# **Product Re-Engineering A Tool for Brand Sustainability and Growth in Today's Global and Competitve Market.**

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#### Abstract

Discontinuous innovation though attempt to solve consumers most delicate needs but due to changes in trends and preferences, it becomes something of strategic importance for a brand to be re-engineered to improve quality, functions, features, performance amongst others to achieve compatibility. The study sought to establish whether a product or service that goes through some form of disruption (re-engineering) can enhance the competitive advantage of the firm. Relational and conceptual analysis were employed for the study. The study established that a successful re=engineered brand does not strictly follow the diffusion process proposed for innovation products. It also revealed that perceived risk and the cost of developing marketing strategies including communication and promotion is low since the market is already aware of the brand. The inno-early-vators is a major factor towards the growth and sustainability of the reengineered brand or product. The study again revealed that the higher rate of adoption of a re-engineered brand owes greatly compatibility and reduction in perceived risk.

Key words: innovation, product, consumer, re-engineering, sustainability

### Introduction

The Latin word innovare, which means "to make something new," is where the word innovation originated, according to C. Lin (2006). Although Drucker (1985) defined innovation as "the entrepreneurs' specific tool to exploit change for a diverse business or service," this definition was not widely accepted until 1985. "Innovation is to bring out a new or enhanced process, service, or products for marketing," Bentz (1997) claimed. The consensus among academics is that innovation can take many different shapes. (Cooper, 1998; Gopalakrishnan & Damanpour, 1992; Utterback, 1996). According to Shaws, Brown, and Alpert, (2017), consumers are more apt to make a purchase when they believe a brand to be highly innovative. Brand's ability is the subjective judgment of the consumer as to whether a novel product can meet their needs; consumers value novel goods (Jung, Kim, & Lee, 2014). Lee found that when customers test out new products, they evaluate whether they meet their requirements(Lee, 2018). It is of strategic importance that brands are promoted to appeal to the psychological, emotional and functional needs of the consumers. However whether the brand really meet the need it's been communicated to satisfy is also another issue. The period of brand managers creating a meaning for the brand and communicating to the target audience must be reconsidered. To influence the consumer through the brand management concept is one thing and consumer satisfaction due to what has been communicated is another. Due to the frequent changes in technological trends, taste and preferences due to age and other socio-cultural and economic situations, carefully monitoring continuous disruptions in terms of taste, technology, material resources, package, design, quality levels amongst others

are key into creating delight in solving the consumers' needs. A product or brand is inadequate in satisfying the needs of the mass market until it is disrupted (modified) to meet the various needs since every target has its peculiar need. The continuous changes in consumers taste and preferences, consumers need to experience new brands, attempting to satisfy consumers' insatiable needs and the firms' quest to reinforce demand makes product re-engineering benefitial to both the firm and the consumers. A re-engineered brand takes into consideration the present trends and thus become compatible to the beliefs, past experiences and values of the market. The high compatibility has the propensity to increase initial adoption rate. Unfortunately previous studies have failed to identify a new diffusion (adopter categories) for re-engineered brands but generalise the diffusion process for all innovation be it discontinuous, continuous or dynamically continuous to follow the trend of adoption by Rogers. It is not all the time that consumers may need entirely new products or brands but a well-known and satisfying brand re-engineered to include the current trends of taste, behavioural changes and preferences is highly competitive and reduces consumers' perceived risks.Wang asserts that consumer innovation moderates the relationship between product innovation and customers' perceptions of the worth of innovation(Wang, Gao, & Su, 2019). Customers who are innovative may be more likely to search out new products and pick up on changes in new things more quickly (Torres, & Ruberson, 2009). Consumers who are extremely innovative are more interested in the innovative value of branded goods than other types of consumers. when incredibly creative consumers seek out and observe novel things. They are more likely to choose cutting-edge products. Additionally, consumer innovation influences the goals of buyers (Zhang, 2020). Shaws contends that customers who are highly innovative will perceive and experience new goods more favourably and will be more likely to make a purchase. (Shaws, Brown and Alpert, 2017).

