

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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THE DEFINITION OF “BRAND EXTENSION”

TO LAUNCH A TRUE BRAND EXTENSION, A COMPANY MUST TAKE A WELL-KNOWN BRAND NAME AND USE IT TO LAUNCH A PRODUCT IN A DIFFERENT CATEGORY FROM THE PARENT BRAND.

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



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.

Change the form of an existing product by changing its:

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

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



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

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

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 Ghirardelli 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



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.

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

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



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.

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.

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

Brand: American Red Cross **Expertise:** Emergencies **Extension:** First Aid Kit



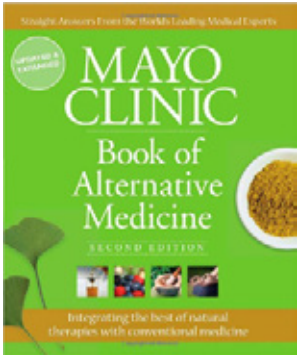
Brand: Gold's Gym **Expertise:** Fitness **Extension:** Exercise Equipment



Brand: Elle magazine **Expertise:** Fashion **Extension:** Clothes & Home Decor



Brand: Mayo Clinic **Expertise:** Medical Advice **Extension:** Health Publications



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?



STEINWAY COULD
HAVE EXTENDED
ITS BRAND IN
MANY DIRECTIONS:

MUSIC
INSTRUCTION

STRINGED
INSTRUMENTS

MUSICAL
INSTRUMENTS

CLASSICAL MUSIC

POLISHED
FURNITURE

WOODWORKING

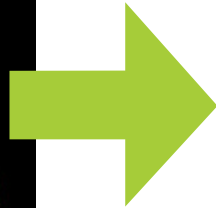
Many companion products seem obvious, but others, more obscure. Consider Steinway. The company extended the brand into furniture polish, but it could have chosen many others, each leading to an entirely different set of brand extensions.

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.



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

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

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

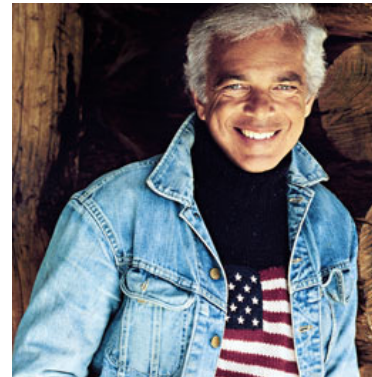
Jeep represents the freedom of driving off-road, and to capitalize on this perception, the brand has licensed its name for a range of products: clothing, knives, tents, bicycles, baby strollers, and more.



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.

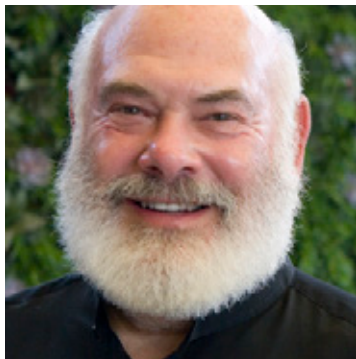
This perceived expertise can help brand extensions in related categories succeed at the product sales box office.

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.

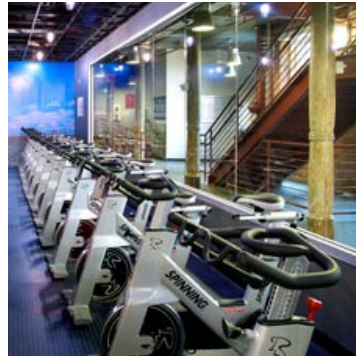


WAY#8: Leverage a Celebrity Expertise

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.



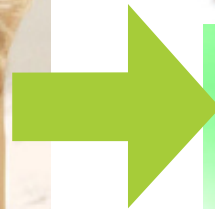
Paul Newman: Doing Good

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



Create a new product endorsed by a celebrity who has a lifestyle that attracts aspirational-minded consumers.

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.

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

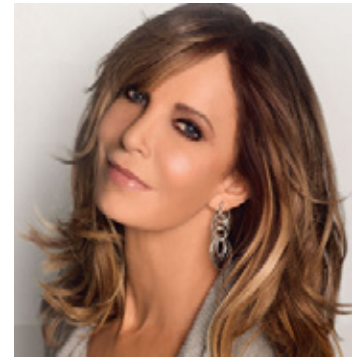
Carlos by Carlos Santana

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.



