BRAND REVITALIZATION STRATEGIES AND ORGANIZATION PERFORMANCE OF BROOKSIDE DAIRY LIMITED IN KENYA

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ABSTRACT

Brand revitalization strategies are crucial for sustaining relevance in dynamic markets but often face challenges such as customer resistance, high implementation costs, employee adjustment difficulties, and intensified competition. In the dairy sector, fluctuating market conditions and rising competition from established and emerging brands weaken the effectiveness of revitalization initiatives. Against this backdrop, the present study sought to examine the effect of brand revitalization strategies on the organizational performance of Brookside Dairy Limited in Kenya. Specifically, the study investigated the influence of brand repositioning, customer-centric strategies, corporate branding, and product branding on performance. The study was guided by the Resource-Based View (RBV), Stakeholder Theory, Brand Identity Theory, and Agency Theory. A descriptive research design was adopted, targeting 145 management employees at Brookside Dairy Limited. Using the Yamane formula, a sample size of 106 participants was determined, and respondents were selected through stratified random sampling. Both primary and secondary data were collected. Primary data were obtained through structured questionnaires, while secondary data were sourced from internal company records, financial statements, industry reports, and scholarly publications. Data were analyzed through inferential statistical techniques. Multiple regression analysis was used to determine the relationship between brand revitalization strategies and organizational performance. Ethical research guidelines were followed throughout. The findings revealed a strong positive relationship ($R = 0.836$) between the independent variables; brand repositioning, customer-centric approaches, corporate branding, and product branding and organizational performance. The R^2 value of 0.699 indicated that 69.9% of performance variations were explained by these strategies. The model was statistically significant ($p = 0.000$), confirming the meaningful influence of revitalization initiatives. The study concluded that brand rejuvenation strategies collectively enhance performance at Brookside Dairy Limited. It emphasized that integrating strategic brand repositioning, strong customer engagement, corporate image strengthening, and product differentiation is essential for sustaining competitive advantage and improving overall organizational performance.

Key words: Brand Revitalization Strategies, Brand Repositioning, Customer Centric, Corporate Branding, Product Branding, Organization Performance.

INTRODUCTION

One of the most important indicators of the success, growth, and sustainability of any institution has been the performance of the organization, regardless of the sector it operates in (Almatrooshi, Singh, & Farouk, 2020). According to a report by the World Bank (2020), only 54% of organizations worldwide were able to report a continuous increase in their profits for the past five years, which indicates how difficult the task of getting and keeping the high performance level is. Furthermore, the problem is made worse by such factors as lack of good leadership, misalignment of strategies, and low innovation which incapacitate the organization to grow and be competitive (Jain & Singh, 2022).

In Nigeria, a research conducted by Osei, Agyemang and Owusu (2021) demonstrates that organizations frequently experience infrastructural shortages and regulatory Shortages, resulting in poor organizational performance. The report notes that only 30 percent of Nigeria's firms have the ability to meet international performance standards due to a lack of technology and factors related to corruption. According to a KNBS (2023) survey, it was found that only 42% of agricultural industry firms claimed to have satisfactory performance levels, and the main reasons for this were the difficulties of entering the market and the instability of prices. This situation and the challenges it poses are especially applicable to Brookside Dairy Limited, one of the leading companies in the dairy sector, which has been using branding refreshment tactics to boost its performance in the organization actively.

In Kenya, Mwangi and Karanja (2023) points out that companies that opt for brand revitalization crop the rewards through improved performance because they could easily adapt their offerings to the likes of the consumer. This is quite telling in the Kenyan dairy industry, where fierce competition for consumers is ongoing, and consumer preferences keep shifting very fast. The report claimed that Brookside's brand rejuvenation projects had registered a 15 percent increase in the firm's share across years, a good indication regarding the effectiveness of such strategies in boosting performance in organizations. On the contrary, the intent of this study is to explore the influence of brand revitalization strategies on the performance of Brookside Dairy in Kenya.