# **Literature Review**

Differences in consumers taste and preferences is a global issue, an indication that no one particular brand can satisfy all classes of consumers. The growing insatiable need globally calls for constant re-engineering of available brands. Since there is usually a large market response for a perceivably new product, a careful monitoring of the market trends in terms of demand and the product life cycle is critical in making a brand relevant at all times. Brand re-engineering is linked with two basic continuum of innovation thus the continuous innovation and the dynamically continuous innovation. The word innovation is often misrepresented to mean invention. According to C. Lin (2006), the word innovation originated from Latin word, innovare which means "to make something new". In 1985, however Drucker (1985) defined innovation as "the entrepreneurs' specific tool to exploit change for a diverse business or service". According to Bentz (1997) he indicated that "innovation is to bring out a new or enhanced process, service or products for marketing". Scholars have agreed that innovation is actually comes in many forms (Cooper, 1998; Gopalakrishnan & Damanpour, 1992; Utterback, 1996). Though there are several scholars who have contributed to attempting to define what innovation truly is about, there are several similarities and diversities in terms of their definitions. Meanwhile, Tidd et al, (1998) defined innovation as a process of transforming an opportunity into fresh ideas and being widely used in practice. It should be noted that the degree of newness regarding innovation is based on the individual's perception. Afuah (1998) suggested innovation is the "use of new technical and administrative knowledge to offer a new product or service to customers". Thus, many authors concluded that innovation is "any practices that are new to organizations, including equipments, products, services, processes, policies and projects" (Lin, 2007; Damanpour, 1991; Kimberly & Evanisko, 1981). From the discussions of the scholars, innovation can be a minor change, or drastic change or totally new idea, skill, service, or products. Khazanchi, Lewis, and Boyer (2007) also extended the conclusion where they said that "innovation is one of major relevance for companies, as it can be the source of additional revenues from new products or services, can help to save costs or improve the quality of existing processes". Lee & Yoo, (2019) made it known that recently, firms that were once successful due to their technological lead are losing their dominance in the market gradually and are finding it difficult to maintain the advantages they enjoy in the market competitively. A company can improve the efficiency of its innovation and reduce the risk of same by acquiring knowledge to reorganise its resources to prevent the failure of the innovation (Chesbrough H.2003; Hagedoorn J, & Duysters G.2002). To enable the management of a firm to re-engineer a brand to meet a current need requires them to be innovative. Therefore Wang and Ahmed (2004) defined innovativeness as "an organizations' overall innovative capability of introducing new products to the market, or opening up new markets, through combining strategic orientation with innovative behaviour and process". The ability of management to be innovative and being creative with their re-engineering is capable of providing solutions for the challenges, problems and the market needs and thus providing survival, increasing sales and profitability and success for the brand.( Hult, Hurley, & Knight, 2004; Hurley & Hult, 1998; Porter, 1990). Hult et al. (2004) again stressed that innovativeness has the possibility to help firms to compete effectively with competitors and enhanced the company's product lines.

# **Continuum of innovation**

Many scholars have different perspectives concerning the forms of innovation or brand re-engineering. Whilst Yang, 2012; Tuominen & Hyvönen, 2004; Fariborz Damanpour, 1987 classify innovation into technological innovation and managerial or administrative innovation. These are widely accepted by many scholars but Pelz, Munson, and Jenstrom (1978) had previously divided innovation into "technological embedded and content embedded" Cooper, 1998; Utterback, 1996 classify innovation into three dimensions which are administration or technological innovation, radical or incremental innovation and product or process innovation. This study focuses primarily on the third class of which has to do with product innovation (re-engineering).

*Discontinuous innovation* has to do with substantial relearning and fundamental alterations. These are new to the world products. Examples of totally new to the world products in the 20<sup>th</sup> century has to do with television, birth control products, automobiles and computers which introduced new ways of doing things and thus affected the manner with which the people went about their things from the previous times.

*Continuous innovation* deals with existing products that has gone through a little or minor disruption in its nature but does not affect consumers' consumption pattern or the way of use of product. Areas that may require the disruption to meet consumers' requirements, may be the taste, flavour, size, package, colour, design amongst some few other areas including upgradement of applications and software in terms of technology as in the case of iPhone 5 to 14.

*Dynamically continuous innovation* has to do with some major disruptions that occur in existing products that affect consumers' consumption patterns. In other words the disruption that occur causes a shift or change in the manner in which the brand or the product was previously used. Examples are Video Cassette Recorders (VCRs) to Compact Disc (CDs), Cassette Tapes to Digital Audio Tapes, fixed (home) telephones to mobile phones etc.

