

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

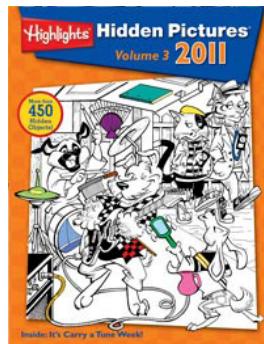
WAY #1: Shift the Form

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. Jell-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



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

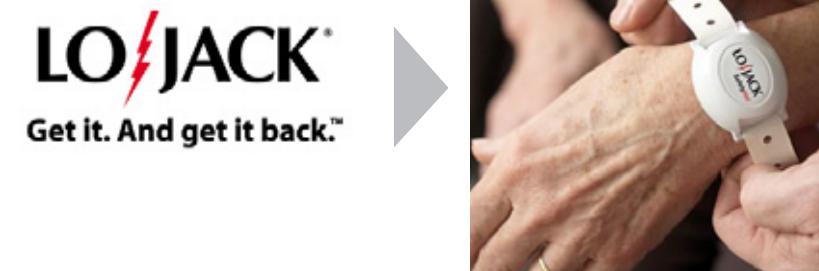
Functional Benefits

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

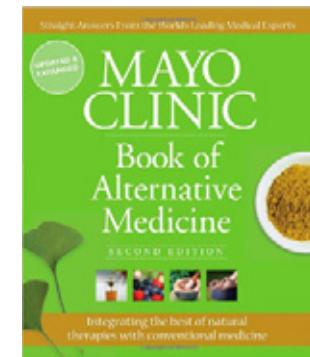
Extension: Clothes & Home Decor



Brand: Mayo Clinic

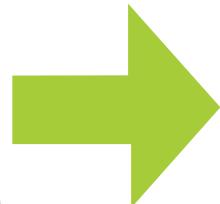
Expertise: Medical Advice

Extension: Health Publications



WAY #5:

Sell Companion Products



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.

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

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.

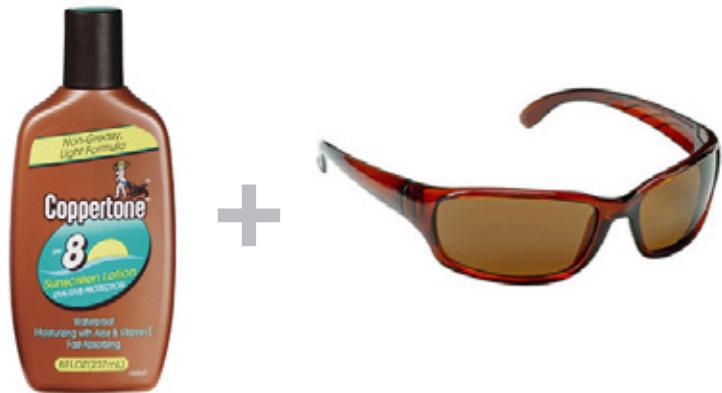
WAY#5: Sell Companion Products

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



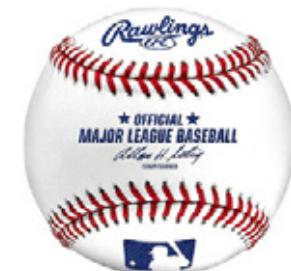
Colgate Toothpaste + Toothbrushes



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

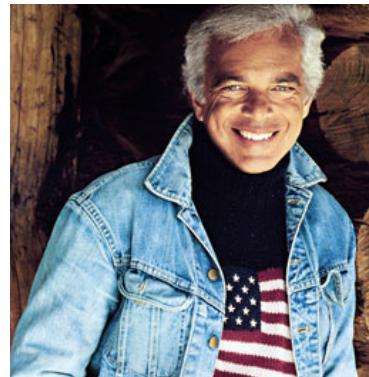
Jeep represents the freedom of driving off-road, and to capitalize on this perception, the brand has licensed its name for a range of products: clothing, knives, tents, bicycles, baby strollers, and more.



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.

