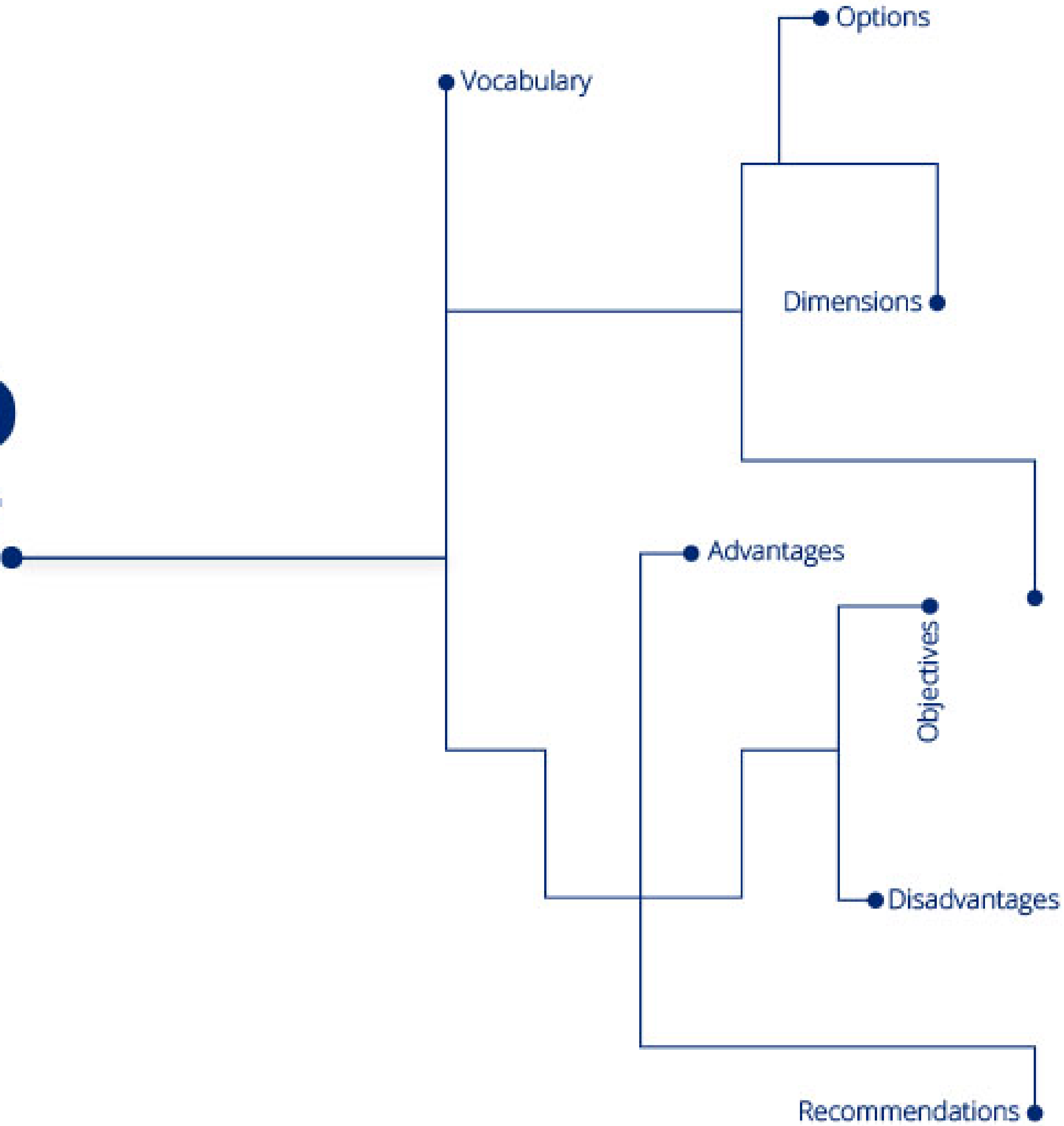
CovenantEyes

Brand Portfolio Strategy

Strategy and Organization for an Expanding Covenant Eyes



Why This?

We are asking specifically that you help us:

- ***See our options for branding and positioning***
- ***Share those options with leaders of product and marketing***

Our Hope is...

- To pick which one to go for as a team.

