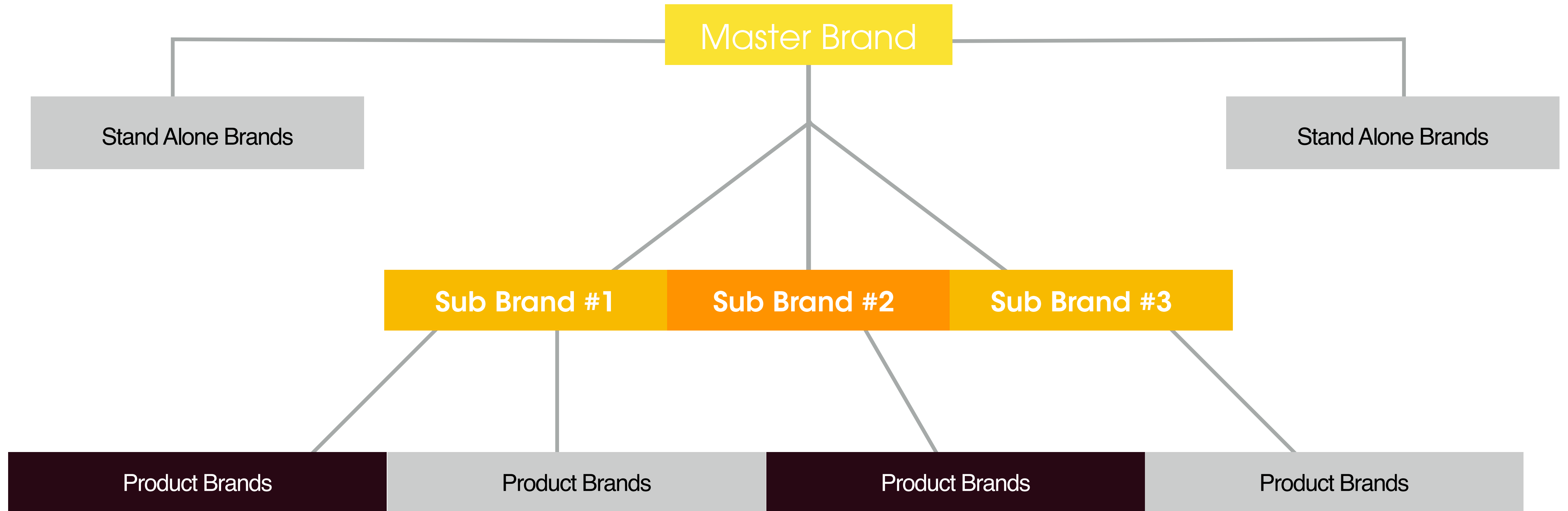# MASTERBRAND / SUB-BRAND PORTFOLIO MAPPING

# 3 KEY LEVELS OF BRANDING

## Masterbrand

Masterbrand - corporate brand / umbrella brand / family brand),

Consumer-facing brands used across all the organisations activities (ex: Sony), this is the name they are known to all stakeholders - consumers, employees, shareholders, partners, suppliers etc.

This brand may be used in conjunction with product descriptions & sub-brands.

## Sub-Brands

These brands include the Masterbrand as an endorsement to add credibility to a sub-brand or an individual product brand in the eyes of the consumer.

For ex: Sony Music **'linked name'**, Sony Ericsson **'co-brand'**, Metreon - A Sony Entertainment Centre **'endorser brand'**, Playstation **'shadow endorsement'**.

## Individual Product Brand

The product brand is presented to consumers & the parent company is given little or no prominence.

Other stakeholders (shareholders, employees) will know the producer by it's Masterbrand (ex: General Motors Holden).

# OPTIMISING BRAND ARCHITECTURE

**Step 1**

Determine the segmentation strategy & map the brand portfolio to each segment.

**Step 2**

Examine segments with the greatest business potential & identify where leadership brands / value proposition can deliver the best leverage.

**Step 3**

Analyse if there are sufficient growth opportunities in the leadership brands to make-up for under-performing, smaller, lagging or revenue-losing brands.

**Step 4**

Explore opportunities to reduce the under-performing brands by extending leadership brands or opportunities for new brands in any unserved segments.

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# STRATEGIC CONSIDERATIONS

Determining the structure of a brand portfolio requires consideration for the following issues...

## Audience Diversity:

**What are the target segments for your brand? Is it focused on one audience or many?**

## Brand Elasticity:

**How far can each of the brands stretch to cover different products & markets?**

## Product/Service Offerings:

**How are other brands in the portfolio positioned & targeted? Are some of your brands complementary, competitive or incongruent?**

## Competitive Context:

**What are competitive branding practices? How do customers view the marketplace? Do your brands help you stand out & grab market share?**

## Brand Equities:

**Do you have brands with a particular following or a unique heritage or equity must be carried forward?**

## Geographic Needs:

**How consistent are needs/preferences across cultures & markets? Strong local brands might not work in other countries. Not every brand can "travel".**

## Product/Service Offerings:

**How are other brands in the portfolio positioned & targeted? Are some of your brands complementary, competitive or incongruent?**

## Competitive Context:

**What are competitive branding practices? How do customers view the marketplace? Do your brands help you stand out & grab market share?**

# STRATEGIC CONSIDERATIONS

The objective is to maximise clarity, synergy, customer value & internal efficiencies.
Tendency is to have a Masterbrand & only when there is a compelling need for a separate brand is one considered due to the investment involved in building a new brand.

## Organisational Structures:

Who is accountable for branding practices & standards? What are the political realities behind brands in your portfolio?

## Ownership:

Does the organisation have legal control over its brand? You'll have less leeway with licensed brands.

## Sources of Growth:

What businesses & brands are expected to drive future growth for your company? Are they helping you pursue your strategy?

## Purchase Criteria:

How do people buy your products? Do they ask for products by brand name or do they ask for a generic name or your company brand name? Do your brands make buying easier? How much do people want or need your brands?

## Brand Performance:

How do brands perform against desired attributes? Is their positioning clear & effective?

## Brand Role:

What is the role of brand in fulfilling the business model? How important is the brand in driving awareness or creating loyalty?

## Channels:

What channels & distribution methods are available & how are they used across the brand portfolio?

## Company Specific Issues:

What considerations are specific to your company or industry? What might be technically correct might not be feasible in the reality of your company. Sometimes theory has to bow to practicality.