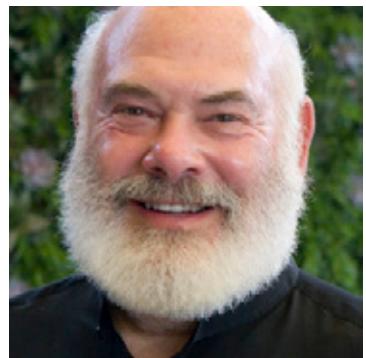
This perceived expertise can help brand extensions in related categories succeed at the product sales box office.

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.



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.



Francis Coppola: Wine

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



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

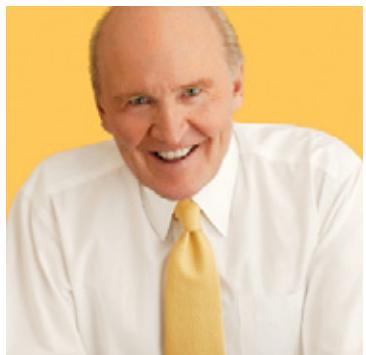
Derek Jeter: Athleticism

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.



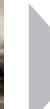
Jack Welch: Business Acumen

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



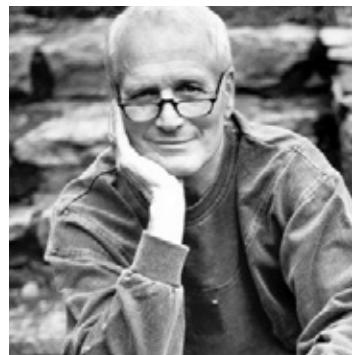
Paula Deen: Southern Cooking

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



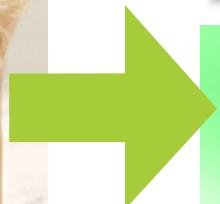
Paul Newman: Doing Good

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.



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.



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.



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

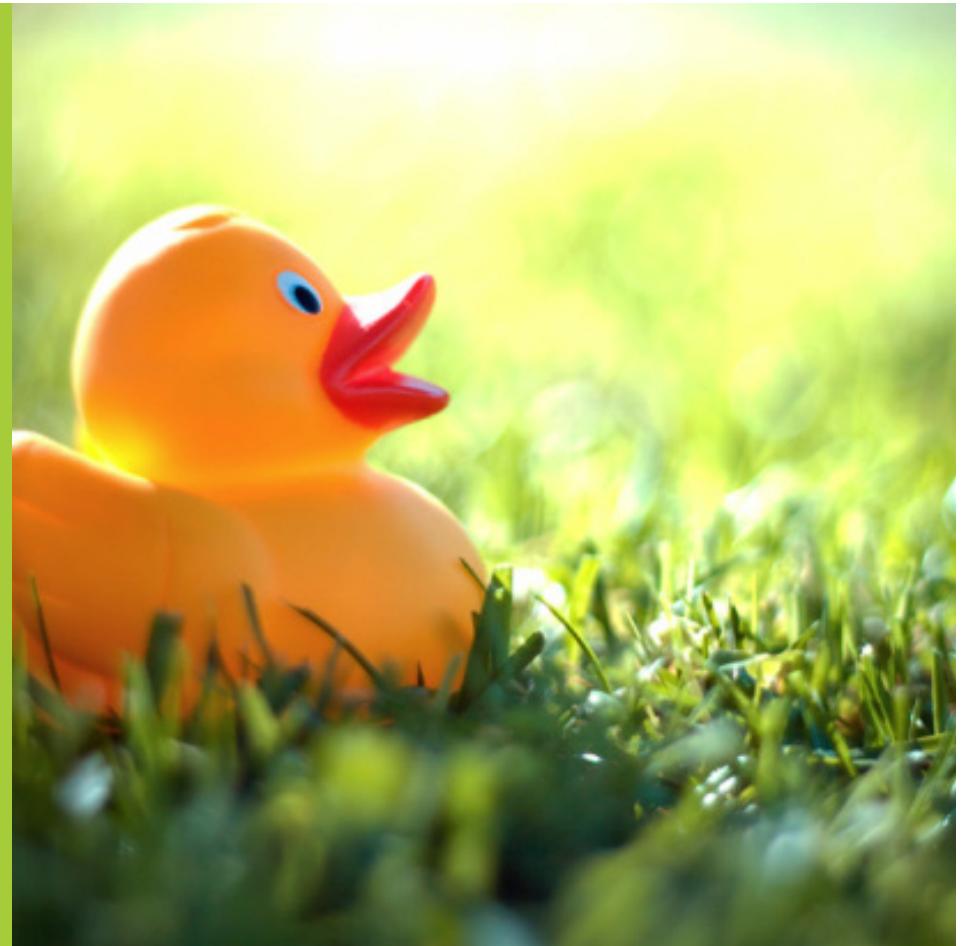
The Result: One exciting word expanded V8's "eat-your-veggies" reputation. V8 V-Fusion offers up a full serving of vegetables and a full serving of fruit in 16 flavor combinations.