Covenant Eyes is not a single brand and hasn't been for a few years now. As far back as I can remember, Covenant Eyes has been utilizing multiple branded products for various segments,including Safe Home/Safe Haven Sunday, Clean Hearts Online, the 40 day challenge and of course, the Corporate Brand.

In 2019, we added the Colossal Man Brand, a branded energizer capable of expanding Covenant Eyes into the Entertainment space, Screen Accountability, and in 2020 the Pastor Round Table all of which contribute value to our customers and shape their understand of the corporate brand.

In 2021, we launched Strive which was the first product that got it's own separate but integrated brand language to accompany the newly minted Covenant Eyes logo and brand created in 2019 and 2020.

In 2022, we will launch Victory and Integrity. These two new products will again change the way Covenant Eyes is understood by our market.

We are no longer a single brand to be managed, but a portfolio of brands that need to be brought into synergy if we are to take full advantage of these new products and achieve our potential.

To do what we are here to do, we need to consider the dimensions and objectives of Brand Portfolio Strategy and make the choices around brand architecture using them as a lens.

JW
11/16/2021

Part One:

Brand Portfolio Strategy

Six Dimensions of Brand Portfolio Strategy

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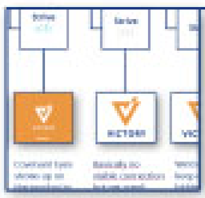

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What Is

Brand Portfolio Strategy.

The brand portfolio strategy specifies the structure of the brand portfolio and the scope, roles, and interrelationships of the portfolio of brands.

The Goals.

- To create synergy, leverage, and clarity within the portfolio
- To create relevant, differentiated, and energized brands.

The development and management of a brand portfolio strategy involves making a decisions such as whether to:

- Add, delete, or prioritize brands or sub-brands
- Extend a brand into another product category with a descriptor or a sub-brand, or as an endorser.
- Use the corporate brand on an offering, or expand its use as an endorser.
- Develop a brand alliance.
- Define or associate with a new product category/sub-category.
- Create and/or dial up a branded differentiator, a branded feature, ingredient or technology, service, or program that differentiates.
- Develop a branded energizer, a branded sponsorship, product promotion, or other entity that is linked to the target brand adding associations, interest, and energy.

Dimensions of

Brand Portfolio Strategy.

Brand portfolio strategy can be further elaborated in terms of six dimensions:

The development of a brand portfolio strategy involves six dimensions. The brand portfolio itself, provides the set of brands to be drawn upon to achieve the portfolio objectives. Product-defining roles and portfolio roles , specify the varied set of roles that each brand could potentially play. Brand scope reflects the product categories or subcategories for which each brand will be relevant (both at present and in the future) and the relationships between brand contexts. The portfolio structure formalizes the relationships between the brands. Portfolio graphics indicate how they are to be presented by themselves and relative to other brands.

Six Dimensions of Brand Portfolio Strategy

The brand portfolio

- Master Brands
- Endorser/Sub-Brands
- Branded Differentiators
- Alliance Brands
- Corporate Brands
- Branded Energizers

Portfolio Roles

- Strategic Brands
- Branded Energizers
- Silver Bullets
- Flanker Brands
- Corporate Brands
- Cash Cow Brands

Product Defining Roles

- Master Brands
- Endorser
- Sub-Brands
- Descriptors
- Product Brands
- Co-Brands
- Driver Roles

Brand Scope

- Product Categories & Sub Categories
- Future Scope

Portfolio Structure

- Brand Groupings
- Brand Hierarchy Trees
- Brand Network Models

Portfolio Graphics

Dimension One

The Brand Portfolio.

The brand portfolio includes all of the brands managed by the organization, including the master brands, endorsers, subbrands, branded differentiators, co-brands, branded energizers, and corporate brands, even if they seem dormant.

We probably have examples of all seven swimming around in our brand, but none have really been designated. For instance *Colossal Man* could be a brand energizer, while *Screen Accountability* could be a branded differentiator.

Current Brands

- Covenant Eyes
- Strive
- Victory
- Integrity
- Screen Accountability
- Clean Heart Online
- Safe Home Sunday
- Safe Haven Sunday
- Colossal Man
- Thrive
- Pastor Round Table
- Iris

Vocabulary for

The Brand Portfolio.

