EXTENDONOMICS:

10 WAYS TO EXTEND YOUR BRAND

BASED ON A STUDY OF 500+ SUCCESSFUL BRAND EXTENSIONS

PARHAM | SANTANA
WITH DR. EDWARD M. TAUBER - THE PIONEER OF BRAND EXTENSION RESEARCH
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What’s the key to successful brand extensions?

In one word, leverage. Sure, you need marketing support and careful execution, too. But success comes into reach when you have a strong brand extension concept that appeals to consumers and offers a competitive edge in the new product category.

People use two strategies to develop brand extensions. They sit around a table and ask, “In what other categories would consumers accept this brand?” Or they commission a study about consumer perceptions and brand associations.

While there are pros and cons to each of these strategies (low cost and few insights versus high cost and deep insights), Parham Santana thought there was a middle ground.

We teamed up with Dr. Edward M. Tauber, who first coined the term “brand extension” in 1979, to study more than 500 successful brand extensions. We started with this premise:

“By analyzing a large number of successful brand extensions, we should be able to identify the elements brands own that create the leverage necessary to succeed.”

This research led to a dramatic finding: Every one of the success stories we found leveraged at least one of these 10 strategies. In other words, there are only 10 ways any brand can launch a successful brand extension, and we’ve outlined them in this report.
10 WAYS TO EXTEND YOUR BRAND

#1 SHIFT THE FORM
Change the form of an existing product by changing its method of delivery, method of preservation, or retail placement.

#2 TRANSFER A COMPONENT
Take a component, flavor, ingredient or color that’s closely associated with your brand and create a different product.

#3 TRANSFER A BENEFIT
Take a benefit closely associated with your brand and create a product in a different category where that benefit is desired.

#4 LEVERAGE A SPECIAL EXPERTISE
Take your brand’s special expertise and create a product in a different category where this expertise is desirable.

#5 SELL COMPANION PRODUCTS
Offer products that are frequently used with your parent product to create a brand extension in the companion category.

#6 LEVERAGE YOUR CUSTOMER BASE
Sell something to your core customer base where the only leverage is your brand’s recognition and reputation.

#7 LEVERAGE A LIFESTYLE
Extend to products that reinforce a way of living, culture, set of values or interests associated with your brand.

#8 LEVERAGE A CELEBRITY EXPERTISE
Create a new product endorsed by a celebrity who is perceived to have a special expertise in that category.

#9 LEVERAGE A CELEBRITY LIFESTYLE
Create a new product endorsed by a celebrity who has a lifestyle that attracts aspirational-minded consumers.

#10 CHANGE THE GAME
Create a new product that uses modifier words to change consumers’ perceptions of your core product in a new category.
WAY #1: Shift the Form

Change the form of an existing product by changing its:

- Method of Delivery
- Method of Preservation
- In-Store Placement
- Retail Outlet
- Ingredient Profile

Starbucks mastered shifting the form with the introduction of ready-to-drink beverages in 1996. Consumers can grab a Frappuccino or Doubleshot Espresso anywhere, from the gas station to the grocery store. This convenient new package opened up a $704.4 million market for the coffee giant.
WAY #1: Shift the Form

Launching a successful brand extension can be as simple as shifting the form of a product you’re already selling. **Think of it as reinventing your product just enough to move into another category.** It’s about expanding the way people use your product. There are five main elements you can change to shift your product’s form enough to enter a new category.
WAY #1: Shift the Form

Delivery Method
Highlights for Children magazine recently launched an iPhone version of its popular Hidden Pictures game. Style guidelines developed by Parham Santana helped Highlights extend their brand using a new method of delivery.

Preservation Method
Many products can be preserved in more than one way, and these different methods open up a product to new categories and customers. Muscle Milk extended its popular protein powder brand with the introduction of ready-to-drink Muscle Milk nutrition shakes.

In-Store Placement
Tap into new customers by changing your product’s form enough to sell it in multiple spots within the same store. Jello-O pudding mix made the leap into the refrigerator section with pudding cups, and the brand’s popular pudding pops brought Jell-O to the freezer aisle.
WAY #1: Shift the Form

Retail Outlet

A slight change in product form and package can land you in new retail outlets. Just look at all the restaurant brands in grocery store aisles: Taco Bell Salsa, Nathan’s Famous Hot Dogs, Friendly’s Ice Cream, T.G.I. Friday’s appetizers and countless more.

Ingredient Profile

Changing even one ingredient in your product can extend your brand into a new category. Based on an extension study by Dr. Tauber, Snickers successfully replaced nougat with ice cream to create the wildly popular Snickers Ice Cream Bars.
WAY #2: Transfer a Component

Parham Santana helped Crayola transfer a component — creative color — from the basic crayon to dozens of expressive products.

Transfer a component such as a:
• Flavor
• Ingredient
• Scent
• Color to a different product where that component is desirable, or transfer it with a:
• Foothold Strategy
• Vertical Brand Extension
WAY #2: Transfer a Component

Every product or service on the market is made up of multiple components. Some products are so closely associated with one of these components that they “own” it.

Your brand might own a flavor, ingredient, scent, color, or something else entirely. Often, multiple brands lay claim to the same component, but you can still leverage that element to extend your brand into new categories and channels.
WAY #2: Transfer a Component

Flavors
The Ghiradelli name is practically synonymous with chocolate, so the brand easily extended into brownie mix by transferring this flavor.

Ingredients
Some brands are synonymous with an ingredient. Advil, a branded form of ibuprofen, is often taken for colds, flu or sinus congestion. Pfizer launched brand extensions—Advil Cold & Sinus and Congestion Relief—featuring the ingredient ibuprofen.
WAY#2: Transfer a Component

Scents
Consumers might know your brand most with their noses. Entenmann’s extended its brand by bringing the smell of baked goods to “Fresh Baked” candles.

Colors
Signature colors can help a brand extend into new product offerings. Pantone is known to professional designers who rely on its color matching products as the world authority in color. With Parham Santana’s help, Pantone is using its color expertise to extend into the consumer market with housewares, paints, and hotels.
WAY#2: Transfer a Component

Transfer a Component Using a Foothold Strategy

Sometimes owning a component can actually limit your brand. One strategy to establish brand extensions is to take a parent brand product that became successful based on a specific differentiation and define it more broadly.