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	Marie Callender's Frozen Dinners	Baileys Coffee Creamers	Dole Fruit Bowls	Knott's Berry Farm Premium Bite Sized Shortbread Cookies	Star Wars Lego Toys	Arm & Hammer Plus Oxi Clean Stain Fighters Power Gel Detergent	Garnier Moisture Rescue Lightweight UV-Lotion
Arm & Hammer Fridge Fresh Refrigerator Deodorizer	Muscle Milk Ready-to-Drink Protein Nutrition Shake	Bayer Aspirin Free Benadryl Itch Stopping Cream	Dove Chocolates Dove Ice Cream Bars	Kool-Aid Jammers Juice Drinks	Starbucks Coffee Liqueur	Arm & Hammer Plus Oxi Clean Stain Fighters Power Gel Detergent	Garnier Moisture Rescue Refreshing Oil-Free Gel-Cream
Arm & Hammer Whitening Booster	Nature Valley Sweet & Salty Nut Bars	Birds Eye Frozen Meals	Entenmann's Fresh Baked Candles	Land-O-Lakes Dairy Seasoning	Starbucks Ice Cream	Arm & Hammer Puppy Pads	Glade Fabric & Air Spray
American Greetings Digital Cards	Quaker Oats Breakfast Bars	Blue Diamond Almonds Breeze	Fiber One Complete Pancake Mix	Lego Camera	Sunkist Vitamin C Tablets	Arm & Hammer Simply Saline Nasal Mist	Healthy Choice
Black & Decker Role Play Tool Toys	Scope Portable Breath Fresheners	Almond Milk	Fiber One Muffin Mix	Life Savers Soda	Sun-Maid Raisin Muffins & Bread	Armor All Ultra Shine Car Wax	Frozen Dinners
Buitoni Refrigerated Pasta & Sauce	Seattle's Best Ground Coffee	Breyers Fruit Parfait	Fiber One Muffin Mix	Life Savers Pops	Toll House Chocolate Chip Refrigerated Cookies	Atkins Advantage Bars and Shakes	Healthy Choice Garden Vegetable Soup
Burger King King Krinkz Microwavable French Fries	Snickers Ice Cream Bars	Carnation Lemon Bread Kit with Evaporated Milk	Godiva Ice Cream	Mott's Fruit Snacks	V8 Soup	Atkins Bake Mix	Kleenex Hand Towels
California Pizza Kitchen Frozen Pizza	Starbucks Bottled Frappuccino	Carvel Lip Balm	Hershey's Refrigerated Chocolate Milk	Neosporin Lip Health Daily Hydration Therapy	W Hotels Plush Mattress	Aveeno Hydrosport Sunscreen	Kleenex Dinner Napkins
Claim Jumper Restaurant Frozen Entrees	Taco Bell Garden Salsa	Cinnabon Pancakes	Hershey's Reduced Fat Chocolate Milk	Nesquik Chocolate Low Fat Milk	Welch's Grape Soda	Aveeno Shampoo	Kleenix Moist Wipes
Clorox Bleach Pen	TGIFriday's Frozen Foods	Clorox Anywhere Hard Surface Cleaner	Irish Spring Antiperspirant	Ocean Spray Cranberry Juice	Westin Heavenly Travel Blanket	Bic Lighters	LoJack Safety Net
Dial Hand Wash	Timex Clock Radio	Clorox Disinfecting Kitchen Cleaner	Jack Daniel's Chocolates	Old Bay Cocktail Sauce	Charmin Freshmates Wipes	Bic Razors	Lysol Sweeper
Dial Nourishing Body Wash	Twix Ice Cream Bars	Clorox Disinfecting Toilet Bowl Wand	Jim Beam BBQ Sauce	Old Bay Crab Cake Classic Mix	Clorox Fresh Care Towels	Charmin Freshmates Wipes	Method Body Wash
Dole Refrigerated Pineapple (and other) Fruit Juices	White Castle Frozen Hamburgers	Clorox Disinfecting Wipes	Jim Beam Gourmet Bourbon Chocolates	Old Bay Tartar Sauce	Arm & Hammer Cat Litter Deodorizer	Clorox Ready Mop	Mr. Clean Broom-in-a-Box
El Pollo Loco Frozen Chicken & Rice Bowl	Wiener Schnitzel Frozen Corn Dogs	Clorox Oxi Magic Multi-Purpose Stain Remover	Jim Beam Gourmet Whole Bean Coffee	Philadelphia Cheesecake Snack Bars	Arm & Hammer Clean Shower Daily Shower Cleaner	Dove Damage Therapy Curl & Sculpt Defining Mousse	Mr. Clean Magic Eraser
Restaurant Favorites Good Earth Spicy Citrus Glazed Shrimp	Clorox Toilet Bowl Drop-ins	Jim Beam Steak Sauce	Kashi Pizza	Planters Nutrition Heart Healthy Bars	Arm & Hammer Double Duty Advanced Odor Control Clumping Cat Litter	Dove Men+Care Body and Face Wash	Mr. Clean Performance Car Wash
Restaurant Favorites Romano's Macaroni Grill Chicken Alfredo	Advil Congestion Relief	Kashi TLC Granola Bars	Kashi TLC Snack Bars	Play-Doh Perfume	Arm & Hammer Fabric Softener Sheets	Dove Moisterizing Cream	Mr. Clean Super Mop
Green Giant Valley Fresh Steamers Frozen Prepared Vegetables	Arm & Hammer Peroxicare Baking Soda & Peroxide Toothpaste	Kellogg's Cereal and Milk Bars	Pond's Towelettes	Reese's Shell Topping	Easy Off Cooktop Stove Cleaner	Nerf Basketball, Baseball, etc.	
Jell-O Pudding Pops	Arm & Hammer Ultramax Time Release Baking Soda Deodorant	Kellogg's Corn Flake Crumbs	Rice Krispies Treats	Reese's Peanut Butter	Febreze Candles	Nivea Gel Cream	
		Crayola Paints	Snickers Ice Cream Cake	Reese's Puffs Cereal	Garnier Lotion	Nivea Shaving Gel	
		Crayola Color Coolerz Vitamin Enhanced Water			Arm & Hammer Pet Stain & Odor Remover	Olay moisturizers and beauty products	
					Garnier Moisture Rescue Fresh Cleansing Foam	Real Simple Organizers and Clothes Hangers	