Ascertaining the degree of disruption depends on the critical analyses of the Seasa factors. The success of product or brand re-engineering largely depends on the material culture which has to do with the technology and economics of the target market. Employing the technical know-how possessed by the people in a society and identifying how the society employing their capabilities and their resulting benefits will cause the re-engineered brand achieve compatibility thus suiting the societies past experiences, beliefs and personal values. The re-engineered brand that meets the society's compatibility has a high rate of adoption, sales and profitability. Many scholars are of the view "that innovation consists of the generation of a new idea and its implementation into a new product, process or service, leading to the dynamic growth of the national economy and the increase of employment as well as to a creation of pure profit for the innovative business enterprise" (Kogabayev, & Mazillauskas, 2017; Urabe, 1988). The high rate of acceptance of the re-engineered brand due to its high compatibility makes its diffusion deviates from the previous adopter category curve first developed by Rogers in 1995.

### **Brand Innovation**

Brand innovation primarily examines an individual brand type's innovation behaviour from the viewpoint of the primary innovation agency. Brand innovation, according to Eisingerich, is the ability of a brand to offer fresh and practical responses to customer needs (Eisengerich & Rubera, 2010). Fisk claims that rebranding entails creating a new identity and culture that will represent the company's goals and environmentally friendly business practices (Fisk, 2010). Since that the primary goal of rebranding is to better serve consumers' various needs. According to Nedergaard and Gyrd-Jones (2013), brands can innovate in conjunction with the traits and preferences of consumers (Chen, 2008). An ideal brand created for a certain demographic represents the interests of this demographic, promotes purchasing behaviour, and offers price distinction (Fisk, 2009). In order for consumers to continue to recognize a brand's innovation and uniqueness, it must be updated frequently due to the diversification of consumer wants. Hence, when a brand innovates, the perception of the originality of the brand by consumers should also be taken into account (Wu, & Ho, 2014). According to Jung,

consumers can recognize a brand's capacity for innovation by their perception of new items, which will subsequently cause them to notice its originality (Jung, Kim, & Lee, 2014). According to Wang, consumers may recognize the distinctiveness, variety, and originality of a brand by using cutting-edge goods or services (Wang, Gao, & Su, 2019). According to Hubert, a company that emphasizes its unique items can boost consumer perception of the brand's novelty and encourage readiness to purchase and pay for the product (Hubert et al. 2017). Consumers find new products more appealing, increasing their likelihood to make a buy. In other words, customers are more likely to purchase a brand the more they experience it. Customers are more inclined to pay more for a brand when they believe it to be new (Zhang et al, 2020). Consumers are more likely to make a purchase when they perceive a brand to be extremely innovative, according to Shaws, Brown, and Alpert (2017). Hong contends that brand ability refers to the consumer's subjective assessment of whether a novel product can satisfy their wants; people value novel products (Jung, Kim, & Lee, 2014). Lee discovered that when consumers try new products, they assess whether they fulfill their needs (Lee, 2018). Consumer attitudes toward new items are frequently positively influenced by perceived usefulness, which in turn affects consumer willingness and behaviour (Grob, 2015). In other words, consumers are more inclined to buy a new product if they think it would help them perform better (Zhang, Wan, & Huang, 2015;2013). When customers judge the value of the good or service they buy and weigh all of their options, they arrive at what is known as the "perceived value of consumer behaviour "profit and losses" (Zeithaml, 1988). Perceived value has more influence on brand awareness and consumer purchasing decisions (Gallarza, Gil-Saura and Holdbrook, 2011). The key to rebranding is that innovation is original and responsive to specific consumer needs.