Dr. Tauber worked with Dole to extend a brand known almost exclusively for pineapples, a commodity business. The goal? Develop value-added products with higher margins. Dole extended into refrigerated pineapple juice, followed by blends such as Pineapple-Orange. Once it had a foothold in the category, it was able to extend to orange juice—the king of the juice market. Dole broadened its association beyond pineapples by emphasizing these blends. Tauber also helped create a new Dole logo which conveyed freshness and sunshine—the best of Hawaii.

Dove started as a bar soap with one-quarter cleansing cream, but Unilever didn’t tie the brand to this narrow component. Instead, it defined Dove more broadly to extend the brand across the entire personal care segment. Dove established a foothold with soap and then expanded into deodorant, lotion, shampoo, and more without any consistent component. The brand found success by marketing those products with a compelling idea: Real beauty for ordinary women.
WAY #2: Transfer a Component

Transfer a Component Using a Vertical Brand Extension

This special type of component transfer works by adding to or subtracting from the component your brand already owns.

In a forward vertical brand extension, you add something to the key component. Dr. Scholl's owns shoe insoles, and it launched a more “finished” version by selling a line of shoes with the insoles already inside.

In a backward vertical brand extension, you take something away. Reese’s owns the peanut butter and chocolate flavor combination. A brand extension study conducted by Dr. Tauber identified peanut butter as a logical brand extension. Reese’s subtracted chocolate to create the less “finished” product: Reese’s Creamy Peanut Butter.
WAY#2: Transfer a Component

CASE STUDY: SEQUENTIAL EXTENSIONS

The Art of Sequential Extensions: Clorox Cleans Up

Planning is key to any brand extension, but it’s especially crucial if you want to launch a series of successful new products. Case in point: Clorox.

A brand extension study conducted by Dr. Tauber confirmed that the Clorox brand was synonymous with bleach. The brand’s boundaries and leverage evolved from this perception. People have a love-hate relationship with bleach: it cleans and disinfects, but it is also toxic and can damage surfaces.

Dr. Tauber provided a plan that included both short-term and long-term extensions, advocating that a household sanitizer / cleaner product be introduced first. It had the broadest appeal and helped customers adjust to Clorox moving out of the laundry room, paving the way for later extensions to use around the house and even with “green” appeal. This is the concept of brand extension planning: A series of products that can be launched in succession, each building on the last.
WAY #3: Transfer a Benefit

Take a benefit closely associated with your brand and create a different product where that benefit is desirable by using:

• Functional Benefits
• Same Benefit, Different Customer

Arm & Hammer leverages a functional benefit—eliminating odors—across seemingly unrelated categories. The brand successfully transfers this key benefit to laundry detergent, dryer sheets, cat litter, toothpaste, and even deodorant.
WAY #3: Transfer a Benefit

You can name the key benefits of your brand without blinking. But what’s the first thing consumers think about when they hear your brand’s name? If one benefit jumps to mind for most people, your brand might be a good candidate to transfer a benefit to another product category.

But there is one catch: Your benefit has to matter to customers in the new category.
WAY #3: Transfer a Benefit

Functional Benefits

A functional benefit is just what it sounds like: a benefit that actually does something. Kellogg’s successfully marketed Special K cereal as an easy way to add whole grains to your diet and lose weight. They’ve followed with numerous brand extensions, all offering low-calorie, craving-satisfying treats.

Same Benefit, Different Customer

The LoJack brand started out as a way for police to locate stolen cars. But the company cleverly transferred its key benefit—finding something that’s missing—to provide peace of mind for caregivers of people with autism or Alzheimer’s. Two very different audiences cared deeply about the same benefit.
WAY #3: Transfer a Benefit

CASE STUDY: BENEFIT TRANSFERS

The Benefit of a Clean Image: Mr. Clean

Similar to Clorox, which transferred the bleach component into other cleaning products, Mr. Clean took its reputation as a credible cleaner into other categories. P&G launched Mr. Clean in the 1950’s as a liquid to clean hard surfaces. Subsequent decades saw introductions of close-in extensions like toilet cleaner and surface spray. Later, the Magic Eraser surface cleaning pad appeared, followed by a co-branded line with Febreze that included shower cleaner.

A wider array of extensions followed, including complementary cleaning products such as rubber gloves and cleaning pads. In its most dramatic move away from household cleaners, Mr. Clean entered a fragmented category: carwash. Beginning with bottled carwash, it later opened carwashing locations in Cincinnati, Atlanta and Round Rock, Texas. Before then, carwashes were small and local, but Mr. Clean broke into that fragmented category to create a national brand franchise.

AN ESTABLISHED REPUTATION FOR CLEANING POWER TRANSLATES TO A PLETHORA OF PRODUCTS. P&G HAS EVEN SEEN SUCCESS WITH PROFESSIONAL CARWASHES. THE POWER OF MR. CLEAN’S NATIONAL REP CLEANED UP IN THE CARWASH CATEGORY, A FRAGMENTED INDUSTRY WITH MOSTLY LOCAL BRANDS.
WAY #4: Leverage a Special Expertise

Take your brand’s special expertise and create a product in a different category where that expertise is desirable.

Consumers trust a brand that’s an expert. Food Network is synonymous with great cooking. Parham Santana helped them leverage this special expertise to launch a line of cookware, utensils, kitchen textiles and other cooking products at Kohl’s.
WAY #4: Leverage a Special Expertise

Normally, we think of people as being experts, but brands can fall into that category, too. Your brand is an expert if consumers look to it for knowledge about a specific topic. A brand might be perceived as anything from a cooking guru to a go-to source for travel information. If consumers view your brand as an expert, you may be able to leverage that expertise to launch a successful brand extension.
WAY #4: Leverage a Special Expertise

Experts in Action

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WAY #5:
Sell Companion Products

Offer products that are frequently used with your parent product to create a brand extension in the companion category.