#2 TRANSFER A COMPONENT

Restaurant Favorites Good Earth Spicy Citrus Glazed Shrimp	Clorox Tough Stain Remover	Kashi Pizza	Play-Doh Perfume	Arm & Hammer Fabric Softener Sheets	Easy Off Cooktop Stove Cleaner	Nerf Super Soaker
Restaurant Favorites Romano's Macaroni Grill Chicken Alfredo	Clorox Washing Machine Cleaner	Kashi TLC Snack Bars	Pond's Towelettes	Arm & Hammer Odor-Eliminating Vacuum Bags	Febreze Candles	Nivea Gel Cream
Green Giant Valley Fresh Steamers Frozen Prepared Vegetables	Courvoisier Cognac Fragrance	Kellogg's Cereal and Milk Bars	Reese's Peanut Butter	Reese's Puffs Cereal	Garnier Lotion	Nivea Shaving Gel
Jell-O Pudding Pops	Arm & Hammer Ultramax Time Release Baking Soda Deodorant	Kellogg's Corn Flake Crumbs	Rice Krispies Treats	Reese's Shell Topping	Arm & Hammer Pet Stain & Odor Remover	Olay moisturizers and beauty products
		Crayola Paints	Snickers Ice Cream Cake	Reese's Peanut Butter	Garnier Moisture Rescue Fresh Cleansing Foam	Real Simple Organizers and Clothes Hangers
		Crayola Color Coolerz Vitamin Enhanced Water				

