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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

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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.

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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

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- 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
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