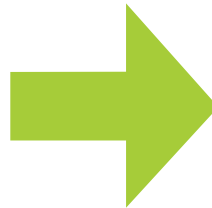
George Foreman Grill

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

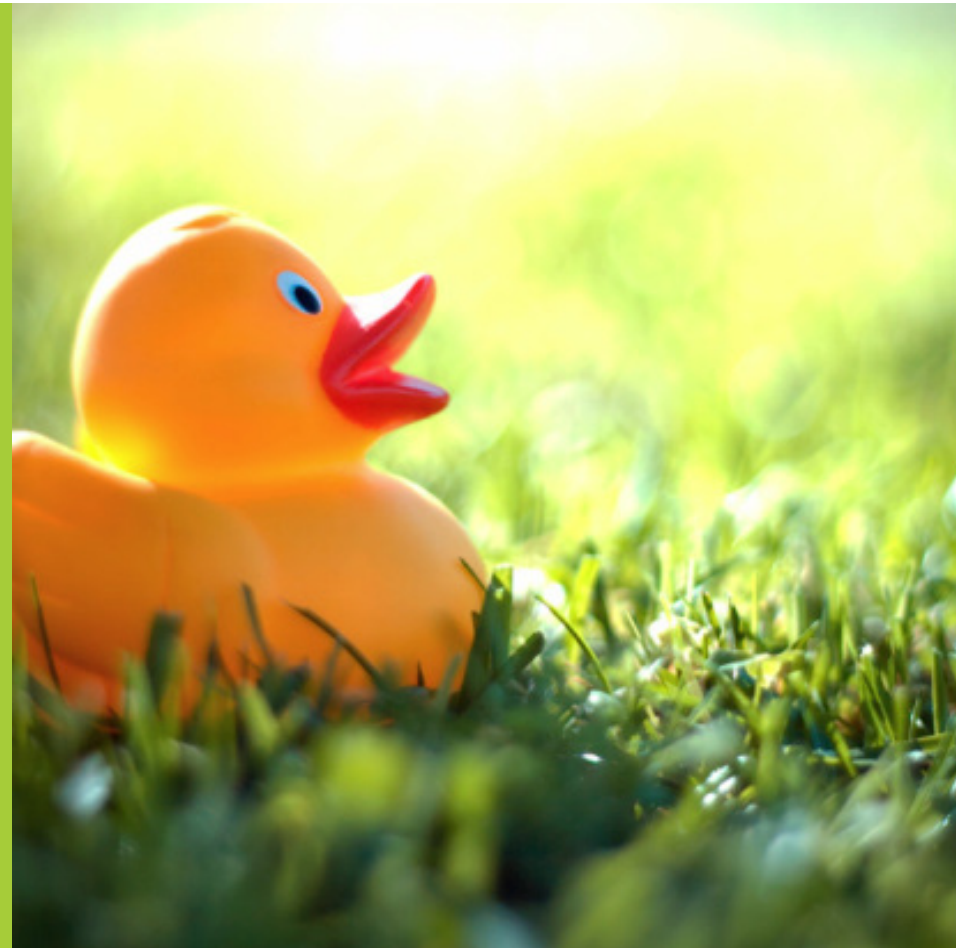
The Result: One exciting word expanded V8's "eat-your-veggies" reputation. V8 V-Fusion offers up a full serving of vegetables and a full serving of fruit in 16 flavor combinations.



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.