A study by Rahman, Yin and Lee (2022) found that firms that pursued brand repositioning strategies all saw 15% customer acquisition increases and/or improved equity by updating logos, updating brand promises, and targeting different segments of the marketplace. Repositioning enables brands to better align with consumer expectations and current value systems for deeper brand combinations (Smith & Johnson, 2021).

Brookside Dairy Limited is a leading company, having around 40% of the market share in the local market as per 2022 (Kenya Dairy Industry Report, 2022). Even so, the latest financial statements show that the ROA of Brookside has changed randomly between 5% and 7% during the last three years which is a sign of unsteady asset utilization (Kenya Dairy Board, 2023). Furthermore, the customer contentment polls report a drop from 70% in 2019 to 62% in 2023, and this corresponds with the market share growth being at a standstill of around 40% for the last two years (Kenya Dairy Industry Report, 2022). These signs imply that even though Brookside has the largest market share, still, the company is facing difficulties in the area of finances and the customers' loyalty which might slow down its growth in the future.

Statement of the problem

Brookside Dairy Limited, which is one of the major players in the Kenyan dairy sector, has in the past consistently maintained a great market presence. Nonetheless, the firm, when attempting to reposition its brand, experienced a drop in market share and overall performance. The latest reports from the industry indicate that Brookside Dairy Limited has been hit by a storm of competition from both the local and international markets made up of New KCC, Githunguri Dairy, and foreign brands, etc., which has all contributed to the company's losing its market power (Kenya Dairy Board, 2023). In line with the KNBS (2022) figures, the dairy industry in Kenya noted a drop of 5.8% in production mainly due to high costs of operation and a shift in consumer tastes. Brookside's financial documents disclose a flat line in revenue increase for the last five years with a decline of 3.5% in 2022 as compared to the previous year being the reported figure (Brookside Annual Report, 2023). This points to a possible failure of the company’s brand rejuvenation strategies.

Brand revivification research carried out by Kotler and Keller (2021) shows that companies which do not tailor their strategies according to changing customer preferences often struggle to achieve the performance gains that last for a long time. However, there is little empirical evidence on how marketing and promotional policies impact the key performance indicators of sales revenue, customer retention, and market share in the dairy industry of Kenya in particular, even though previous studies have been concentrated on the role of these tactics in brand rejuvenation (Smith & Taylor, 2020). Additionally, the significance of innovation and digital transformation in brand revitalization within the Kenyan dairy industry has not been sufficiently explored in previous research (Muthoni & Njoroge, 2022). Therefore, this research aimed to investigate the effect of brand revitalization strategy on the organization performance of Brookside Dairy Limited.

Objective of the Study

i. To examine the effect of brand repositioning on organization performance of Brookside Dairy Limited.
ii. To assess the effect of customer centric on organization performance of Brookside Dairy Limited.
iii. To determine the effect of corporate branding on organization performance of Brookside Dairy Limited.
iv. To establish the effect of product branding on organization performance of Brookside Dairy Limited.

Significance of the Study

The findings would be of great significance for various parties involved such as national and county governments, managers, policymakers, and academia. Through the study, the National and County Governments received important information on market operating forces, buyers' tastes, and the role of brand tactics in the economy as a whole. The results will be beneficial for the management of food processing companies and they will be able to make brand-revitalization decisions based on the study's findings. This study would provide the most detailed best practices for brand renewal.

Policymakers would gain significant insights into the effectiveness of brand revitalization measures when they utilize the results of the study. They could process the information in such a way as to create and put into action policies that not only helped the companies but also increased their competitiveness and invested in their assets. The scholars and researchers dealing with the areas of marketing, business management, and agriculture found it a great opportunity to contribute to the existing knowledge of organizational performance and brand rejuvenation. The studies could provide a solid ground for the introduction of new models and hypotheses.

LITERATURE REVIEW

Theoretical Literature Review

The research was guided by Resource-Based View (RBV), Stakeholder Theory, Brand Identity Theory and Agency Theory.