Master Brand

A master brand is the primary indicator of the offering, the point of reference. Visually, it will usually take top billing, such as **GE** in the brand **GE Appliances, GE Aviation.**

Sub Brand

A sub-brand augments or modifies the associations of a master brand in a specific product-market context **(e.g., Porsche includes the subbrand Carrera).** Its role is to create a brand that will be significantly different from the master brand, perhaps by adding an attribute dimension or a personality element, and thus be appropriate for a particular product or segment.

Alliance Brands

Alliances involve two or more firms that associate their brands together to create superior market offerings, or to engage in effective strategic or tactical brand-building programs. **Example (Nike Run/Apple iPod.)**

Branded Energizer

Any branded product, promotion, sponsorship, symbol, program, or other entity that by association significantly enhances and energizes a target brand. **The Pillsbury Doughboy** is a branded symbol that adds fun and energy to Pillsbury. Colossal Man might be our branded energizer.

Endorser Brand

An endorser brand serves to provide credibility and substance to the offering (e.g., **General Mills endorses Cheerios).** Its role is to represent an organization and its credibility and substance is based on the strategy, resources, values, and heritage of that organization.

Branded Differentiator (Branded Feature)

A brand or subbrand that defines a feature, ingredient, service, or program. The customer-facing offering could be **Apple's Retina Display** is a branded differentiator.

Corporate Brands

The Organization Brand that can reflect a culture, set of values, and strategy to customers and employees, unique characteristics that can provide points of differentiation and clarity to the offerings. It is particularly well suited to be an endorser brand that creates powerful portfolio flexibility. **Coca Cola is a corporate brand**

Dimension Two

Portfolio Roles.

Portfolio roles reflect an ***internal, managerial perspective*** *on the brand portfolio.*

Portfolio roles reflect an internal, managerial perspective on the brand portfolio. When managing a brand portfolio as a whole, each brand is not a silo, nor is each brand manager an island. Treating brands as silos "owned" by individuals or organizational units can lead to a misallocation of resources and a failure to create and exploit synergy across brands. Portfolio roles in part serve the function of creating more optimal allocation of brand-building and brand management resources.

Portfolio Roles

- Strategic Brand
- Branded Energizer
- Silver Bullet Brand
- Flanker Brand
- Cash Cow Brand

Vocabulary for

Portfolio Roles.

Strategic Brands.

A strategic brand is one with strategic importance to the organization. It is a brand that needs to succeed and therefore should receive whatever resources are needed. The identification of strategic brands is a huge step toward ensuring that brand-building resources are allocated to the strategically most important business arenas.

The classic problem is that if future power brands and linchpin brands have no current sales base, they get starved of resources. The ethic in a decentralized organization is that you earn your right to invest behind the brand—the business unit that earns the money should be able to invest it. Further, such investment is not painful to the firm because the earnings can support it. When there is no organizational mechanism to take a total portfolio view, the default strategy is to let each decentralized unit set its own budget. As a result, not only are future power brands and linchpin brands inadequately funded, but also there is overinvestment behind large power brands. The identification of strategic brands provides a vehicle to allocate brand-building resources with more wisdom and strategic perspective.

Simultaneously, Emerging and Lynchpin brands can get too much attention and cause existing power brands tobe neglected.

Current Power Brand

Current Power Brand: *These are Large dominant brands that generate significant sales and profits and projected to maintain or grow their position.*

Future Power Brand

Future Power Brand: *These are projected to generate significant sales and profit in the future, even though now it is a small or emerging brand.*

Vocabulary for

Lynch-Pin Brand

Lynch-Pin Brand: *A linchpin brand will indirectly influence (as opposed to generate) significant sales and market position in the future, serving as the "linchpin" or leverage point of a major business area or of a future vision of the firm.*

Vocabulary for

Portfolio Roles.