### **Consumer Innovation**

Changes in consumer attitudes about innovation depend on consumer innovation. In fact, highly creative consumers seek out unique information and knowledge, which makes them more receptive to novelty. Consumer innovation therefore aids in the perception of novelty. The influence of product innovation on consumers' perception is growing along with consumer innovation. According to Zhang, customers who are highly creative are more likely to discover novelty in new things since they pay more attention to new things (Zhang, 2020). According to Wang, the relationship between product innovation and the perceived value of innovation by customers is moderated by consumer innovation (Wang, Gao, & Su, 2019). Innovation can drive customers to seek out new items and notice changes in new things more rapidly as a personal trait (Torres, & Ruberson, 2009). Compared with other consumers, highly innovative consumers are more interested in the innovative value of branded products. When highly creative consumers notice new things and look for them. They are more prone to purchase brands that are cutting edge. Moreover, consumer innovation affects buyers' intentions (Zhang, 2020). According to Shaws, customers who are highly innovative will have a better experience and sense of new products, and their intention to make a purchase will be more favourable (Shaws, Brown and Alpert, 2017). Hwang thinks that highly innovative consumers are willing to pay more for new products or technologies (Hwang, Kim, & Kim, 2019). Consumers that are highly innovative will be more inclined to purchase once they start to sense the novelty of green innovation from clothing manufacturers since they are more willing to try out different items and services. One of the most popular ideas in recent years has been brand loyalty, and both academics and industry professionals are convinced of its importance (Chen et al., 2022; Zhao et al., 2022; Safeer et al., 2021c;). Brand loyalty is characterized by a consumer's behavioural evaluation and intention to buy a specific brand (Safeer et al., 2021c). The main objective of a business is to increase consumer loyalty to its brand as part of its strategic strategy to acquire a sustainable competitive advantage (Jin et al., 2013). Similar to this, innovation that increases brand loyalty lowers marketing expenses and improves the bond between buyers and sellers, reducing the danger posed by rivals (Kim et al., 2021).

Fig.1: illustrating the diffusion of an innovation.



Source: Rogers M.E., 1995.

In his theory, Rogers propounded that there are five diffusion categories including their percentage of market spread in terms of the mean time of adoption, are Innovators-2.5%, Early adopters-13.5%, Early majority-34%, Late majority-34%, and Laggards-16%. Rogers established that innovators are the first to use an innovation if it's expensive, that they are venturesome and cosmopolites because they seek social relations outside their local peer group. Innovators are risk takers, are high in terms education, occupation and income and rely greatly on impersonal source of information. The second group who are Early Adopters according to him are localites because they are integrated into their community and are respected by their peers which makes them a good source for the success of innovation. Being opinion leaders they seek for information prior to purchase and command respect from their peers. The theory discusses the Early Majority as a group who adopts a product prior to the mean time of adoption. That they spend much time in their decisions to adopt an innovation. Though they display some level of opinion leadership, it is below that of the first two groups. They are deliberate and cautious above average in education, occupation, income and status. The fourth groupthe Late Majority are considered scepticism because as at the time they adopt an innovation is when majority might have already done so. Friends are the primary source of information with very little attention to the mass media. This group according to the discussion are below average in terms of education, occupation and income. Rogers concluded his discussion with the fifth group he termed laggards. This group according to him adopt an innovation when it has been replaced by one or two innovations. They usually refer to their past as their frame of experience. In as much as there are bound by tradition, they are again bound by laggards. The discussion holds that the summation of laggards is "if it was good for my parents, then it will equally be good for me"(Rogers M.E., 1995)

# Fig 2: Illustrating the SEASA Model for Brand Re-engineering



### Source: Provided by the authors.

The SEASA Factors consists of the Socio-Cultural indicators, Economic indicators, Aesthetics indicators, Social Institution indicators and the Attributes and Values indicators. These indicators consists of the relevant factors required of the Brand and or Product Managers prior to modifying the brand to perfectly suite the market and resolve the challenges and the dissatisfaction that innovators encountered at the early part of adopting the innovation. Being the first users (innovators) of a product or a brand, satisfies the egoistic nature of the buyer but not necessarily brand satisfaction, a criteria for an innovator being a risk taker (losing the money even though the brand may be an innovation) and the possibility of the brand not working to satisfaction. An innovation usually is invented and or manufactured basically from the manufacturer's perspective with the view of solving a pressing need for a market yet it still require some degree of reengineering. Brand managers must be attentive to the brand as it goes through the adoption process in order to stay relevant, meet the market specific need, increase sales and market share and thus automatically translating to increased profit. A critical consideration to the conceptual model in re-engineering will enhance

the sustainability of a abrand's competitive advantage in the global market. (Kotler & Keller, 2014;Paliwoda S.J., 1993).

