



**A FRAMEWORK FOR
REVITALISING A BEVERAGE BRAND
THROUGH AN UPSCALE LINE EXTENSION**

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**A research report submitted to the Faculty of Commerce, Law and
Management, University of the Witwatersrand, in partial fulfillment of the
requirements for the degree of Master of Business Administration**

Johannesburg

May, 2004

ABSTRACT

Many prominent brands wane at the end of their brand life cycle. This research report analysed this phenomenon and whether an upscale line extension could assist to revitalise a stale brand. Research in beverages found that a line extension allows an established brand to venture into new territories with less risk than repositioning itself altogether. The line extension is akin to a tugboat that steers a ship in a desired direction. The research revealed some reciprocation where a line extension adds brand differentiation. Findings included four possible functions for a line extension. In addition, some parameters in crafting a line extension were firstly, the core brand remained the driver; secondly, brand-fit in the market opportunity, the functional and emotional benefits and lastly, entry entrant launch timing is optimal. Finally a conceptual framework is presented to develop line extension incorporating the portfolio strategy, core brand and line extension execution.

THE DECLARATION

I, Shantini Munthree, declare that this research report is my own, unaided work. It is submitted in partial fulfillment of the requirements for the degree of Master of Business Administration in the University of the Witwatersrand, Johannesburg. It has not been submitted before for any degree or examination in this or any other university.

Shantini Munthree

04 September 2004

DEDICATIONS

In loving memory of my father and mother
Brian and Shanta Munthree,
From whose faith and love I have grown

To my fiancé,
George Reeves Weathers II,
With whom I look forward to the future

To my brother
Preshane Munthree,
For your quiet and lonely struggle when I was away

ACKNOWLEDGEMENTS

I wish to express my sincere thanks to:

- George Reeves Weathers II
- Preshane Munthree
- Swalaha Mahomed, for your sisterly optimism and love
- Geoffrey Bick, my supervisor, for the academic guidance, support and exceptional EQ
- SABMiller, and its fantastic executives for your encouragement and use of in-house research
- To my respondents for the enthusiasm and willingness to assist with rich data
- To my fellow study colleagues for the nudge, and push at times
- To my family and friends who had to deal with my 'ghost' during the years of study
- And lastly, to the One above us, for your watchful eye and guidance and a few miracles

TABLE OF CONTENTS

	Page No.
TITLE PAGE	i
ABSTRACT	ii
THE DECLARATION	iii
THE DEDICATION	iv
ACKNOWLEDGEMENTS	v
CONTENTS	vi
LIST OF FIGURES	ix
LIST OF APPENDICES	x
1. INTRODUCTION	
1.1 Context of the study	1
1.2 Purpose of the study	2
1.3 Problem Statement & Sub-problems	4
1.4 Limitations	5
1.5 Significance of the study	6
1.6 Background to Beverage Market	6
1.7 Assumptions	7
2. LITERATURE REVIEW	
2.1 Theoretical Exploration	
2.1.1 Introduction	8
2.1.2 Definitions	8
2.1.3 Key approaches to brand revitalisation	11
2.1.4 Extending a brand	16
2.1.5 Upscale Line Extensions	18
2.1.5.1 Strength of the Core Brand	21
2.1.5.2 Relationship between a Core Brand and its Line Extension	21
2.1.5.3 Timing of Line Extension	23
2.2 Propositions	24

3. RESEARCH METHODOLOGY

3.1 Method	27
3.1.1 The Unit of Analysis	27
3.1.2 The In-depth Interview	28
3.2 Population and sample	28
3.3 Data collection	29
3.4 Data analysis	30
3.5 Validity and Reliability	31

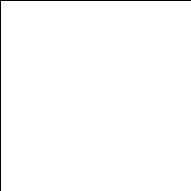
4. FINDINGS & ANALYSIS

4.1 Proposition 1	
4.1.1. Introduction	32
4.1.2. Complete Repositioning: The Emperor's New Clothes	32
4.1.3. Using a Line Extension: The Tugboat that steers the Tanker	33
4.1.4. Risks with Line Extensions	36
4.2 Proposition 2	
4.2.1. Introduction	38
4.2.2. Types of relationships between a brand and its line extension	38
4.2.3. Line extensions must be close to core brand	40
4.2.4. Determining Similarities & Differences	43
4.2.4.1. Emotional Benefits	44
4.2.4.2. Functional Benefits	47
4.2.4.3. Market Opportunities	49
4.2.5. The Four Possible Functions of a Line Extension	50
4.2.5.1. Places a brand back on consumer radars	51
4.2.5.2. Leads the Cavalry Charge to New Opportunities	52
4.2.5.3. Rides the Waves of Change	53
4.2.5.4. Defends the Castle	55
4.3 Proposition 3	
4.3.1. Introduction	57
4.3.2. Positioning and Brand Stretch	57

4.3.3. Deciding on the Target Market	61
4.4. Proposition 4	
4.4.1. Introduction	66
4.4.2. The Status of the Core Brand: Making an Arabian out of a Donkey	66
4.4.3. Does First-mover advantage apply to line extensions	68
4.4.4. A Fast-Follower Approach	70
5. CONCLUSIONS	72
6. RECOMMENDATIONS	
6.1. A Three-Step Approach	76
6.2. Step 1: Portfolio Strategy	77
6.3. Step 2: Core Brand Strategy	81
6.4. Step 3: Line Extension Strategy	85
7. SUMMARY & SUGGESTIONS FOR FUTURE RESEARCH	
7.1. Summary	87
7.2. Suggestions for Future Research	89
REFERENCES	
APPENDIX	

LIST OF FIGURES

1. The Product Life Cycle Model
2. Strategy Application Within the PLC Model
3. The Brand Asset Value Model
4. Likelihood of buying a new product/service (UK)
5. Data Collection Process
6. Miller Lite Branding over time
7. The Parameters of Line Extension Construction
8. Impact of positive product usage on rest of range
9. Emotional Benefits Construction of Line Extension
10. Functional Benefits Construction of Line Extension
11. The Market Opportunities in Line Extension Construction
12. The 4 Possible Functions of Line Extensions in Brand Revitalisation
13. Budweiser and Bud Lite Interplay
14. Market Map showing overlapping positioning and target marketing
15. Change in consumer attitudes in brand stretch
16. Castle Lager Imagery Scores & Castle Milk Stout Imagery Scores
17. Coors and Coors Light Interplay
18. Proposition 1 Results
19. Proposition 2 Results
20. Proposition 3 Results
21. Proposition 4 Results
22. A Three-Step Approach
23. The Market Map for a Core Brand
24. Positioning an Upscale Line Extension
25. Upward Migration of Core Brand, spurred by Line Extension
26. Parameters in Constructing a Line Extension
27. Construction of Castle Lite
28. SA Beverage Imports and Exports



LIST OF APPENDICES

A Research Interview Guide

B1. Global Beverage Market Dynamics

B2 South African Beverage Market Dynamics