Resource-Based View (RBV)

Birger Wernerfelt first introduced the theory in 1984, later developed by Barney (1991). The theory states that a firm's resources and capabilities impact its performance and competitive advantage. The theory states that a firm's unique and distinguishing resources that are not imperfectly imitable are the foundation of its competitive advantage (Lubis, 2022). Resources can refer to non-tangible resources, such as organizational culture, knowledge, reputation, and other intangible assets, as well as tangible resources such as physical assets, financial capital, equipment, and any other resources that enable the organization to do things. The RBV theorizes that sustainable advantage arises when organizations leverage their unique resources to develop strategies consistent with those resources.

The RBV Theory emphasizes the necessity of the intangible assets, especially the brand equity and the brand reputation, to be the main factors of the improved performance. Brand revitalization strategies mean to bring back and add a brand's relevance and attractiveness to the potential customers, which can then result in better brand's reputation and enhanced customer loyalty (Newbert, 2020). Intangible resources are the basis of the RBV since in most cases they are not easy and quick to be copied or imitated by the competitors. The RBV, with its assumed character, is built on Brookside Dairy's strength to carry out and reap the benefits of brand revitalization strategies on the uniqueness and appropriateness of its brand-related resources.

Stakeholder Theory

Edward Freeman R. proposed this theory in 1984. The theory posits that businesses have duties to different stakeholders such as employees, suppliers, consumers, communities, and the environment (Bridoux & Stoelhorst, 2022). This view calls into question the traditional perspective of corporate governance that adopts the primacy of shareholder value. According to Harrison and Wicks (2023), the theory endorses a broader perspective, by arguing that organizations can be sustainable and able to thrive over time as they support the needs and interests of multiple stakeholders.

The relevance of the theory is confined to a brand revitalization, as the theory provides a rationale for why it is necessary to consider engaging with multiple stakeholder groups in branding and that branding is more than a logo or product, it actually represents the organization's beliefs and commitment to the stakeholders (Morsing & Schultz, 2019). Brookside Dairy Limited, a prominent organization in Kenya dairy sector, notes that in order to revitalize its brand successfully there needs to be a connection with the engagement and relationship needs of all the potential stakeholders, such as consumers, employees, suppliers, and the local community.

Brand Identity Theory

The theory was initially developed by Jean-Noël Kapferer in 1996. A central focus of the theory is the way organizations create and communicate their unique characteristics, values, and positioning in the market. The theory suggests that brand identity comprises several constituents, namely brand name, logo, design, communication style, and overall brand personality. These components form a synergistic effect that activates certain brand perception in the minds of the consumers. In a saturated market, where consumers might get confused with too many options, a real brand identity can be a distinctive feature. A strong branding identity has the potential to make it easier for the consumers to choose what to buy, besides fostering long-term relations.

Brand Identity Theory is based in the concept of brand equity, which is the value that a brand name or brand identity adds to a good or service (Keller, 2013). The theory goes on to state that brand identity is a key antecedent to brand equity and contributes to brand equity as it positively influences consumer brand perception and brand loyalty. The theory is important to the study in that revitalization efforts usually aim to refresh or redefine what makes a brand distinctive to illustrate alignment with contemporary market conditions and consumer perceptions around the brand.

Agency Theory

The theory was formulated by Jensen and Meckling in (1976). It is one of the fundamental ideas of organizational economics and management, examining the dynamics between the principals (the shareholders or the owners) and the agents (the executives or the managers) in a corporation. As the theory suggests, these two parties normally have different interests which can lead to conflicts. For instance, the non-financial interests of the agents could be the likes of stability in employment, higher pay, and other perks while the principals' main concern is getting the best possible returns on their investment (Kiprotich & Korir, 2019). The discrepancy may give rise to agency costs, which are the expenses incurred in the monitoring of agents and in the aligning of the latter's interests with the former’s.