After 35 years of making coffee makers, the brand made the leap to a whole different category that happens to be a natural companion product: ground coffee beans.
WAY #5: Sell Companion Products

You don’t have to be a matchmaker to spot perfect product couples. Chips and dip. Mattresses and sheets. Coffee and donuts. No matter what category you’re in right now there’s probably something your customers already use with your brand. And putting your brand’s name on that companion product may be your ticket to a long and happy brand extension.
WAY#5: Sell Companion Products

Perfect Pairings

Dunkin’ Donuts + Coffee

Coppertone Suntan Lotion + Sunglasses

Duracell Batteries + Flashlights

Aunt Jemima Pancake Mix + Syrup
WAY#5: Sell Companion Products

Perfect Pairings

Harley-Davidson Motorcycle + Apparel

Colgate Toothpaste + Toothbrushes

KitchenAid Mixer + Utensils

Rawlings Baseball Glove + Baseballs
WAY #5: Sell Companion Products

CASE STUDY: CHOOSING COMPANIONS
What Business Do You Want to Be In?

Many companion products seem obvious, but others, more obscure. Consider Steinway. The company extended the brand into furniture polish, but it could have chosen many others, each leading to an entirely different set of brand extensions.

As a brand extends, it’s crucial to make a strategic decision about what business you want to be in. Some brands over extend into too many diverse categories and damage the parent brand in the process.

A smarter choice: Management decides how narrowly or broadly to define the boundaries of their business before launching brand extensions. While Steinway electric guitars may sound like a stretch, if the company had extended into classical string instruments, the brand’s image might have grown to accommodate polished black electric guitars. They chose instead to extend their brand by selling a companion product—Fine Furniture Polish—a very small category.
WAY #6:
Leverage Your Customer Base

Sell something to your core customer base where the only leverage is your brand’s recognition and reputation.

World Wrestling Entertainment (WWE) is a brand best known for its over the top antics in televised professional wrestling matches. The brand capitalizes on every opportunity to sell to its fan base by creating unique novelty items, such as collectible action figures modeled after its most popular characters.
WAY #6: Leverage Your Customer Base

Relationships matter. Even if your brand doesn’t own a specific product component or benefit, sometimes you can leverage the trust and rapport you’ve built up with your customer base to launch a brand extension. Maybe your brand is adored by moms or a favorite among pet lovers. Leveraging the strength of these customer relationships can lead to success in another category.
WAY#6: Leverage Your Customer Base

Same-Store Sales
It’s easier to leverage your existing customer base if you can sell your brand extension at the same store as your parent brand. Moms happily buy Fisher-Price toys for their babies and toddlers at Toys ‘R’ Us, so it isn’t a stretch to pick up Fisher-Price Happy Days & Nights diapers there, too.

Special Customers
Smith & Wesson is known for guns, but the company sells those firearms to police departments and security personnel as well as average consumers. To extend its reach into these special customer bases, the brand sells guard booths, barriers, fencing, and even police mountain bikes.
WAY #6: Leverage Your Customer Base

Unique Offerings

Nickelodeon is a cable channel primarily aimed at children. Recognizing a way to reach their customer base with a unique product, they opened Nickelodeon Suites Resorts, a kid-themed resort in Orlando, Florida.

Captive Audience

Motor Trend magazine’s subscribers, newsstand readers and website visitors make up a captive audience of automotive fans. But when the publication considered brand extensions, it needed to avoid categories with strong national brands that were advertisers (tires, motor oil, etc.). The brand wisely leveraged its customer base with small accessories, such as car phone chargers and hands-free headsets for drivers.
In times of economic uncertainty, consumers revert to nesting. Parham Santana helped Better Homes and Gardens capitalize on this renewed focus on family life by extending its magazine brand to more than 550 products sold exclusively at Walmart.

The line's brand promise? “Fall in love with your home all over again.”

Way #7: Leverage a Lifestyle

Extend to products that reinforce a way of living, culture, or set of values or interests, such as a:

- Luxury Experience
- Rugged Work Ethic
- Outdoor Lifestyle
- Generational Wealth
- Love of Learning
- Sports Fitness
WAY #7: Leverage a Lifestyle

Identity can be a tricky thing. A true lifestyle brand helps consumers communicate to themselves and others who they are and how they want to live. Instead of a benefit or component, **lifestyle brands often own a distinct visual style that translates to a wide range of products.** This look and feel represents a way of life that might encompass everything from values and interests to a distinct culture.
WAY #7: Leverage a Lifestyle

Luxury Experience
Originally built by George Vanderbilt, The Biltmore estate in Asheville, North Carolina, represents a lavish lifestyle. This sprawling historic home and estate lends its name to a range of luxury products through licensing: wine, gourmet food, landscaping, lighting, and many others.

Rugged Work Ethic
Many brands represent the tradition of hard work. Caterpillar, for instance, makes heavy construction equipment, but they’ve expanded into shoes, clothing, outdoor equipment and even toys. These products appeal to everyone from construction workers to weekend outdoorsmen.

Outdoor Lifestyle
Jeep represents the freedom of driving off-road, and to capitalize on this perception, the brand has licensed its name for a range of products: clothing, knives, tents, bicycles, baby strollers, and more.
WAY #7: Leverage a Lifestyle

Generational Wealth
Ralph Lauren’s style embodies the moneyed world of an exclusive American aristocracy. By leveraging that lifestyle to extend his brand, Ralph Lauren has built an empire that includes updated traditional apparel and home goods sold at every distribution for every demographic.

Love of Learning
The Discovery Channel helps the intellectually curious discover new things. Parham Santana helped them leverage this learning lifestyle with brand extensions that ranged from toys to digital voice recorders. Each one helps consumers “explore their world.”

Sports Fitness
Nike’s founder’s observation, “If you have a body, you are an athlete,” has set the tone and direction for the brand. Originally a line of running shoes, Nike-branded products now include athletic footwear, apparel, equipment and accessories for a wide variety of sports and fitness activities.
WAY #8: Leverage a Celebrity Expertise

Create a new product endorsed by a celebrity who is perceived to have a special expertise in that category.