Branded Energizers

A branded energizer is any branded product, promotion, sponsorship, symbol, program, or other entity that by association significantly enhances and energizes a target brand.
The association of the branded energizer with the target brand should be actively managed over an extended time period.
Unlike a branded differentiator (which supports the offering by making it better or by augmenting it so that it does more), the branded energizer is an entity that can live beyond the product and its use. It can be owned and managed by the firm, as in the following examples:

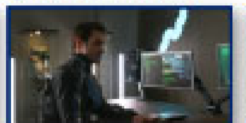
Internally Owned or Managed Branded Energizer

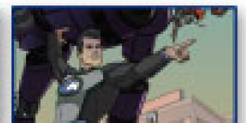
Current Power Brand: *These are Large dominant brands that generate significant sales and profits and projected to maintain or grow their position.*

Externally Owned or Managed Branded Energizer

Future Power Brand: *These are projected to generate significant sales and profit in the future, even though now it is a small or emerging brand.*

Covenant Eyes Brand Energizer (Colossal Man)





Our Brand Energizer: *Colossal Man is not the brand, nor is he a mascot...he' capable of being his own brand and lends energy to the CE Brand.*

Vocabulary for

Portfolio Roles.

Silver Bullet Brands.

Branded energizers and differentiators can be sorted into high, medium, and low priorities in terms of their impact on the target brand and the cost involved. The most important are considered silver bullet brands—the brands that can play a strategically significant role to positively change or support the image of another brand.

The specification of a silver bullet role creates some rather fundamental changes in how a brand should be funded and managed. When a brand or subbrand such as IBM's ThinkPad is identified as a silver bullet, the communication strategy and budget would logically no longer rest solely with the brand-level business manager. The parent brand group (IBM corporate communications, in this case) should also be involved, perhaps by augmenting the silver bullet's communication budget or featuring its brand in corporate communications.

Silver Bullet Brands

Apple M1 Pro/Max Chips: *Apple brands its internal technology to enhance the customer's perception of the Mac Book. We come to understand the technology as a feature of the larger product and associate that with quality and performance. This enhances the Mac Book brand's image.*

Vocabulary for

Portfolio Roles.

Flanker Brands.

The concept of a flanker brand is to undercut the competitor brand where it is positioned without forcing the main brand to change its focus. A flanker brand is often used when a competitor comes in with a low price position, intending to undercut a price premium. If a brand were to respond with price cuts to protect its market share, the profitability of the brand (if not the category) would be threatened.

A flanker brand—in this case, a price brand—would seek to neutralize the competitor's position, preventing the latter from occupying an attractive niche without any resistance.

Crystal Pepsi (Attacking Brand)

Pepsi launched CrystaL Pepsi to challenge the perceptions of the cola market.

Tab Clear (Flanker Brand)

Coke repositioned Crystal Pepsi by using Tab, a brand that preceded Diet Coke but had an inferior taste. This repositioned Crystal Pepsi as a diet soda with inferior taste and the product failed. This helped Coke avoid damaging the perception that colas should be colored brown.

Vocabulary for

Portfolio Roles.

Cash Cow Brands.

Strategic, silver bullet, and flanker brands require investment and active management so that they can fulfill their strategic mission. The point of labeling a brand as belonging to one of these categories is to create additional corporate resources, as the involved brands may not be able to justify appropriate programs based on their current profit streams.

A cash cow brand, conversely, is a brand that does not require as much investment as other portfolio brands. The sales may be stagnant or slowly declining, but there is a hard-core loyal customer base that is unlikely to leave the brand.

Campbell's Red & White label is such a brand—it is the heart of the Campbell's equity, but the company's real vitality is elsewhere. Other cash cows could be large brands that simply need less support because they are so established or hold a strong market position because of patent protection or market power. Microsoft Office and Sony Walkman are both probably in this position.

The role of a cash cow brand is to generate margin resources that can be invested in strategic, silver bullet, or flanker brands that will be the bases for the future growth and vitality of the brand portfolio.

Campbells Soup in a can.

Campbells

The iconic red and white can of soup gets very little branding attention from Cambells...their vitality lies in other product lines, but this one remains consistently lucrative.

Mac Book & Mac Book Pro

MacBook Pro

Apple does far more advertising and branding around its line of phones & tablets and media services than it does it's actual line of computers, but the Mac Book has such an established and loyal following that it doesn't need to. The Mac Book remains a source of consistent revenue for Apple making it a cash cow brand.

Dimension Three

Product Defining Roles.

When an offering is proposed, it needs to be identified to customers by a brand or set of brands. The brand set with product-defining roles reflects an external view of the brands from the customer's perspective. Each brand will be in one of the following roles: master brand, endorser brand, subbrand, descriptor, product brand, umbrella brand, branded differentiator, or brand alliance.