The theory gives insights on the way the management's decisions about branding tactics are in line with the interests of the shareholder. By reinventing the Brookside Dairy Limited brand, the management could possibly improve the company's market position and, consequently, its financial performance. However, if management's motivations are misaligned with those of the shareholders, say making decisions based on short-term profits instead of long-term brand equity, this could result in suboptimal decision-making that does not maximize shareholder value (Khan & Niazi, 2021). Therefore, understanding the dynamics of Agency Theory is important when considering the effectiveness of brand revitalization efforts to improve organizational performance.

Empirical Literature Review

In the United States of America, research conducted by Johnson and Adams (2019) examined the effects of brand repositioning on the performance of companies. This survey utilized correlational research design to investigate the relationship between brand repositioning strategies and company performance. The population sample consisted of marketing executives working for mid-sized to large companies. In order to have representation from various industries, a stratified sampling technique was applied. A total of 200 marketing executives were included in the research. For data collection, an online survey using Likert scale items for brand repositioning efforts and combination of performance indicators like revenue growth, market share, and customer satisfaction was the chosen method. A very strong positive correlation between effective brand repositioning and organizational performance was revealed by the results, and more specifically, the results showed that the companies that successfully repositioned their brands gained a 30% increase in market share and a 20% rise in customer satisfaction ratings. The study was mainly based on quantitative data which could not uncover the fine reasons behind the success of brand repositioning strategies.

In Kenya, Njoroge and Kinuthia (2023) studied on influence of brand repositioning on the execution of businesses. This study employed a quantitative correlational research design. The population that was targeted consisted of marketing professionals from various Kenyan industries, and the main emphasis was on the individuals who had worked in brand repositioning projects. In order to ensure a varied representation, stratified sampling was employed. The research included 180 marketers from different sectors. Data collection was done with the help of a structured questionnaire that aimed to measure the repositioning strategies and the related changes in organizational performance. As per the results, it was found that successful brand repositioning has a positive correlation with performance outcomes among which the increase in customer retention rates and total sales are included. Organizations are reported to have a 28% increase in revenue, on average, after the application of successful repositioning strategies. Measuring performance through self-reports can lead to bias, and the study is also limited due to its exclusion of qualitative methods which can reveal the intricacies involved in branding repositioning decisions. Therefore, it may create contextual gaps, as it does not provide any insights into the consumer's perspective regarding the repositioning actions.

In Kenya, a research conducted by Kuria (2021) showed how customer service strategies affected the implementation of organizations. The research used a descriptive survey design and targeted the employees of telecom companies in Nairobi County. A total of 384 participants were sampled using stratified random sampling. Data collecting was done using structured inquiries. The results showed that the excellent customer service strategies such as fast response to customer queries and customized services had a huge impact on the performance of organizations. The study's focus on Nairobi's telecommunication sector leaves a contextual gap and thus, like research in other sectors and areas is needed to make findings more generalizable.

Sakindi and Njenga (2024) investigated the strategic alignment of the organizational structures of the commercial banks in Kigali, Rwanda, and its impact on their financial performance. The methodology of this research study was a quantitative one along with a cross-sectional research design. Eighty-six people, all with different positions within the bank, including department heads, supervisors, branch managers, and branch supervisors made up the target population. Structured inquiries were used to collect the data, which was then analyzed to determine the extent of the alignment between the corporate strategy and structure. The results revealed that positive alignment of the strategy and structure results in higher efficiency as well as better decision-making, which in turn has a positive effect on the banks' financial performance. However, a gap of the research is that it focuses only on the banking industry and the capital city region, hence implying that a larger study is necessary to confirm the results in other sectors and areas.

Njoroge and Mwangi (2024) undertook a study in Kenya to investigate the impact of product branding on the profitability of the dairy sector. The research applied a descriptive survey method and restricted its scope to the registered dairy companies in Nairobi County. To select a sample of 80 respondents consisting of sales executives and marketing managers, stratified random sampling was employed. After gathering the data through structured questionnaires, descriptive and inferential statistics were used for analysis. The results pointed out a strong relationship between product branding and the efforts made to increase market share. The research was confined to Nairobi County, thus creating a geographical gap that could be covered by including more regions in future studies.