#3 TRANSFER A BENEFIT

Clorox Fresh Care Towels	Clorox Ready Mop	Mr. Clean Broom-in-a-Box
Arm & Hammer Cat Litter Deodorizer	Dove Damage Therapy Curl & Sculpt Defining Mousse	Mr. Clean Magic Eraser
Old Bay Crab Cake Classic Mix	Arm & Hammer Clean Shower Daily Shower Cleaner	Mr. Clean Performance Car Wash
Old Bay Tartar Sauce	Arm & Hammer Double Duty Advanced Odor Control Clumping Cat Litter	Mr. Clean Super Mop
Philadelphia Cheesecake Snack Bars	Arm & Hammer Fabric Softener Sheets	Nerf Basketball, Baseball, etc.
Planters Nutrition Heart Healthy Bars	Arm & Hammer Odor-Eliminating Vacuum Bags	Nivea Gel Cream
Kashi TLC Snack Bars	Easy Off Cooktop Stove Cleaner	Nivea Shaving Gel
Pond's Towelettes	Febreze Candles	Olay moisturizers and beauty products
Rice Krispies Treats	Garnier Lotion	Real Simple Organizers and Clothes Hangers
	Garnier Moisture Rescue Fresh Cleansing Foam	

Appendix: The Brand Extensions Used in this Research

						#6 LEVERAGE YOUR CUSTOMER BASE	
Scotch-Brite Towels & Scrubbers	Apple TV	Food Network Cookware	OXO Baby Products	Yamaha Motorcycles	Gerber Baby Bottles, Blankets, Gowns, and Clothes	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	Adidas Eyewear	
South Beach Protein Bars	Bally Fitness Supplements	GE Healthcare	Pantone Cufflinks	Zagat Wine Club	Harley Davidson Apparel	Adidas Watches	Nickelodeon Suites Resort
Special K Protein Meal Bar	Bayer Complete Insect Killer	GE Intelligent Platforms software	Pantone Hotels		HP Printing Paper	Barbie Fabulous Earbuds	Nike Eyewear
Special K Protein Shake	Bengay Aspirin	GE Transportation	Pantone Mugs		Kitchen Aid Cutlery	Barbie Fabulous Fuzzy Camera	Nike Watches
Vaseline Cocoa Butter	Black & Decker Home & Office	Gerber Graduates	Pantone Paint		Kitchen Aid Cooking Utensils	Barbie Scooter	Pampers Kandoo Soaps, Shampoo, and Flushable Wipes
Virgin Airlines	Black & Decker Household Appliances	GNC Well Being Supplements	Pantone Stationery		Bacardi Lemonade	Borghese Nail Care	Pennzoil Auto Accessories
Virgin Cola	Braun Ear Thermometer	Gold's Gym 7-in-1 Body Building System	Pledge Fabric Sweeper for Pet Hair		Listerine Essential Care Toothpaste	Crayola Crafty Cooking Kits Cookies and Brownies	Playboy Guitars
Weight Watchers Ice Cream Bars	Carhartt Kids' Apparel	Graco Sound Machine with MP3 Plug-in Port, Nightlight, Timer	Pledge Multi Surface Everyday Cleaner		Mr. Coffee Premium Coffee	Crayola Digital Camera	Pringles Baked Wheat Stix Crispy Cracker Sticks