You might think of Martha Stewart as a domestic goddess, but she's also the queen of leveraging her celebrity expertise with brand extensions. A noted expert in just about everything to do with the home—decorating, cooking, crafts—she's successfully translated this expertise to pet supplies, mattresses, craft supplies, outdoor furniture, paint, and many more.
WAY #8: Leverage a Celebrity Expertise

You might call these red carpet brand extensions. Many products leverage the name of a noted celebrity to boost sales, but some stars are famous for more than their faces. A celebrity might be seen as an expert at anything from cooking to managing money. This perceived expertise can help brand extensions in related categories succeed at the product sales box office.
WAY #8: Leverage a Celebrity Expertise

The Celebrity Experts

Dr. Andrew Weil: Natural Health
The well-known doctor lends his name and knowledge to antioxidant and vitamin packets as well as baby feeding products.

Francis Coppola: Wine
The famous movie director owns a vineyard and this fact, along with his Italian heritage, lends expertise to the wine category.

Bobby Flay: Grilling and Cooking
Parham Santana helped the chef, restaurateur, and TV personality lend his culinary expertise to an exclusive product line at Kohl’s.

Jillian Michaels: Fitness & Weight Loss
A trainer on the popular TV show The Biggest Loser, Michaels lends her expertise to books, equipment and supplements.
**WAY #8: Leverage a Celebrity Expertise**

**The Celebrity Experts**

**Derek Jeter: Athleticism**
The Yankee shortstop has partnered with 24 Hour Fitness to open a series of Signature Clubs named for him in select locations of the gym.

**Paula Deen: Southern Cooking**
The “Queen of Southern Cuisine” lends her name and kitchen prowess to cookware, seasoning, cookbooks, baking mixes, and more.

**Jack Welch: Business Acumen**
Former General Electric CEO Jack Welch leveraged his management expertise with his Management Institute, an online MBA program.

**Paul Newman: Doing Good**
Movie star Paul Newman is known for his activism, and this expertise drives Newman’s Own products, which donates all profits to charity.
WAY #9:

Leverage a Celebrity Lifestyle

Singer and actress Jessica Simpson’s lifestyle exemplifies flirty fashion and fun. For aspirational consumers, her brand offers up handbags, shoes, jeans, coats, dresses, eyewear, and more.

Create a new product endorsed by a celebrity who has a lifestyle that attracts aspirational-minded consumers.
WAY #9: Leverage a Celebrity Lifestyle

Celebrities live glamorous, envy-worthy lives: fancy clothes, big houses, and successful careers. So it’s no wonder that some consumers aspire to those star trappings. When celebrities represent aspirational lifestyles, their brand names can extend successfully into products related to that lifestyle. Many fashion and beauty products succeed with this strategy, and celebrity lifestyle brands often have a design element that’s characteristic of the celebrity.
WAY#9: Leverage a Celebrity Lifestyle

The Celebrity Lifestyles

Elizabeth Taylor Fragrances
Actresses have endorsed fragrances since the 1950s, but Taylor took it a step further by being the first to launch her own perfume in 1991.

Cindy Crawford Home and Style
The supermodel extended her brand to various style-related categories including Home, Fashion and Beauty.

Donald Trump Signature Collection
Donald Trump personifies success and power. His collection targets rising executives with a line of suits, dress shirts, and ties.

Sean John Apparel
High-end sexy style defines rapper Sean John, as seen in his many brand extensions from sportswear to suits, fragrances and home.
WAY#9: Leverage a Celebrity Lifestyle

The Celebrity Lifestyles

Carlos by Carlos Santana
Guitarist Carlos Santana launched a signature line of shoes that epitomizes his rock-and-roll lifestyle at Macy’s and other retailers.

Jaclyn Smith Fashion and Home
The former Charlie's Angel leveraged her enviable beauty to market her own brand of fashion, beauty, and home goods at Kmart.

Paris Hilton Fragrances
The heiress known for a bad-girl lifestyle has put her name on reality shows, hairpieces, watches and several successful lines of perfume.

George Foreman Grill
A must-have for meat lovers who want to reduce fat, over 100 million George Foreman grills have sold since their infomercial launch in 1994.
Way #10: Change the Game

Create a new product that uses modifier words to change consumers’ perceptions of your core product in a new category.

Since the 1800s, Vaseline was practically synonymous with petroleum jelly. But being so closely associated with this greasy ingredient was holding the brand back from other categories—until the company added two modifying words to counteract this negative: Intensive Care. This game-changing phrase shifted the focus from the negative (greasy) to a positive benefit for the lotion category. The brand extension succeeded and led to a range of Vaseline lotion products.
WAY #10: Change the Game

Does your brand have a weak spot? Sometimes a brand has negative association, is a little dusty and in need of refreshment, or is in a very narrow category. These factors can hold a brand back from reaching into other product categories.

But we have some good news: A few well-chosen words may change the game. Adding modifiers can make a brand fit into a category that would otherwise be out of reach.
WAY #10: Change the Game

Negating the Negative

Vaseline

The Challenge: Re-imaging the original petroleum jelly—an intrinsically greasy product—as a luxurious, healthful lotion.

The Modifier: Intensive Care

The Result: Vaseline extended its brand to encompass various lines of skin healing products including Intensive Care, Intensive Rescue, Renewal, and more.

Reviving the Tired

Old Spice

The Challenge: Reviving a tired brand viewed as “grandpa’s shave lotion” by younger men.

The Modifier: Red Zone

The Result: This phrase gave Old Spice a modern feel and helped the brand move into the deodorant category with a benefit customers were looking for: lasting performance.
WAY #10: Change the Game

Leveraging the Generic

V8

**The Challenge:** Expand into the juice market with a name known for vegetables.

**The Modifier:** V-Fusion

**The Result:** One exciting word expanded V8’s “eat-your-veggies” reputation. V8 V-Fusion offers up a full serving of vegetables and a full serving of fruit in 16 flavor combinations.
CONCLUSION: FINDING YOUR WAY

We believe brand extensions are the way to enter new categories and expand a brand’s franchise. They offer companies the most efficient method to gain distribution, name recognition, and acceptance. But as we’ve covered here, a successful brand extension requires a solid concept and strategy. Otherwise, you could end up on the long list of failed brand extensions.