Conceptual Framework

Independent Variables **Dependent Variable**

Brand Revitalization Strategies

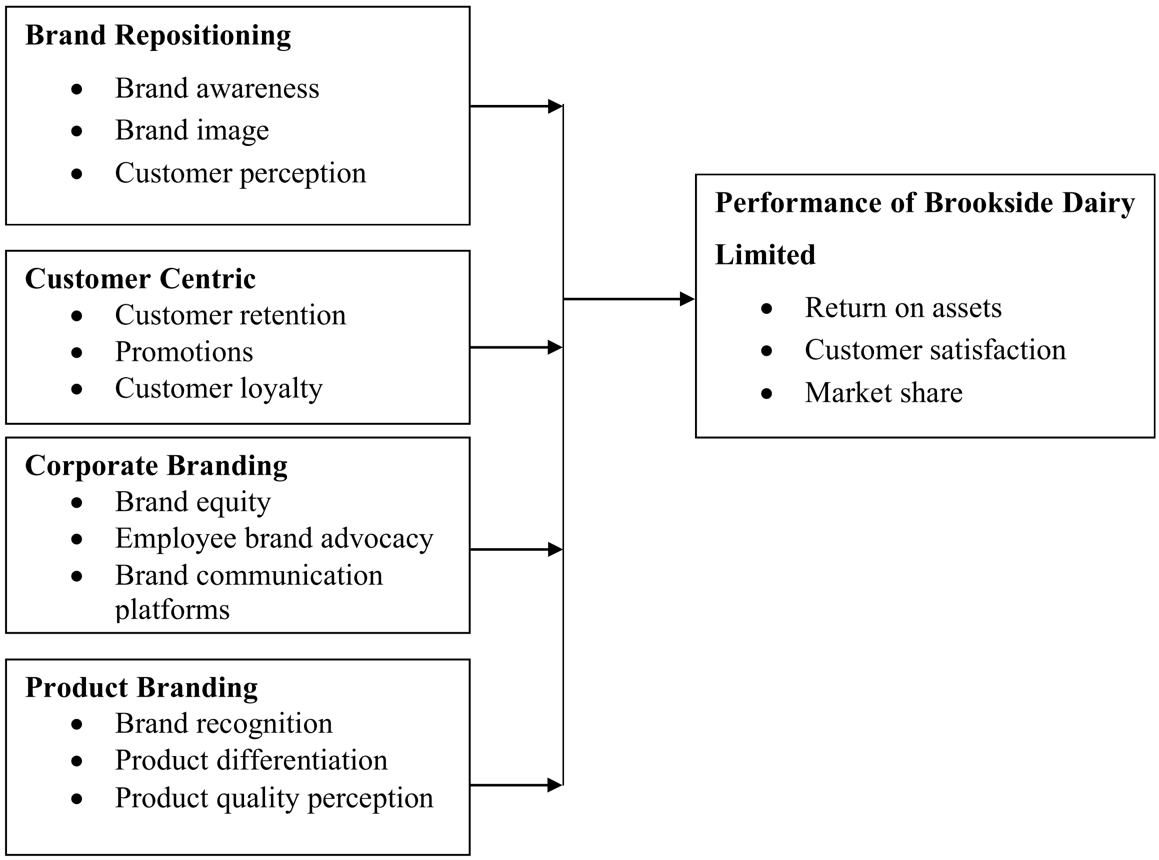

Figure 1.1 Conceptual Framework
Source: Researcher (2025)

RESEARCH METHODOLOGY

Research Design

This research adopted a descriptive research design. This design permits researchers to systematically gather data that portrays the features of the population under study, without manipulating any variables (Creswell, 2014). The use of descriptive statistic is a great support when it comes to data summarization, revealing the trends and patterns in the organization's performance metrics like customer satisfaction, sales growth, and market share (Saunders, Lewis & Thornhill, 2019).