# Methodology

In order to pinpoint specific themes, ideas, and words within the previously published literature, content analysis is used in this research paper. This approach is useful for determining and quantifying the connections between particular ideas. Open-ended questions, interviews, field notes, and any communicative language, such as essays, books, newspapers, and historical records, could all be used as the source of data for this methodology. The two kinds of content analysis are relational analysis and conceptual analysis. The conceptual analysis describes where and how often ideas appear in a text by examining the relationships between ideas in a text, relational analysis, in contrast, advances conceptual analysis. In this study, relational analysis was used to determine how ideas in a text related to one another. Relational analysis was used to determine the sort of analysis before the text was condensed into patterns and categories. Finally, the connection between ideas was investigated. (Lindgren, Lundman, & Graneheim, 2020)

# Discussion

Figure 3: A diagram illustrating the performance of re-engineered brand.



Source: Provided by the author.

The main idea for re-engineering brands has to do with meeting the consumers insatiable demand, and consumers need for new experiences whilst the company uses same to enhance demand for its brands that has either lost touch with the customers and or the efficacy of the brand has dwindle, increase profits and for purposes of competitive advantage. Management that considers the Seasa factors and effectively analysing it for Brand re-engineering has the probability of identifying the right upgradement and or improvement required

to meet the trends pertaining in the market. Innovation that has been re-engineered be it minor disruption (continuous innovation) or major disruption (dynamically continuous innovation) that has a high rate of compatibility due to the suitability to the consumers past experiences, values and beliefs has a higher initial adoption than when an innovation is totally new to the world, a necessity for firms sustainability and growth.

### Classification of innovation

Classification of innovation by means of application is illustrated on Table 1 below. <u>Table 1. Classification of innovation by application</u>

<u>No</u>	Classification sign	The classification categories (types) of innovation
1	Applications Innovation	The managerial, organizational, social, industrial, agricultural, etc.
2	STP stages, which resulted in innovation	Scientific, technical, technological, engineering, manufacturing, information
<u>3</u>	The intensity of innovation	"Boom", uniform, weak, mass
4	The pace of implementation of innovations	Fast, slow, decaying, growing, uniform, abrupt.
<u>5</u>	The scope of innovation	Transcontinental, transnational, regional, large, medium, small.
<u>6</u>	The effectiveness of innovation	High, stable, low.
7	Efficiency innovation	Economic, social, ecological, integrated

# Source: Kogabayev & Mazillauskas 2017; Davydenko, 2011.

Product and/Brand re-engineering is the continuous degree to which a new idea, process, use, methods, material resources and technological knowledge is applied to an existing innovation. The Seasa factors as illustrated in fig 2 has the capacity of adopting any of the classification for re-engineering. Brand re-engineering irrespective of the classification affords the company entry into markets and develop new markets, meets the current market trends and ensure sales increase and profitability and puts the firm ahead of competition. The Seasa factors stands to afford firms the opportunity to reduce the high cost of conducting a totally new research for innovation.

Brand re-engineering is the bane for effective competition because it catapult the company's performance in terms of sales and market share. Brand re-engineering most often is a further advancement of an innovation that seeks to incorporate other functions, use, ideas amongst others that the first invention did not capture thus the re-engineered brand satisfy consumer preferences and taste better. Supported by the diagram of the product diffusion which suggest that innovators constitutes 2.5%, Early Adopters constitutes 13.5%, Early Majority constitutes 34%, Late Majority 34% and Laggards 16% in that if the same innovation with its omission and oversight with time is adopted by a sizeable market presuppose that inculcating omissions, oversights and upgradement in terms of features, performance, technology and the market knowing and already having experience with the earlier version, makes the re-engineered brand highly acceptable and diffuses faster. At this stage the re-engineered brand has overcome complexity, lend itself for trialability and has now achieved compatibility (that is best suits and matches the individuals' beliefs, values and past experiences). The researcher suggest that the pattern of diffusion for a re-engineered brand or product cannot strictly follow the earlier one propounded by Rogers. The researcher suggests that the Inno-Early-vators (16%) being proposed by the researcher is the summation of innovators and early adopters, Adopters (45%), Majority (32%). This group has been identified to be the Majority because they adopt a re-engineered brand at a time that 93% adopting the brand for use. Late Adopters represents (7%). The researcher is of the view that since the brand is already known and accepted in the market, re-engineering and making it better, suit the customer's values, beliefs and past experiences and thus is more compatible than the earlier version of same, may cause a shift in the adopter category. The researcher propose a shift from the Early Adopters statistically defined 13.5% to join the Innovators who constitutes 2.5% and thus forms the Inno-Early-vators (16%). The new group proposed to be Adopters (45%) constitutes the Early Majority 34% plus 11% shift of consumers from the Late Majority. The Majority makes up the remaining 23 of the Late Majority plus 9% shift from the Laggards upwards, and thus make the majority group 32%. The last group which happens to be the Late Adopters is 7% due to the 9% upward shift to the Majority group. Table 2: illustrating the diffusion groups for Reengineered product/brand.