The brand set with product-defining roles reflects an external view of the brands from the ***customer's perspective.***

Product Defining Roles

- Master Brand
- Endorser Brand
- Sub Brand
- Descriptor
- Product Brand
- Umbrella Brand
- Branded Differentiator
- Brand Alliance
- Driver Role

Vocabulary for

Product Defining Roles.

Descriptor

Descriptors define the offering, usually in functional terms, (e.g. aircraft engines, appliances, light bulbs.) Although not brands, descriptors play a key role in any portfolio strategy.

Light Bulbs

Aircraft Engines

Appliances

Umbrella Brand

An umbrella brand defines a grouping of product offerings (Microsoft Office Word, Excel, PowerPoint etc.) under a common brand (Microsoft Office). The umbrella brand, Microsoft Office, can be a more appropriate and effective vehicle to gain relevance, visibility, and differentiation than individual product brands, such as Word, Excel, PowerPoint, or Outlook, although these sub-brands have become powerful vin and of themselves.

FedEx eBusiness Tools, can be a more appropriate and effective vehicle to gain relevance, visibility, and differentiation than individual product brands, such as eShipping Tools, eCommerce Solutions, and eCommerce Builder.

Vocabulary for

Product Defining Roles.

Driver Role

A driver role reflects the degree to which a brand drives the purchase decision and defines the use experience. While master brands usually have the dominant driver role, endorsers, subbrands, or even descriptors or second-level subbrands (that is, subbrands to subbrands) can also play driver roles that can vary in intensity. A driver brand has earned some level of loyalty; customers would be less comfortable with the product with the brand missing.

Toyota (Driver)

Courtyard (Driver)

iPhone

iPhone (Driver)

Dimension Four

Brand Portfolio Structure.

The brands in the portfolio have a relationship with each other. What is the logic of that structure? Does it provide clarity to the customer, rather than complexity and confusion? Does the logic support synergy and leverage? Does it provide a sense of order, purpose, and direction to the organization?

Or does it suggest ad hoc decision making, leading to strategic drift and an incoherent ajumble of brands?

The brand portfolio structure can be best understood and analyzed if there is a way to present its logic clearly and concisely. Several approaches can be useful, including:

Product Defining Roles,

- Brand Groupings
- Brand Hierarchical Trees
- Brand Network Models

Vocabulary for

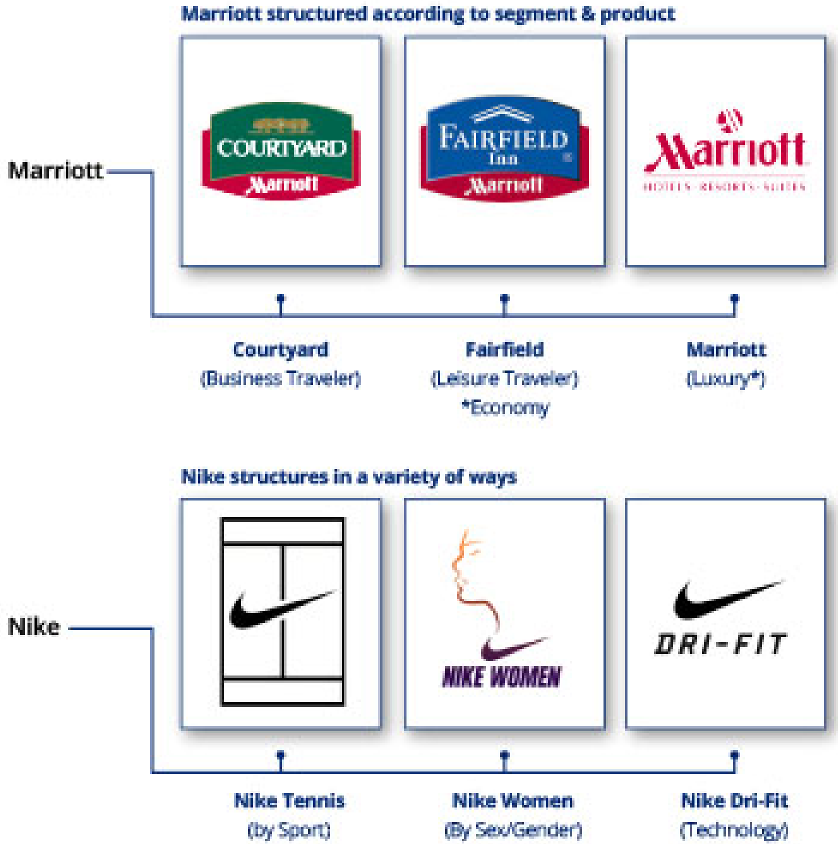
Brand Portfolio Structure.