Weight Watchers Meals	Carhartt Women's Apparel	HGTB Bedding	Reebok Dumbbells		Progresso Bread Crumbs	Everlast Apparel	Razor (Scooter) Bogo Sticks
Windex Electronics Dry Cloths	Caterpillar Diesel Generators	HGTB Home Paints	Reebok Sports Club		Coleman Flashlights	Fisher-Price Happy Days & Nights Diapers	Right Guard Total Defense 5 Hair & Body Wash
Woolite Carpet Cleaner Spray	Caterpillar Solar Turbines	Honda Lawnmowers	Reebok Stability Ball		Coleman Air Beds	Gillette Deep Cleaning Shampoo	Sesame Street Bubble Wash
Woolite Steam Pet Concentrate for Steam Cleaners	Craftsman Lawn Mower	Honeywell Power Products	Rubbermaid Vacuum Bags		Coleman Insect Repellent	Girl Scouts Journal Books	Sesame Street Toys
Zicam RapidMelts Cold Remedy Lozenges	Cub Cadet Backpack Blower	Honeywell Technology Solutions	Saab Automobiles (Swedish Aerospace and Defense Company)		Revlon Perfect Hair Ceramic Hair Straighteners	Gold's Gym Cardio Workout Video Game	Simple Spa by Sally Hansen Wax Warmer Kit
Ziplock Food Containers	Cub Cadet Log Splitters	Jacuzzi Kitchen Sinks	Sara Lee Bread		Coleman Tents	SimpleHuman (Trash Can) Can Liners	
	Cub Cadet Snow Thrower	Kodak Vision Lenses	Schwinn Roller Skates		Colgate Toothbrush	Steinway Furniture Polish	
#4 LEVERAGE A SPECIAL EXPERTISE	Culinary Institute of America Cookware & Kitchen Tools	Linksys by Cisco Wireless Home Audio	Thomas' Bagels		Crest Whitestrips Teeth Whitening System	Tide Stain Release In-Wash Booster	
American Red Cross Baby Healthcare and Grooming Kit	Dr. Scholl's Custom Fit Orthotics	Mayo Clinic Diet	United Nations University of the People		Dr. Scholl's Careers Men's Oil & Slip Resistant Work Shoes	Tide to Go Instant Stain Remover	
American Red Cross Radios	Dr. Scholl's Foot Massagers	Mayo Clinic Website Advisor	USA Today Sports Magazine		Dunkin' Donuts Coffee	Tostitos All Natural Chunky Salsa	
Apple iPad	Microsoft Web TV	Neutrogena Lifting Wrinkle Treatment System	USA Today Travel Zone		Duracell Flashlights	USA Today Reading Glasses	
Apple iPhone	Duracell USB Memory Stick	Volvo Construction Equipment	Dyson Zorb Carpet Maintenance Powder		Vicks Humidifier	Lego Kids Watches	Tabasco Casino Slot Machine
Apple iPod	Emergen-C Joint Health Formula	Energizer Night Lights	Yamaha ATVs		Weber (Grill) Seasonings	Lego Video Games	Trix Yogurt
		Neutrogena Wet Skin Sunblock	Fritos Bean Dip			Milwaukee Tools M12 Cordless Lithium-Ion Heated Jacket	Visa Travelers Checks WWE Wrestling Figures