### Table 2: illustrating the proposed diffusion groups.

Characteristics of the newly proposed diffusion for re-engineered product/brand

Adopter Category	Adopter Category
Inno-Early-vators (16%)	the first group to adopt re-engineered product/brand
	They are cosmopolites, respected and greatly integrated into the society.
	They are risk takers, informers, deciders, and confirmers.
	Due to their integration and respect in the society, they influence product or brand's success.
	They rely greatly on impersonal source of information than personal sources.
	They are higher in education, occupation, income and status.
Adopters (45%)	They adopt products/brand during early stage and immediately after the mean time of adoption
	They often seek for advice and information about new products/brands.
	Uses proportionate personal and impersonal information sources.
	They are deliberate and cautious in the adoption of re- engineered brands.
	They demonstrate an appreciable level of opinion leadership.
	They are high in terms of education, occupation, income and status.

Majority (32%)	<ul> <li>This group adopt an innovation when majority have already done so.</li> <li>Part of their attitude is considered to be skepticism and partly cautious.</li> <li>They deeply rely on product/brand testimony prior to adoption.</li> <li>They rely greatly on personal source of information than impersonal sources.</li> <li>They are average in terms of education, occupation, income and</li> </ul>
	status
Late Adopters (7%)	They are the last group to adopt a product/brand (re- engineered).
	They make little or no use of impersonal information. They are tied closely to their communities.
	The summation of their attitude is 'if it's good for others, it will equally be good for me'.
	Though they are now in education, occupation and income, there are a few exceptions among this group base on advancement in education and globalisation.

Fig 4: A diagram illustrating the diffusion groups for a re-engineered product/brand.



Source: Provided by the Author.

From the above discussions, the researchers proposed that:

**Proposition 1**:Re-engineered brands enhances customer satisfaction.

**Proposition 2:** The diffusion pattern of a successful re-engineered brand does not strictly follow the Roger's diffusion process.

Proposition 3: Re-engineered brands are successful due to the successes of the earlier version.

**Proposition 4:** Cost of marketing strategies including promotion/communication is reduced due to the market awareness of the brand.

# Conclusion

Brand re-engineering is strategic and a highly competitive tool because there is a high demand for a wellknown brand which has gone through some form of disruption in relation to present behaviours, taste, preferences and even economic trends as illustrated by the Seasa factors in figure 1. Such brands better meet consumers present needs than other competing offerings. Consumers may not all the time require a totally new brand but rather brands that they have built confidence with as a result of previous experience and an almost zero or little perceived risk due to its compatibility with the personal beliefs, values and past experiences. The researchers maintains that a re-engineered brand is not completely new product or brand but perceivably new because new idea, process, use, methods, material resources and technological knowledge is applied to an existing innovation adhocly and or periodically to improve the features, quality, functions or performances amongst others to enhance the competitiveness of the firm and to ensure the sustainability and growth to the brand or product and the company. The diffusion of innovation developed by Rogers E.M. in 1995 is strictly for the totally new product and would not be a perfect suit for a re-engineered product or brand.

### Suggestion for further research

The proposal made by the research in terms of the diffusion for re-engineered brand is based on assumption on the reduction of perceived risk and a greater consideration given to the Seasa factors and compatibility based on improved or advanced product or brand. Since a re-engineered brand is not a complete discontinuous innovation, its diffusion cannot follow strictly the means of diffusion of a totally new to the world product. Future research into the spread of distribution in terms of the diffusion for re-engineered brand will be of great benefit to academicians and businesses.

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