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 Krinkz
Microwavable
French Fries

California Pizza
Kitchen Frozen Pizza

Claim 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

Restaurant Favorites
Good Earth Spicy
Citrus Glazed Shrimp

Restaurant 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

**#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
Coolerz Vitamin
Enhanced Water

Dole Fruit Bowls

Dove Chocolates

Dove Ice Cream Bars

Entenmann's
Fresh Baked Candles

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 Flake
Crumbs

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

Mott's Fruit Snacks

Neosporin Lip Health
Daily Hydration
Therapy

Nesquik Chocolate
Low Fat Milk

Ocean Spray
Cranberry Juice

Olay Soap

Old Bay
Cocktail Sauce

Old Bay Crab Cake
Classic Mix

Old Bay Tartar Sauce

Philadelphia
Cheesecake
Snack Bars

Planters Nutrition
Heart Healthy Bars

Play-Doh Perfume

Pond's Towelettes

Reese's Shell Topping

Reese's Peanut Butter

Reese's Puffs Cereal

Rice Krispies Treats

Snickers Ice
Cream Cake

Star Wars Lego Toys

Starbucks
Coffee Liqueur

Starbucks 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

Arm & Hammer
Plus Oxi Clean Stain
Fighters Power Gel
Detergent

Arm & Hammer
Puppy Pads

Arm & Hammer
Simply Saline
Nasal Mist

Armor All Ultra
Shine Car Wax

Atkins Advantage
Bars and Shakes

Atkins Bake Mix

Aveeno Hydrosport
Sunscreen

Aveeno Shampoo

Bic Lighters

Bic Razors

Charmin Freshmates
Wipes

Clorox Fresh Care
Towels

Clorox Ready Mop

Dove Damage
Therapy Curl & Sculpt
Defining Mousse

Dove Men+Care Body
and Face Wash

Dove Moisturizing
Cream

Duraflame Lighters

Easy Off Cooktop
Stove Cleaner

Febreze Candles

Garnier Lotion

Garnier Moisture
Rescue Fresh
Cleansing Foam

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

Kleenix Moist Wipes

LoJack Safety Net

Lysol Sweeper

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

Olay moisturizers and
beauty products

Real Simple
Organizers and
Clothes Hangers

Appendix: The Brand Extensions Used in this Research

Scotch-Brite Towels & Scrubbers	Apple TV	Food Network Cookware	OXO Baby Products	Yamaha Motorcycles	Gerber Baby Bottles, Blankets, Gowns, and Clothes	#6 LEVERAGE YOUR CUSTOMER BASE	Motor Trend Magazine Cell Phone Chargers & Accessories
Scotchgard OXY Spot & Stain Remover	Bally Fitness Equipment	Food Network Electrics	OXO Office Products	Yamaha Watercraft	Gerber Good Start Infant Formula		Nickelodeon Suites Resort
South Beach Protein Bars	Bally Fitness Supplements	GE Healthcare	Pantone Cufflinks	Zagat Wine Club	Harley Davidson Apparel		Nike Eyewear
Special K Protein Meal Bar	Bayer Complete Insect Killer	GE Intelligent Platforms software	Pantone Hotels	#5 SELL COMPANION PRODUCTS	HP Printing Paper		Nike Watches
Special K Protein Shake	Bengay Aspirin	GE Transportation	Pantone Mugs	Arm & Hammer Electric Toothbrush	Kitchen Aid Cutlery		Pampers Kandoo Soaps, Shampoo, and Flushable Wipes
Vaseline Cocoa Butter	Black & Decker Home & Office	Gerber Graduates	Pantone Paint	AT&T Phone Systems	Kitchen Aid Cooking Utensils		Pennzoil Auto Accessories
Virgin Airlines	Black & Decker Household Appliances	GNC Well Being Supplements	Pantone Stationery	Bacardi Lemonade	Listerine Essential Care Toothpaste		Playboy Guitars
Virgin Cola	Braun Ear Thermometer	Gold's Gym 7-in-1 Body Building System	Pledge Fabric Sweeper for Pet Hair	Buitoni Parmesan Cheese	Mr. Coffee Premium Coffee		Pringles Baked Wheat Stix Crispy Cracker Sticks