Target Population

The target population of this research is made up of the management staff at Brookside Dairy Limited (both junior and senior) who work in the departments of decision-making, branding strategies, and overall organizational performance. The study focuses on 145 management staffs at Brookside Dairy Limited. The population is divided into six major groups: senior management (10), mid-level managers (25), junior managers (35), marketing executives (30), brand managers (20), and sales managers (25).

Sampling Techniques and Sample Size

For the purpose of obtaining a representative sample from the target population, the research carried out stratified random sampling. Stratified random sampling also guarantees that all the necessary groups in the company are represented in proportion, thus reducing bias and increasing the trustworthiness of the findings (Kothari, 2020). The sample size was calculated using Yamane's (1967) formula:

$$n = \frac{N}{1 + Ne^2}$$

Where:
n = sample size
N = Population size (145)
e = margin of error (0.05)

$$n = \frac{145}{1 + 145 \times 0.05^2} = 106$$

Therefore, the sample size of 106 respondents.

Data Collection Instruments

The research utilizes both primary and secondary sources of data. Primary data is gathered through research questionnaires. In addition, Brookside Dairy Limited's internal paperwork, industry reports, financial statements, and academic journals were the sources of the secondary data. This data helps in the identification of historical trends in brand rejuvenation and company performance.

Data Analysis and Presentation

Quantitative data were collected and analyzed using SPSS software version 27. The quantitative data were subjected to inferential analyses. Further analysis followed where multiple linear regression was conducted using inferential statistics. Below is the regression equation;

$$\mathbf{Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon}$$

Where;
Y= Organizational performance of Brookside Dairy Limited
B_0 - intercept coefficient
X_1 – Brand repositioning, X_2 – Customer centric, X_3 – Corporate branding, X_4 – Product branding
β_1, β_2, β_3 and β_4 = regression coefficients
ε_i – Error

RESESARCH FINDINGS AND DISCUSSIONS

Inferential Statistics

The researcher performed regression analysis to explore the linkage between brand revitalization strategies and organizational performance at Brookside Dairy Limited in Kenya.

Model Summary

The correlation coefficient (R), the (R^2) coefficient of determination, the adjusted R^2, and the estimate standard error are important metrics in the model summary. Table 4.1 presents the outcomes.

Table 4.1 Model Summary Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.836	0.699	0.686	0.471

Source: Research Data (2025)

The model summary findings of the regression analysis carried out to evaluate the effect of brand revitalization strategies on Brookside Dairy Limited's organizational performance are shown in Table 4.10. A solid positive association between the independent factors; brand repositioning, customer-centric approach, corporate branding, and product branding and the dependent variable organizational performance is specified by the model's correlation coefficient (R) of 0.836. This infers that Brookside Dairy Limited's organizational performance improves in tandem with the efficacy of its brand revitalization efforts.

The four brand revitalization strategies this study looked at can account for about 69.9% of the variation in organizational performance as per the coefficient of determination (R^2) of 0.699. This high explanatory power indicates that Brookside Dairy Limited's performance outcomes are significantly influenced by the chosen brand revitalization strategies. Even after controlling for model complexity, the predictors continue to account for a significant amount of the variance in organizational performance outcomes, as proved by the Adjusted R^2 value of 0.686, which marginally corrects for the numeral variables in the model. Due to the inclusion of several variables, this corrected value indicates low inflation of R^2, endorsing the model's robustness.

The standard error of the estimate (0.471) designates the average distance between the regression line and observed values, representing reasonably accurate predictions. These results align with research by Chege and Bichanga (2023), who reported similar R^2 values (0.672) in their investigation of brand management practices and firm performance in Kenya's manufacturing sector. The results also correspond with international studies by Keller and Lehmann (2022), who found that integrated brand strategies explained between 65% and 75% of performance variance in consumer goods industries.