To help our clients find success, we developed a process called Reverse Ideation based on the research we’ve given you a glimpse of here. It’s a proprietary method for developing profitable brand extensions using reverse engineering. We work with clients to pinpoint which of the 10 ways best applies to a particular brand and create an overall strategy to roll out successful brand extensions.
About Parham Santana

Parham Santana is The Brand Extension Agency. In-store, online, across marketing platforms, we help brands ignite new product categories. Win new retail distribution. Renew presence and performance. Power Up the Brand.

Through 26 years of extending brands, we've honed every aspect of successful brand extension. Our comprehensive suite of brand extension services unites the key deliverables for successful brand extension. To this work, we bring proprietary Power Tools that blueprint and build the future for established brands.

With these resources, we have guided more than 100 brand extensions. Eighteen of our clients are among the top 100 global licensors. The retail value of our brand extension efforts for clients is in the multi-billions of dollars.

Parham Santana’s clients are leading brand owners and retailers in every channel of distribution, including: Food Network, Better Homes and Gardens, American Girl, Walmart, Target and Toys ‘R’ Us.

About Dr. Edward M. Tauber

In 1979, Dr. Tauber coined the term “Brand Extension” to describe using the leverage of a well known brand name in one category to launch a new product in a different category.

Until that time, there was no recognition of what a brand extension was or any systematic methods to pursue brand extension new products. As a result, Brand Extension Research was formed. Dr. Tauber developed research methods to identify strategic brand extensions and many successful brand extensions resulted which today generate hundreds of millions of dollars.

Previously, Dr. Tauber has directed research divisions for Dancer / Saatchi NY and Nestle-Carnation and has identified and launched brand extensions for many Fortune 500 companies.

Dr. Tauber’s clients include Nestle, Clorox, Dole, P&G, Hershey and Mars.

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Research Methodology

For the underlying research of this report, Parham Santana and Dr. Edward M. Tauber exhaustively studied brand extensions. We systematically reviewed written literature and combed retail stores until we had identified more than 500 successful brand extensions across nearly every product category. Once this group was chosen, we formed a database to analyze what made each one a success and uncovered the 10 ways to successful brand extensions found here.
Appendix: The Brand Extensions Used in this Research

