - 0.12% Coverage

*…as at now, I would say we are at 8. Yeah, because initially it took time to understand it and then it was like we are neither here nor there, but at least through the ongoing sensitization and guys are really appreciating it seeing what it comprises, and I would say people have embraced it and we are at 8.*

Reference 3 - 0.21% Coverage

*So, I think communication can be one of a very strategic and, um, very instrumental tool that can be taken to ensure that reviving dormant brand takes place effectively…*

Reference 4 - 0.11% Coverage

*I think initially there was a small issue when it comes to communication, but with time I can see it has gotten better because, uh, top management keeps staff informed on what is going on. And even the time when* *Wear Ghana initiative was launched and effected, there was communication from the top about the new changes that were coming up.*

Reference 5 - 0.10% Coverage

*They started with, training each and every staff, we were all trained on the upcoming change and it was an open process. And at the end of the day, everyone accepted, I accepted because I understood. So that gave me more morale.*

## 4.3.3.2 Effective Communication Builds Trust

Trust is an essential element during reviving dormant brand. It is important that management gets the trust of the staff and other stakeholders. This is depicted in the sentiments below;

Reference 1 - 0.10% Coverage

*It just the way we communicate, the way we make sure that they get value, so it’s just living that wear Ghana initiative communication and of course we have a lot of management meetings where we discuss items of reviving dormant brand. How we communicate, how we build trust within teams and all that.*

Reference 2 - 0.26% Coverage

*So, you really have to be in touch, you really have to communicate fast before you go to the higher level of communication. You first have to go to the lowest level, which is at the level of interaction with people, trying to understand their strength, to understand the issues before you can address them. Yes. Because sometimes you may find leaders addressing imaginary issues. Something totally different. So being in touch with reality is important and also having a leader with very good qualities, because that is what will make people to trust you at the first place.*

Reference 3 - 0.12% Coverage

*So be in touch, cultivate a culture of transparency and trust….*

Reference 4 - 0.10% Coverage

*Without proper structured communication trust cannot be built. And, uh, then therefore the reviving dormant brand process is all built around trust. And, uh, therefore communication is a very important ingredient in terms of building trust. And that reviving dormant brand process relies on trust.*

Reference 5 - 0.22% Coverage

*An organization may have good intentions to implement some projects, but due to lack of proper communication and the mistrust, the staff may not receive such information in a positive way, and it all boils down to lack of proper communication….*

In summary, effective communication was found to be instrumental in enhancing transparency and trust which makes the change process seamless. At ATL, the participants noted that management had tried their best to enhance transparency by informing staff about every little issue that pertains them or the organization. For instance, every information relating to *wear Ghana initiative* was communicated to staff on time through the various channels. The impact of this was that staff developed trust and buy-in which were instrumental in the success of the change initiative. Therefore, communication helps to cultivate a culture of trust and brings everyone on board.

## 4.4 Summary

In the first research question, the interest of the study was to uncover insights on what aspects of communication are useful for effective reviving dormant brand. The first insight that stood out was timeliness and clarity of communication. Reviving dormant brand comes with a lot of uncertainties especially among the staff, and therefore timely and clarity of information relating to the change initiative is vital. Therefore, timely and clear communication was identified as critical in building trust and empowering staff at all levels. However, some of the participants noted that there was still room for improvement in terms of making communication timely.

Among other members of staff, the dominant response in relation to the nature of communication was that communication at ATL was open in nature. They were free to approach the management and air their views. In relation to communication channels, staff noted that the communication function had implemented innovative and creative communication channels or mechanisms such as the use of WhatsApp and infographics such as footprints. In relation to the centrality of communication during change, the dominant view among the staff was the effective communication helped them understand their role in the change process, and to allay fears that the change was going to affect them negatively. Effective communication also helps them stay informed and motivated.

# CHAPTER FIVE

# SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

## 5.1 Introduction

This chapter provides the summary of the findings from chapter four, and also it gives the conclusions and recommendations of the study based on the objectives of the study. The objectives of this study were to explore reviving dormant brand through communication strategies: case study of Akosombo Textiles Limited and to establish the relationship between brand rejuvenation strategies and through communication strategies.

## 5.2 Summary of findings

Organizations often undergo change in response to the changing business landscape occasioned by market factors, technological factors, and regulatory factors among other reasons. Organizations must remain agile and competitive to survive. Communication strategies plays a pivotal role in this important process by enhancing proper dissemination of information regarding the change, creating buy-in, reducing resistance, getting feedback, and creating a positive attitude towards the change. However, the failure rate of reviving dormant brand initiatives is still high, and lack of effective communication has been identified as one of the major barriers. Despite the benefits of strategic communication as demonstrated by various researchers, the uptake remains low among corporate organizations. This study sought to examine role of communication strategies during reviving dormant brand at ATL to identify solutions to the existing problem, and as an empirical test on the importance of communication in reviving dormant brand. The specific objectives were to identify the aspects of strategic communication that are useful for constructive change, to determine the factors the influence the uptake of strategic communication, and to establish the nexus between strategic communication and constructive change. The study used the systems theory and the excellence theory which guided the examination of the nexus between communication strategies and reviving dormant brand. The independent variables were organizational objectives, organizational mission, and organizational vision while the independent variable was reviving dormant brand, and the intervening variables were communication competence, leadership, and organizational behavior. The study was qualitative in nature and adopted an exploratory research design. The population was 30 staff at ATL selected using the purposive sampling approach. Data was collected using Key Informant Interviews and two Focus Group Discussions and the analysis was carried out using thematic analysis to identify the emerging themes in line with the research objectives. The study found that timely communication, open communication, effective feedback management, effective use of communication channels depending on the needs of specific audience groups, balancing between formal and informal communication channels, creativity and innovation in communication, clarity in communication, competence in communication by the top leadership who set the pace for change communication, and more involvement of staff as opposed to just passing information to them, are essential communication aspects that drive constructive change. Based on the findings, the fundamental recommendations of the study are; Timely, clear and consistent communication, implementation of robust feedback mechanisms and ways of responding to feedback, adoption of creative and innovative ways of communicating, a multi-channel approach to communication, aligning the organizational structure and culture to ensure that they are supportive of efficient, open and effective communication. The study further recommends that leaders should set the right tone at the top and play an exemplary role in communication before, during, and after change. In addition, the study recommends an open-door employee-employer relations strategy where the board, management and subordinates can meet and openly discuss organizational issues without fear of any form of victimization