Analysis of Variance (ANOVA)

The statistical method known as ANOVA is utilized to ascertain whether the means of several groups differ significantly from one another or, in the case of regression analysis, whether the independent elements done jointly have a statistically noteworthy impact on the dependent variable. Table 4.2 presents the findings.

Table 4.2 ANOVA Outcomes

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	46.937	4	11.734	52.896	0.000
Residual	20.182	91	0.222		
Total	67.119	95			

Source: Research Data (2025)

The regression model produced an F-statistic of 52.896 with a p-value of 0.000, as shown in Table 4.2, which is significantly lower than the standard alpha threshold of 0.05. This indicates that there is strong evidence that the association between brand revitalization techniques and organizational performance was not accidental and that the model is statistically significant. When taken into account collectively, the independent factors have a large and statistically significant impact on Brookside Dairy Limited's organizational performance, as confirmed by the very significant F-ratio.

The strength and statistical significance of the F-ratio ($F = 52.896$, $p < 0.001$) affirm that these predictors meaningfully contribute to explaining variations in organizational performance outcomes. The results mirror the findings of Ndungu and Wairimu (2023) in their study of brand strategies in Kenya's beverage industry, where the F-statistic was reported at 48.73 ($p < 0.001$), demonstrating that brand management practices significantly influenced organizational performance. Similarly, Owino and Kibera (2019) found comparable F-statistics ($F = 50.21$, $p < 0.001$) when examining brand revitalization initiatives in East African consumer goods companies, further validating the robustness of brand strategies as performance predictors.

Regression Coefficients

Regression coefficients specify the individual contribution of each independent element to the dependent element in a regression model. The outcomes are exhibited in Table 4.3.

Table 4.3 Regression Coefficients Results

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	β	Std. Error	Beta		
(Constant)	0.765	0.264		2.898	0.005
Brand Repositioning	0.318	0.072	0.334	4.417	0.000
Customer Centric	0.297	0.078	0.308	3.808	0.000
Corporate Branding	0.263	0.075	0.276	3.507	0.001
Product Branding	0.241	0.071	0.253	3.394	0.001

Source: Research Data (2025)

The researcher did a multiple regression analysis to explore the association between brand revitalization strategies and organizational performance at Brookside Dairy Limited in Kenya. This equation model ($Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$) turn out to be:

$\mathbf{Y = 0.765 + 0.318X_1 + 0.297X_2 + 0.263X_3 + 0.241X_4 + \varepsilon}$

Where:

Y = Organizational performance

X_1 = Brand repositioning
X_2 = Customer centric approach
X_3 = Corporate branding
X_4 = Product branding
ε = Error term

The results in Table 4.3 about regression coefficients shows the unique contribution of each brand revitalization strategy which include brand repositioning, customer centric approach, corporate branding and product branding to the organizational performance in case of Brookside Dairy Limited. The intercept ($\beta = 0.765$, $p = 0.005$) indicates that there is a baseline level of organizational performance even when none of the predictor variables is present.

Brand Repositioning

The unstandardized coefficient comes out to 0.318, while the standardized Beta is 0.334, $t = 4.417$, and $p = 0.000$. This indicates that brand repositioning and performance of the organization are positively correlated and the correlation is statistically significant. The Beta value being high also indicates that brand repositioning has the strongest individual effect amongst all the predictors considered. This means that the performance of the organization will increase by 0.318 units for every unit increase in brand repositioning effectiveness if all other factors are kept constant. These findings are in line with those of Kimeu and Moronge (2023) who found that the strategic brand repositioning had a significant impact on the market performance and profitability of Kenya's dairy sector. Likewise, Wanjau and Agusioma (2021) mentioned that repositioning efforts led to better competitive positioning and revenue growth in East African FMCG companies, with Beta coefficients ranging from 0.31 to 0.38.