#1 SHIFT THE FORM
- Arm & Hammer
- Fridge Fresh Refrigerator
- Deodorizer
- Arm & Hammer Whitening Booster
- American Greetings Digital Cards
- Black & Decker Role Play Tool Toys
- Buitoni Refrigerated Pasta & Sauce
- Burger King King Kinkz Microwavable French Fries
- California Pizza Kitchen Frozen Pizza
- Clairol Jumper Restaurant Frozen Entrees
- Clorox Bleach Pen
- Dial Hand Wash
- Dial Nourishing Body Wash
- Dole Refrigerated Pineapple (and other) Fruit Juices
- El Pollo Loco Frozen Chicken & Rice Bowl
- Entenmann’s Restaurant Favorites
- Good Earth Spicy
- Citrus Glazed Shrimp
- Continental Favorites
- Romano’s Macaroni Grill Chicken Alfredo
- Green Giant Valley Fresh Steamers
- Frozen Prepared Vegetables
- Jell-O Pudding Pops
- Marie Callender’s Frozen Dinners
- Muscle Milk Ready-to-Drink Protein Nutrition Shake
- Nature Valley Sweet & Salty Nut Bars
- Quaker Oats Breakfast Bars
- Scope Portable Breath Fresheners
- Seattle’s Best Ground Coffee Snickers Ice Cream Bars
- Starbucks Bottled Frappuccino
- Taco Bell Garden Salsa
- TGI Friday’s Frozen Foods
- Timex Clock Radio
- Twix Ice Cream Bars
- Welch’s Refrigerated Orange Juice
- White Castle Frozen Hamburgers
- Wienerschnitzel Frozen Corn Dogs
- Baileys Coffee Creamers
- Bayer Aspirin Free
- Benadryl Itch Stopping Cream
- Birds Eye Frozen Meals
- Blue Diamond Almonds Breeze Almond Milk
- Breyers Fruit Parfait
- Carnation Lemon Bread Kit with Evaporated Milk
- Carvel Lip Balm
- Cinnabon Pancakes
- Cinnabon Snack Bars
- Clorox Anywhere Hard Surface Cleaner
- Clorox Clean-Up
- Clorox Disinfecting Kitchen Cleaner
- Clorox Disinfecting Toilet Bowl Wand
- Clorox Disinfecting Wipes
- Clorox Oxi Magic Multi-Purpose Stain Remover
- Clorox Toilet Bowl Drop-ins
- Clorox Tough Stain Remover
- Clorox Washing Machine Cleaner
- Courvoisier Cognac Fragrance
- Crayola Paints
- Crayola Color
- Coolrzer Vitamin Enhanced Water
- Dole Fruit Bowls
- Dove Chocolates
- Dove Ice Cream Bars
- Entenmann’s Fresh Baked Cakes
- Fiber One 90 Calorie Brownies
- Fiber One Complete Pancake Mix
- Fiber One Muffin Mix
- Ghirardelli Chocolate Brownie Mix
- Godiva Ice Cream
- Hershey’s Refrigerated Chocolate Milk
- Hershey’s Reduced Fat Chocolate Milk
- Irish Spring Antiperspirant
- Jack Daniel’s Chocolates
- Jim Beam BBQ Sauce
- Jim Beam Gourmet Bourbon Chocolates
- Jim Beam Gourmet Whole Bean Coffee
- Jim Beam Steak Sauce
- Kashi Pizza
- Kashi TLC Granola Bars
- Kashi TLC Snack Bars
- Kellogg’s Cereal and Milk Bars
- Kellogg’s Corn Flakes
- Knott’s Berry Farm Cream Cake
- Knott’s Berry Farm Premium Bite Sized Shortbread Cookies
- Kool-Aid Jammers Juice Drinks
- Land-O-Lakes Dairy Seasoning
- Lego Camera
- Life Savers Soda
- Life Savers Pops
- M&M’s Ice Cream Cake
- Matt’s Fruit Snacks
- Neosporin Lip Health Daily Hydration Therapy
- Nesquik Chocolate Low Fat Milk
- Ocean Spray Cranberry Juice
- Olay Soap
- Old Bay
- Old Bay Cocktail Sauce
- Old Bay Crab Cake Classic Mix
- Old Bay Tartar Sauce
- Philadelphia Cheesecake Snack Bars
- Planters Nutrition Nutty Healthy Bars
- Play-Doh Perfume
- Pond’s Towelettes
- Reese’s Shell Topping
- Reese’s Peanut Butter Cups
- Reese’s Puffs Cereal
- Rice Krispies Treats
- Snickers Ice Cream Cake
- Star Wars Lego Toys
- Starbucks Coffee Liqueur
- Starbuck’s Ice Cream
- Sunkist Orange Soda
- Sunkist Vitamin C Tablets
- Sun-Maid Raisin Muffins & Bread
- Toll House Chocolate Chip Refrigerated Cookies
- V8 Soup
- W Hotels Plush Mattress
- Welch’s Grape Soda
- Westin Heavenly Travel Blanket
- #2 TRANSFER A COMPONENT
- Advil Congestion Relief
- Arm & Hammer Peroxicare Baking Soda & Peroxide Toothpaste
- Arm & Hammer Ultramax Time Release Baking Soda Deodorant
- Baileys Coffee Creamers
- Bayer Aspirin Free
- Benadryl Itch Stopping Cream
- Birds Eye Frozen Meals
- Blue Diamond Almonds Breeze Almond Milk
- Breyers Fruit Parfait
- Carnation Lemon Bread Kit with Evaporated Milk
- Carvel Lip Balm
- Cinnabon Pancakes
- Cinnabon Snack Bars
- Clorox Anywhere Hard Surface Cleaner
- Clorox Clean-Up
- Clorox Disinfecting Kitchen Cleaner
- Clorox Disinfecting Toilet Bowl Wand
- Clorox Disinfecting Wipes
- Clorox Oxi Magic Multi-Purpose Stain Remover
- Clorox Toilet Bowl Drop-ins
- Clorox Tough Stain Remover
- Clorox Washing Machine Cleaner
- Courvoisier Cognac Fragrance
- Crayola Paints
- Crayola Color
- Coolrzer Vitamin Enhanced Water
- Dole Fruit Bowls
- Dove Chocolates
- Dove Ice Cream Bars
- Entenmann’s Fresh Baked Cakes
- Fiber One 90 Calorie Brownies
- Fiber One Complete Pancake Mix
- Fiber One Muffin Mix
- Ghirardelli Chocolate Brownie Mix
- Godiva Ice Cream
- Hershey’s Refrigerated Chocolate Milk
- Hershey’s Reduced Fat Chocolate Milk
- Irish Spring Antiperspirant
- Jack Daniel’s Chocolates
- Jim Beam BBQ Sauce
- Jim Beam Gourmet Bourbon Chocolates
- Jim Beam Gourmet Whole Bean Coffee
- Jim Beam Steak Sauce
- Kashi Pizza
- Kashi TLC Granola Bars
- Kashi TLC Snack Bars
- Kellogg’s Cereal and Milk Bars
- Kellogg’s Corn Flakes
- Knott’s Berry Farm Cream Cake
- Knott’s Berry Farm Premium Bite Sized Shortbread Cookies
- Kool-Aid Jammers Juice Drinks
- Land-O-Lakes Dairy Seasoning
- Lego Camera
- Life Savers Soda
- Life Savers Pops
- M&M’s Ice Cream Cake
- Matt’s Fruit Snacks
- Neosporin Lip Health Daily Hydration Therapy
- Nesquik Chocolate Low Fat Milk
- Ocean Spray Cranberry Juice
- Olay Soap
- Old Bay
- Old Bay Cocktail Sauce
- Old Bay Crab Cake Classic Mix
- Old Bay Tartar Sauce
- Philadelphia Cheesecake Snack Bars
- Planters Nutrition Nutty Healthy Bars
- Play-Doh Perfume
- Pond’s Towelettes
- Reese’s Shell Topping
- Reese’s Peanut Butter Cups
- Reese’s Puffs Cereal
- Rice Krispies Treats
- Snickers Ice Cream Cake
- Star Wars Lego Toys
- Starbucks Coffee Liqueur
- Starbuck’s Ice Cream
- Sunkist Orange Soda
- Sunkist Vitamin C Tablets
- Sun-Maid Raisin Muffins & Bread
- Toll House Chocolate Chip Refrigerated Cookies
- V8 Soup
- W Hotels Plush Mattress
- Welch’s Grape Soda
- Westin Heavenly Travel Blanket
- #3 TRANSFER A BENEFIT
- Arm & Hammer Cat Litter Deodorizer
- Arm & Hammer Clean Shower Daily Shower Cleaner
- Arm & Hammer Double Duty Advanced Odor Control Clumping Cat Litter
- Arm & Hammer Fabric Softener Sheets
- Arm & Hammer Odor-Eliminating Vacuum Bags
- Arm & Hammer Pet Stain & Odor Remover
- Garnier Moisture
- Rescue Lightweight UV-Lotion
- Garnier Moisture Rescue Refreshing Oil-Free Gel-Cream
- Glade Fabric & Air Spray
- Healthy Choice Frozen Dinners
- Healthy Choice Garden Vegetable Soup
- Kleenex Hand Towels
- Kleenex Dinner Napkins
- Kleenex Moist Wipes
- L’Oreal Hair Color
- Method Body Wash
- Mr. Clean Broom-in-a-Box
- Mr. Clean Hypo-Allergenic Gloves
- Mr. Clean Magic Eraser
- Mr. Clean Performance Car Wash
- Mr. Clean Super Mop
- Nerf Basketball, Baseball, etc.
- Nerf Super Soaker
- Nivea Gel Cream
- Nivea Shaving Gel
- Olly moisturizers and beauty products
- Real Simple Organizers and Clothes Hangers
Appendix: The Brand Extensions Used in this Research