Brand Groupings.

A brand grouping or configuration is a logical grouping of brands that have a meaningful characteristic in common and make the various brands understandable to customers. The groups provide logic to the brand portfolio and help guide its growth over time.

Common Grouping Categories

- Segment
- Design
- Quality
- Product
- Benefits
- Application
- Technology
- Distribution Channels



Vocabulary for

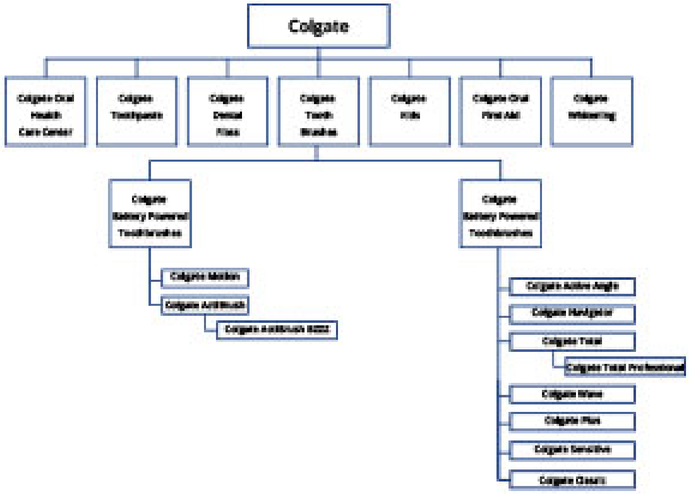
Brand Portfolio Structure.

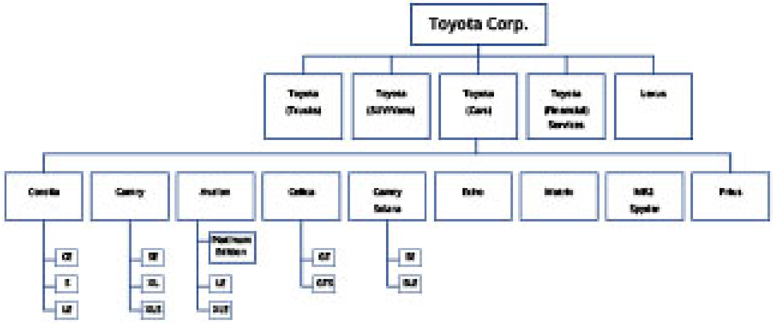
Brand Hierarchy Trees

The logic of the brand structure can sometimes be captured by a brand hierarchy or family tree.

The tree structure looks like an organizational chart, with both horizontal and vertical dimensions. The horizontal dimension reflects the scope of the brand in terms of the subbrands or endorsed brands that reside under the brand umbrella. The vertical dimension captures the number of brands and sub-brands that are needed for an individual product-market entry, reflecting a key brand portfolio dimension.

A firm with multiple brands will require trees for each; in effect, a forest may be needed. Colgate has three toothpaste brands (Colgate, Ultra Brite, and Viadent) and dozens of other major brands, including Mennen, Softsoap, Palmolive, Irish Spring, and Skin Bracer. In addition, some trees may be too extensive to present on a single page and thus will need to be broken into major trunks. Since the Colgate oral care products will be difficult to display in one tree structure, it may be useful to consider the toothbrush trunk separately.