Customer-Centric Approach

A positive impact on the performance of organizations was henceforth demonstrated by the coefficient of 0.297, Beta of 0.308, t-value of 3.808, and p-value of 0.000 among the customer centricity factors. The above-mentioned results imply that, among others, customer-focused approaches offering personalization, quick responsiveness, and quality of experience have gained performance. This is consistent with the findings of Maina and Njihia (2024), who contended that such customer-centric orientations significantly predicted customer satisfaction, loyalty, and ultimately financial performance in Kenya's consumer goods sector. Furthermore, Brown, Smith, and Williams (2022) noted the case that putting customers first resulted in performance that was 35% higher in the emerging markets compared to the product-centric competitors.

Corporate branding

The statistical coefficient is 0.263, Beta 0.276, $t=3.507$, and $p=0.001$, indicating that this variable is a strong predictor of organizational performance. In other words, such strong corporate brands as those built on consistency, reputation, and uniqueness are the ones that contribute the most to the overall success of the organization. These results are confirmed by Njoroge and Gathungu (2023), who reported that corporate brand strength had a positive impact on the financial performance, market share, and stakeholder confidence of Kenyan companies. Likewise, Chen and Wang (2020) confirmed that the excellence of corporate branding was a driver of the acquisition of competitive advantages and a premium positioning in African consumer markets.

Product Branding

Coefficients that are not standardized are 0.241, the Beta is 0.253, t = 3.394, and p = 0.001, which indicate a positively significant correlation. This means that product branding, by attracting customers, giving them a better image and making them loyal, is one of the factors that the organization has to rely on to improve the outcome. Though product branding had the lowest coefficient value in comparison to the other predictors, it has still the same importance to the business as well as the statistical significance attached to it. In their study of the Kenyan beverage industry, Nyambura and Karanja (2021) found that product brand strength was a significant factor determining sales and market share increases. Besides, Mwangi and Karanja (2023) pointed out that a unique product brand strategy not only helped companies in getting higher prices but also in maintaining customer loyalty in the highly competitive markets.

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

The study concluded that that brand revitalization strategies affect the performance of Brookside Dairy Limited in Kenya. research identifies four key elements; corporate branding, product branding, a customer-centric approach, and brand repositioning that play a crucial role in enhancing overall performance. Among these strategies, brand repositioning stands out as having the most substantial and visible positive effect on the company's success. Customer centricity is the key to boosting organizational performance. Organizations that really put customer needs first, personalize each interaction, quickly respond to feedback, and make positive impressions are able to build a closer bond with customers, increase their satisfaction and even outperform competitors in the market.

The performance of an organization is greatly impacted by its corporate branding. The corporate brands which are robust, invariable and different so to speak, are the ones that through their very nature create stakeholder perceptions that are friendly, trust and credibility are built, and market recognition is influenced thus the very consumers and investors are swayed. Product branding, as the research indicated, is a major factor leading to enhanced organizational efficiency. The qualities of being distinctive, consistent, and communicative of the brand's value are those of a product that facilitate the capturing of the market's attention, the building of trust, the influencing of purchase decisions, the creation of loyalty, and finally, the sharing in the business's revenue growth.

Recommendation

i. Brookside Dairy Limited should periodically undertake brand audits to assess the relevance of the brand, the competitive positioning and its fit with the market. These audits should feed strategic repositioning decisions in line with changing consumer preferences, competitive dynamics, and overall market trends.
ii. Brookside Dairy Limited must take the step towards a united corporate brand architecture that will be consistent on all levels of interaction. The creation of a full set

of brand rules controlling visual identity, messaging, tone, and behaviors; the framing of brand governance frameworks with unambiguous responsibility for brand care; the installation of brand compliance mindfulness systems; and the carrying out of regular brand health monitoring to evaluate awareness, perception, and differentiation metrics are all part of the package.

iii. Trade groups like the Kenya Dairy Board and Kenya Association of Manufacturers need to create and spread brand management best practice guidelines specifically designed for the dairy industry in Kenya. The guidelines should incorporate mature brands' repositioning strategies, customer engagement frameworks, corporate branding methods and product brand architecture models applicable to East African market contexts.

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