Scotch-Brite
Towels & Scrubbers
Scotchgard OXY Spot & Stain Remover
South Beach
Protein Bars
Special K
Protein Meal Bar
Special K
Protein Shake
Vaseline Cocoa Butter
Virgin Airlines
Virgin Cola
Weight Watchers
Ice Cream Bars
Weight Watchers
Meals
Windex Electronics
Dry Cloths
Woolite Carpet
Cleaner Spray
Woolite Steam Pet
Concentrate for Steam Cleaners
Zicam RapidMelts
Cold Remedy
Lozenges
Ziplock Food Containers

Apple TV
Bally Fitness Equipment
Bally Fitness Supplements
Bayer Complete Insect Killer
Bengay Aspirin
Black & Decker Home & Office
Black & Decker Household Appliances
Braun Ear Thermometer
Carhartt Kids’ Apparel
Carhartt Women’s Apparel
Caterpillar Diesel Generators
Caterpillar Solar Turbines
Craftsman Lawn Mower
Cub Cadet Backpack Blower
Cub Cadet Log Splitters
Cub Cadet Snow Thrower
Culinary Institute of America Cookware & Kitchen Tools
Dr. Scholl’s Custom Fit Orthotics
Dr. Scholl’s Foot Massagers
Duracell USB Memory Stick
Emergen-C Joint Health Formula
Food Network Cookware
Food Network Electrics
GE Healthcare
GE Intelligent Platforms software
GE Transportation
Gerber Graduates
GNC Well Being Supplements
Gold’s Gym 7-in-1 Body Building System
Graco Sound Machine with MP3 Plug-in
Port, Nightlight, Timer
HTV Bedding
HDTV Home Paints
Honda Lawnmowers
Honeywell Power Products
Honeywell Technology Solutions
Honeywell Video Systems
Jacuzzi Kitchen Sinks
John Deere Walk Behind Lawn Mowers
Kodak Vision Lenses
Linksys by Cisco Wireless Home Audio
Mayo Clinic Diet
Mayo Clinic Website Advisor
Microsoft Web TV
Neutrogena Lifting Wrinkle Treatment System
Neutrogena Wet Skin Sunblock
OZO Baby Products
OXO Office Products
Pantone Cufflinks
Pantone Hotels
Pantone Mugs
Pantone Paint
Pantone Stationery
Pledge Fabric Sweeper for Pet Hair
Pledge Floor Finish
Pledge Multi Surface Everyday Cleaner
Reebok Dumbbells
Reebok Sports Club
Reebok Stability Ball
Revlon Hair Accessories
Rubbermaid Vacuum Bags
Saab Automobiles (Swedish Aerospace and Defense Company)
Sara Lee Bread
Schwinn Roller Skates
Smith & Wesson Security Barriers
Thomas’ Bagels
United Nations University of the People
USA Today Sports Magazine
USA Today Travel Zone
Volvo Construction Equipment
Yamaha ATVs
Yamaha Motorcycles
Yamaha Watercraft
Zagat Wine Club

#5 SELL COMPANION PRODUCTS
Arm & Hammer Electric Toothbrush
AT&T Phone Systems
Bacardi Lemonade
Buitoni Parmesan Cheese
Coca-Cola Personal Care
Coleman Air Beds
Coleman Flashlights
Coleman Insect Repellent
Coleman Sleeping Bags
Coleman Tents
Colegate Toothbrush
Coppertone Sunscreens
Crest Whitestrips Teeth Whitening System
Dr. Scholl’s Careers
Dr. Scholl’s Fit System
Dr. Scholl’s Insoles
Dr. Scholl’s Foot Comfort
Dr. Scholl’s Foot Pain
Dr. Scholl’s Pain Relief
Dr. Scholl’s Fungal Care
Dr. Scholl’s Value Pack
Dr. Scholl’s Weight Loss
Dr. Scholl’s Ankle Support
Drug Enforcement Administration
Dunkin’ Donuts Coffee
Duracell Flashlights
Dyson Zorb Carpet Maintenance Powder
Energizer Night Lights
Fritos Bean Dip
Gerber Baby Bottles, Blankets, Gowns, and Clothes
Gerber Good Start Infant Formula
Harley Davidson Apparel
HP Printing Paper
Kitchen Aid Cutlery
Kitchen Aid Cooking Utensils
Listerine Essential Care Toothpaste
Mr. Coffee
Premium Coffee
Progresso
Presto Griddle
Rawlings Baseballs
Reebok Sports Club
Reebok Dumbbells
Reebok Stability Ball
Revlon Hair Accessories
Rubbermaid Vacuum Bags
Saab Automobiles (Swedish Aerospace and Defense Company)
Sara Lee Bread
Schwinn Roller Skates
Smith & Wesson Security Barriers
Thomas’ Bagels
United Nations University of the People
USA Today Sports Magazine
USA Today Travel Zone
Volvo Construction Equipment
Yamaha ATVs
Yamaha Motorcycles
Yamaha Watercraft
Zagat Wine Club

#6 LEVERAGE YOUR CUSTOMER BASE
Adidas Eyewear
Adidas Watches
Barbie Fabulous Earbuds
Barbie Fabulous Fuzzy Camera
Barbie Scooter
Borghese Nail Care
Crayola Crafty Cooking Kits
Crayola Cookies and Brownies
Crayola Digital Camera
Everylast Apparel
Fisher-Price Happy Days & Nights Diapers
Gillette Deep Cleaning Shampoo
Girl Scouts Journal Books
Gold’s Gym Cardio Workout Video Game
Gold’s Gym Dance Workout Video Game
Graco Baby
Thermometers
iCarly Fashion Doll
iCarly Karaoke System
iCarly Travel Video Game
Jaguar Pens
Jelly Belly Chocolates
Lego Kids Watches
Lego Video Games
Milwaukee Tools
Motor Trend
Magazine Cell Phone Chargers & Accessories
Nickelodeon Suites Resort
Nike Eyewear
Nike Watches
Pampers Kandoo Soaps, Shampoo, and Flushable Wipes
Pennzoil Auto Accessories
Playboy Guitars
Pringles Baked Wheat Stix Crispy Cracker Sticks
Razor (Scooter) Bogo Sticks
Right Guard Total Defense 5 Hair & Body Wash
Sesame Street Bubble Wash
Sesame Street Toys
Simple Spa by Sally Hansen
Sally Hansen Wax Warmer Kit
Smith & Wesson Tactical Police Mountain Bikes
Smith & Wesson Guard Booths
Smith & Wesson Barriers
Tabasco Casino Slot Machine
Trix Yogurt
WWE Wrestling Figures
### Appendix: The Brand Extensions Used in this Research