## 5.3 Conclusions

In the first specific objective, the study sought to identify the aspects of communication that useful for constructive reviving dormant brand at ATL. The study achieved this objective and concludes that the main communication aspects include timely communication, open communication, effective feedback management, effective use of communication channels depending on the needs of specific audience groups, balancing between formal and informal communication channels, creativity and innovation in communication, clarity in communication, competence in communication by the top leadership who set the pace for change communication, and more involvement of staff as opposed to just passing information to them.

In the second specific objective, the study sought to determine the factors influencing the uptake of strategic communication during reviving dormant brand. The study also achieved this objective and concludes that contextual factors including the environment within which an organization operates, and organizational culture; as well communication barriers including lack of clarity in communication hinder the effective role of strategic communication in enabling constructive reviving dormant brand.

In the third objective, the study sought to establish the nexus between strategic communication and constructive reviving dormant brand. The study also achieved this objective and concludes that effective communication ensures that all staff are brought on board and that the whole organization speaks in one voice. It also builds trust and reduces resistance to change.

## 5.4 Recommendations

The study makes the following recommendations based on the findings:

* Timely and clear communication: Based on the findings, the study recommends that to enhance the effectiveness of communication during change initiatives, organizations should ensure that communication is timely, clear, and as frequent as possible. Every little aspect of change should be communicated to every stakeholder in a timely manner. The message should also very clear to avoid confusion, uncertainties, and misunderstanding. In addition, it is important to ensure that communication is simple, easy to understand, relevant, and consistent.
* Implementation of robust feedback mechanisms and taking feedback into account. Feedback was found to be a vital pillar of effective corporate communication. Organizations should put in place robust feedback mechanisms that ensure that feedback flows smoothly from all levels of the organization. Feedback channels such as a dedicated email group, FGDs involving staff selected randomly from different levels, informal sessions such team buildings, luncheons and “*Friday hangouts*” were found to be useful in obtaining feedback. However, once the feedback is obtained, it is important to address it properly, for instance through a formal presentation by the CEO or other members of the management team.
* Implementation of creative and innovative ways of communicating: Organizations should be creative, innovative and should strike a good balance between formal and informal channels. Creativity in communication helps the audience to understand complex information because it is presented in a simple way. It also helps to internalize information more effectively. For instance, infographics that are placed as footprints on office floors can be seen by staff everyday which makes them understand and internalize the message that is communicated through the infographics.
* A multi-channel approach to communication: The study recommends that organizations should make us of different channels of communication to appeal to different types of audience. A multi-channel approach ensures that stakeholders receive information and provide feedback through channels that are most convenient for them.
* Ensuring that the organizational structure and culture supports effective communication: The study recommends that organizations should align their organizational structure and culture to ensure that they are supportive of efficient, open, and effective communication during change. In addition, organizations should carry out situational analysis of contextual factors that are unique to their business environment to point out and address barriers that hinder the effective utilization of strategic communication as an enabler of constructive change.
* Open-door employer-employee relations strategy: Organizations should organize open meetings between the board, management, and subordinates during which they can openly express their concerns to one another under an official policy of absolute privilege where no victimization can arise from views or sentiments expressed in such fora. This strategy can enhance a shared understanding of organizational issues and provides direct feedback which drives action. Such meetings can be powerful avenues for inculcating strategic managerial and reviving dormant brand which is essential for the achievement of strategic objectives.

To ATL, the study recommends that the organization adopts the findings of this study to improve the areas where gaps still exist. This will help ATL to optimize the use of strategic communication as an enabler of constructive reviving dormant brand. To other organizations in both the public and private sector, the study recommends that they use the findings of this study to carry out an assessment of the effectiveness of communication during reviving dormant brand, identify gaps, and implement solutions suggested in this study.

## 5.6 Areas for Further Research

The study recommends that future studies may focus on organizations in different sectors such as financial services, technology, and manufacturing to bring out the findings from the context of these sectors as well.

Secondly, the study focused on reviving dormant brand, and recommends that future studies may focus on management issues within an organization to enrich the findings by considering other aspects of management other than reviving dormant brand.

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# APPENDIX

**Interview Guide**

1. How would you describe the nature or effectiveness of communication in your organization?
2. What are some of the barriers to effective communication?
3. Why do you believe that strategic communication is important during reviving dormant brand?
4. Is there a change communication strategy in your organization? What are some of the key elements?
5. Have there been instances when change initiatives failed to achieve the desired outcomes as a result of communication issues? What happened?
6. In your opinion, what communication channels are most appropriate for communicating during reviving dormant brand? Why?
7. How would you describe the nature of communication in your organization?
8. In your opinion, what aspects of communication are important in enhancing constructive reviving dormant brand?
9. What is the role of leadership in enhancing effective reviving dormant brand through communication strategies? How about culture and organizational structure?