Appendix: The Brand Extensions Used in this Research

#7 LEVERAGE A LIFESTYLE	Discovery Kids Telescopes	Modern Bride Jewelry	Winchester Knife & Tool Stainless Set	Handbags	Rachel Ray Pets	Donna Karan Intimates	Old Spice Red Line Deodorant
Better Homes and Gardens Bedding	Disney Cruise Line	NASCAR Clothing & Accessories	Women's Health Toning Station Fitness Equipment	Kate Spade Bedding	Ralph Lauren Bedding	Ed Hardy Energy Snacks	Trident Xtra Care Gum
Better Homes and Gardens Flowers at FTD	Dreamworks Hotels	NASCAR GPS	Woolrich Bedding	Lauren Conrad Clothing Line	Ralph Lauren Furniture	Ed Hardy Vodka	V8 V-Fusion Vegetable and Fruit Juice
Better Homes and Gardens Real Estate	Elle Clothing at Kohl's	Nautica Bedding		Lee Majors Bionic Hearing Aid	Ralph Lauren Paints	Eddie Bauer Baby Stroller	V8 V-Splash Fruit Juice
Better Homes and Gardens Tabletop	Elle Décor Home Décor	New Balance Clothes for Yoga		Liz Claiborne Bedding	Vera Wang Bedding	Eddie Bauer Car Seat	Vaseline Intensive Care Bath Beads
Biggest Loser Kitchen Scale	Elle Spa Packages	Parents Magazine Toys	#8 LEVERAGE A CELEBRITY EXPERTISE	Madonna Material Girl Apparel at Macy's	Vera Wang Mattresses	Elizabeth Taylor Perfumes	Vaseline Intensive Care Lotion
Biltmore Bedding	ESPN Restaurants	Porsche Design Kitchen	Barefoot Contessa Pantry Specialty Foods	Magic Johnson 24 Hour Fitness Signature Clubs	Vera Wang Tabletop	Eva Mendes Bedding	Vaseline Intensive Care Lotion
Biltmore Furniture	Esquire Furniture	Porsche Kitchen Appliances	Beats Headphones by Dr. Dre	Mario Batali Kitchen Utensils	Vidal Sassoon Hair Dryers	Jennifer Lopez Apparel	Vaseline Intensive Rescue Repairing Moisture Lotion
Biltmore Rugs	Harley Davidson Biker Brew	Porshe Design Sport by Adidas	Bobby Flay Cookware	Martha Stewart Bedding	Wolfgang Puck Frozen Pizza	Jessica Simpson Luggage	Vicks ComfortFlex Thermometer
Bobcat Apparel	Harley Davidson Perfume	Prevention Magazine Workout DVD	Derek Jeter 24 Hour Fitness Signature Clubs	Martha Stewart Cookbook	Wolfgang Puck Organic Soups	Jessica Simpson Shoes	Zagat Health Survey Doctor's Ratings
Bobcat Outdoor Sports Equipment	Hawaiian Tropic Zone Restaurant	Rawlings Leather Briefcase	Dr. Andrew Weil Weil Baby Products	Martha Stewart Homes	#9 LEVERAGE A CELEBRITY LIFESTYLE	Justin Bieber Doll	Katy Perry Purr Fragrance
Bulgari Chocolates	Jaguar Perfume	Rolling Stone Restaurant	Dr. Andrew Weil for Origins Skincare	Martha Stewart Pet Products	Calvin Klein Bedding	Kelly Ripa Shoes	Calvin Klein Euphoria Fragrance
Bulgari Hotels	Jeep Baby Strollers	Seventeen Bedding	Emeril Cookware	Martha Stewart Pets at PetSmart	Calvin Klein Tabletop	Lakers Bottled Water	Jaclyn Smith Apparel and Bedding
Caterpillar Apparel	Jeep Backpack Harness	Shape Workout DVD	Francis Coppola Spaghetti Sauce	Michael Graves Design Kitchen Brushes	Carlos Santana Shoes	Paris Hilton Perfume	Paris Hilton Perfume
Caterpillar Drinkware & Coolers	Jeep Power Wheels by Fisher-Price	Stanley Works Apparel	Francis Coppola Wine	George Foreman Grill	Mossimo Bedding	Patti LaBelle Bedding	Patti LaBelle Bedding
Caterpillar Toys	John Deere Equine Accessories	Stanley Works Books		Jack Welch Management Institute	Oprah Magazine	Cindy Crawford Bedding	Cindy Crawford Bedding
Caterpillar Work Boots	John Deere Kids Bedding	Teen Vogue Bedding		Jane Fonda Workout DVD	Paul Frank Bedding at Target	Daisy Fuentes Bedding	Boost Glucose Control Nutritional Drink
Coach Eyewear	John Deere Toys	The Red Bulletin (Magazine of Red Bull)		Jillian Michaels Detox & Cleanse	Paul Sorvino Marinara Sauce	Donald Trump Signature Collection Apparel	Old Spice High Endurance Deodorant
Coach Fragrance	Juicy Crittoure (Juicy Couture Pet Line)	Timberland Luggage by Samsonite		Jillian Michaels Fat Burner	Paula Deen Cookware	Donna Karan Bedding	Old Spice Odor Blocker Body Wash
Coach Jewelry	Lacoste Bedding	Tommy Bahama Furniture		Jillian Michaels Yoga DVD	Rachel Ray Cookware and Tabletop	Donna Karan Body Crème & Hydrating Spray	
Coach Watches	Lamaze Infant Toys	Toy Story 3 Scooter		Jimmy Choo	Rachel Ray Magazine		
Cosmopolitan Magazine Yogurt	Land Rover Toys	Univision Gift Cards					
Country Living Bedding	Lost (Surfing Goods) Energy Drink	Victoria's Secret Cosmetics, Body Lotions, etc.					
Cover Girl Sunglasses	Lucky Brand Non-Denim Apparel						
Discovery Channel Toys							