#### #7 Leverage a Lifestyle
- Better Homes and Gardens Bedding
- Better Homes and Gardens at FTD
- Better Homes and Gardens Real Estate
- Better Homes and Gardens Tabletop
- Biggest Loser Kitchen Scale
- Biltmore Bedding
- Biltmore Furniture
- Biltmore Rugs
- Bobcat Apparel
- Bobcat Outdoor Sports Equipment
- Bulgari Chocolates
- Bulgari Hotels
- Caterpillar Apparel
- Caterpillar Drinkware & Coolers
- Caterpillar Toys
- Caterpillar Work Boots
- Coach Eyewear
- Coach Fragrance
- Coach Jewelry
- Coach Watches
- Cosmopolitan Magazine Yogurt
- Country Living Bedding
- Cover Girl Sunglasses
- Discovery Channel Toys
- Discovery Kids Telescopes
- Disney Cruise Line
- Dreamworks Hotels
- Elle Clothing at Kohl’s
- Elle Décor Home Décor
- Elle Spa Packages
- Elle Workout & Beauty DVDs
- ESPN Restaurants Esquire Furniture
- Harley Davidson Biker Brew
- Harley Davidson Perfume
- Hawaiian Tropic Zone Restaurant
- Jaguar Perfume
- Jeep Baby Strollers
- Jeep Backpack Harness
- Jeep Power Wheels by Fisher-Price
- John Deere Equine Accessories
- John Deere Kids Bedding
- John Deere Toys
- Juicy Crittoure (Juicy Couture Pet Line)
- Lacoste Bedding
- Lamaze Infant Toys
- Land Rover Toys
- Lost (Surfing Goods) Energy Drink
- Lucky Brand Non-Denim Apparel
- Modern Bride Jewelry
- NASCAR Clothing & Accessories
- NASCAR GPS Nautica Bedding
- New Balance Clothes for Yoga
- Parents Magazine Toys
- PBS Kids Toys
- Porsche Design Kitchen
- Porsche Kitchen Appliances
- Porsche Design Sport by Adidas
- Prevention Magazine Workout DVD
- Rawlings Leather Briefcase
- Rolling Stone Restaurant
- Seventeen Bedding
- Shape Workout DVD
- Stanley Works Apparel
- Stanley Works Books
- Teen Vogue Bedding
- The Red Bulletin (Magazine of Red Bull)
- Timberland Luggage by Samsonite
- Tommy Bahama Furniture
- Toy Story 3 Scooter
- Unvision Gift Cards
- Victoria’s Secret Cosmetics, Body Lotions, etc.
- Winchester Knife & Tool Stainless Set
- Women’s Health Toning Station Fitness Equipment
- Woolrich Bedding

#### #8 Leverage a Celebrity Expertise
- Barefoot Contessa Pantry Specialty Foods
- Beats Headphones by Dr. Dre
- Bobby Flay Cookware
- Derek Jeter 24 Hour Fitness Signature Clubs
- Dr. Andrew Weil Well Baby Products
- Dr. Andrew Weil for Origins Skincare
- Emeril Cookware
- Francis Coppola Spaghetti Sauce
- Francis Coppola Wine
- George Foreman Grill
- Jack LaLanne’s Power Juicer
- Jack Welch Management Institute
- Jane Fonda Workout DVD
- Jillian Michaels Detox & Cleanse
- Jillian Michaels Fat Burner
- Jillian Michaels Yoga DVD
- Jimmy Choo Handbags
- Kate Spade Bedding
- Lauren Conrad Clothing Line
- Lee Majors Bionic Hearing Aid
- Liz Claiborne Bedding
- Madonna Material Girl Apparel at Macy’s
- Magic Johnson 24 Hour Fitness Signature Clubs
- Mario Batali Kitchen Utensils
- Martha Stewart Bedding
- Martha Stewart Cookbook
- Martha Stewart Homes
- Martha Stewart Pet Products
- Martha Stewart Pets at PetSmart
- Michael Graves Design Kitchen Brushes
- Mossimo Bedding
- Newman’s Own Salad Dressing
- Nicole Miller Bedding
- Oprah Magazine
- Paul Frank Bedding at Target
- Paul Sorvino Marinara Sauce
- Paula Deen Cookware
- Rachel Ray Cookware and Tabletop
- Rachel Ray Magazine

#### #9 Leverage a Celebrity Lifestyle
- Calvin Klein Bedding
- Calvin Klein Euphoria Fragrance
- Calvin Klein Tabletop
- Carlos Santana Shoes
- Cindy Crawford Bedding
- Cindy Crawford Furniture
- Cindy Crawford Jewelry
- Daisy Fuentes Bedding
- Donald Trump Signature Collection Apparel
- Donna Karan Bedding
- Donna Karan Body Crème & Hydrating Spray

#### #10 Change the Game
- Boost Glucose Control Nutritional Drink
- Old Spice High Endurance Deodorant
- Old Spice Odor Blocker Body Wash
- Old Spice Red Line Deodorant
- Trident Xtra Care Gum
- V8 V-Fusion Vegetable and Fruit Juice
- V8 V-Splash Fruit Juice
- Vaseline Intensive Care Bath Beads
- Vaseline Intensive Care Lotion
- Vaseline Intensive Rescue Repairing Moisture Lotion
- Vicks ComfortFlex Thermometer
- Zagat Health Survey Doctor’s Ratings