

Extending Features: Branding with a Risk

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SYNOPSIS

Hugh Gaither, founder of Features athletic socks, knew his sons were taking significant risks by extending the company's brand name while branching the company into other product categories. Extending a valuable brand name onto a full athletic wear line carried tremendous uncertainty both for the existing (parent brand) and for the new extension within a competitive marketplace. Despite the marketplace dangers, Hugh and his sons, John and Joe, felt the potential payoff of extending the brand was worth the risks.

LEARNING OUTCOMES

In analyzing this case, students should be able to:

1. Identify a brand's positioning in the marketplace
2. Evaluate how brand equity is built in a consumer brand
3. Identify the risks involved in extending an established brand name into new product lines
4. Assess the extent to which a consumer brand extension meets the general guidelines for success

APPLICATION

This case is well suited for use in graduate and undergraduate courses in Marketing Management, Brand Management, and New Product Development.

KEY WORDS

Positioning, Branding, Brand Extension

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