Weight Watchers Ice Cream Bars	Carhartt Kids' Apparel	Graco Sound Machine with MP3 Plug-in Port, Nightlight, Timer	Pledge Floor Finish	Coca-Cola Personal Fridge	Progresso Bread Crumbs		Razor (Scooter) Bogo Sticks
Weight Watchers Meals	Carhartt Women's Apparel	HGTV Bedding	Pledge Multi Surface Everyday Cleaner	Coleman Air Beds	Rawlings Baseballs and Pants		Right Guard Total Defense 5 Hair & Body Wash
Windex Electronics Dry Cloths	Caterpillar Diesel Generators	HGTV Home Paints	Reebok Dumbbells	Coleman Flashlights	Rembrandt Whitening Kit		Sesame Street Bubble Wash
Woolite Carpet Cleaner Spray	Caterpillar Solar Turbines	Honda Lawnmowers	Reebok Sports Club	Coleman Insect Repellent	Revlon Perfect Hair Ceramic Hair Straighteners		Sesame Street Toys
Woolite Steam Pet Concentrate for Steam Cleaners	Craftsman Lawn Mower	Honeywell Power Products	Reebok Stability Ball	Coleman Sleeping Bags	SimpleHuman (Trash Can) Can Liners	#4 LEVERAGE A SPECIAL EXPERTISE	Simple Spa by Sally Hansen Wax Warmer Kit
Zicam RapidMelts Cold Remedy Lozenges	Cub Cadet Backpack Blower	Honeywell Technology Solutions	Reebok Stability Ball	Coleman Tents	Steinway Furniture Polish		Smith & Wesson Tactical Police Mountain Bikes
Ziplock Food Containers	Cub Cadet Log Splitters	Honeywell Video Systems	Sara Lee Bread	Colgate Toothbrush	Tide Stain Release In-Wash Booster		Smith & Wesson Guard Booths
#4 LEVERAGE A SPECIAL EXPERTISE	Cub Cadet Snow Thrower	Jacuzzi Kitchen Sinks	Schwinn Roller Skates	Coppertone Sunglasses	Tide to Go Instant Stain Remover		Smith & Wesson Barriers
	Culinary Institute of America Cookware & Kitchen Tools	John Deere Walk Behind Lawn Mowers	Smith & Wesson Security Barriers	Crest Whitestrips Teeth Whitening System	Tostitos All Natural Chunky Salsa		Tabasco Casino Slot Machine
	Dr. Scholl's Custom Fit Orthotics	Kodak Vision Lenses	Thomas' Bagels	Dr. Scholl's Careers Men's Oil & Slip Resistant Work Shoes	USA Today Reading Glasses		Trix Yogurt
	Dr. Scholl's Foot Massagers	Linksys by Cisco Wireless Home Audio	United Nations University of the People	Dunkin' Donuts Coffee	Vicks Humidifier		Visa Travelers Checks
	Duracell USB Memory Stick	Mayo Clinic Diet	USA Today Sports Magazine	Duracell Flashlights	Weber (Grill) Seasonings		WWE Wrestling Figures
	Emergen-C Joint Health Formula	Mayo Clinic Website Advisor	USA Today Travel Zone	Dyson Zorb Carpet Maintenance Powder			
		Microsoft Web TV	Volvo Construction Equipment	Energizer Night Lights			
		Neutrogena Lifting Wrinkle Treatment System	Yamaha ATVs	Fritos Bean Dip			
		Neutrogena Wet Skin Sunblock					

Appendix: The Brand Extensions Used in this Research

#7 LEVERAGE A LIFESTYLE

Better Homes and Gardens Bedding
Better Homes and Gardens Flowers 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
Univision 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 Weil 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

Rachel Ray Pets
Ralph Lauren Bedding
Ralph Lauren Furniture
Ralph Lauren Paints
Vera Wang Bedding
Vera Wang Mattresses
Vera Wang Preppy Princess Fragrance
Vera Wang Tabletop
Vidal Sassoon Hair Dryers
Wolfgang Puck Frozen Pizza
Wolfgang Puck Organic Soups
**#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

Donna Karan Intimates
Ed Hardy Energy Snacks
Ed Hardy Vodka
Eddie Bauer Baby Stroller
Eddie Bauer Car Seat
Elizabeth Taylor Perfumes
Eva Mendes Bedding
Jennifer Lopez Apparel
Jessica Simpson Luggage
Jessica Simpson Shoes
Justin Bieber Doll
Katy Perry Purr Fragrance
Kelly Ripa Shoes
Lakers Bottled Water
Jaclyn Smith Apparel and Bedding
Paris Hilton Perfume
Patti LaBelle Bedding
Sean John Apparel
Sean John Bedding

#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