Vocabulary for

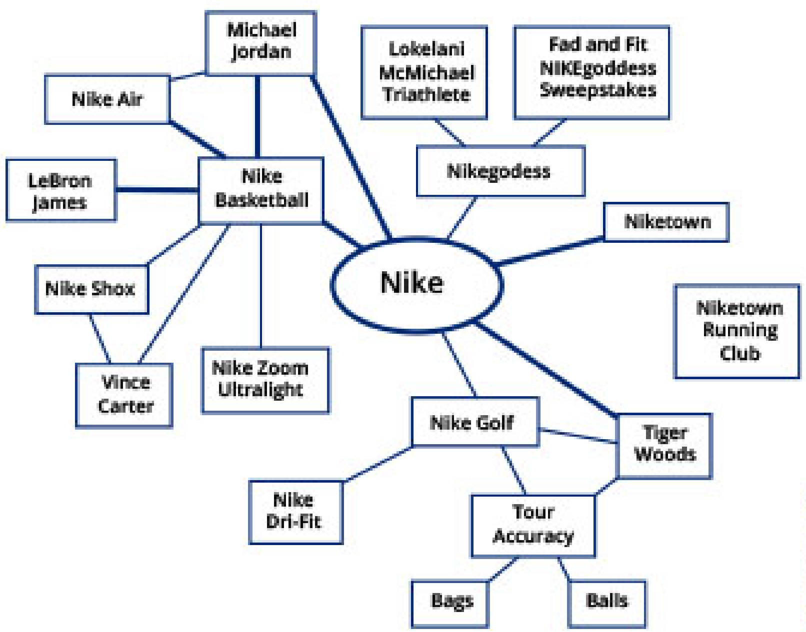
Brand Portfolio Structure.

Brand Network Models

Another approach to representing brand portfolio strategy is a network model, which shows graphically the portfolio brands that influence each master brand and the associated customer purchase decision.

In the figure, some major brands that affect Nike are shown. The thickness of the link shows the impact of one brand on another; thus, the Niketown, Nike Air, Michael Jordan, LeBron James, and Tiger Woods are denoted as being important drivers of the Nike brand. One advantage of such an approach is that it includes portfolio brands that are not product brands. Another is that it portrays indirect relationships as well as direct ones.

Partial Nike Brand Network



Dimension Five

Brand Scope.

The brand portfolio structure can be best understood and analyzed if there is a way to present its logic clearly and concisely. Several approaches can be useful, including:

Every brand has a scope dimension that reflects the extent to which the brand spans product categories, subcategories, and markets. Although all portfolio brands need to manage scope, master brands have the most critical scope judgments to make. Some master brands (like A-1 Steak Sauce) are very focused, often because they are tied to a product category and expansion would dilute the brand. Others, like 3M, GE, and Toshiba, cover a wide variety of product and market settings. For example, the GE master brand appears in financial services, aircraft engines, appliances, and other product settings, and within appliances serves such diverse segments as consumers, designers, and builders. Others, like Audi, have a wide umbrella under a single product category.

One objective of a brand portfolio is to leverage brand assets by extending strong brands whose associations will travel across product categories. When feasible, this approach can lead to more visible, stronger brands.

Brand Scope

- Product Categories/ Sub Categories
- Future Scope

Vocabulary for

Brand Scope.

Product Category/Sub Category

A Product Category is a type of product or service. Product Categories are typically created by a firm or industry organizaiton to organize products. This can include a hierarchy of categories that resemble a tree structure or a flat structure such as a list of product types.

Common Categories

- **Industry** (Technology or Hospitality)
- **Functionality** (Accounting Software or Running Shoes)
- **Customer Needs** (Summer Vs. Winter Tires)
- **Customer Preferences** (Healthy Ingredients/Punk Music)
- **Demographics** (Children's Goods or Women's Clothing)
- **Convenience** (Fast Moving Consumer Good/ Fast Food)
- **Quality** (Levels such as economy versus Buisiness Class)
- **Performance** (City Bicycles vs. Racing Bicycles)
- **Premiumisation** (Craft Production, Premium Beer vs Regular Beer)

Accountability Software Category

Covenant Eyes (Screen Accountability) w/filtering

Accountable 2 U (Internet Accountability) w/filtering

Truple Screenshot (Accountability) w/filtering

Filter/Blocker Category

Net Nanny (Real Time Internet Filter)

Qustodio (Kid focused)

Covenant Eyes (Homeschool) Focused

Parental Control Category

Bark (Bark Alerts)

Qustodio (Parental Control)

Canopy (Real Time Internet Filter)

Vocabulary for

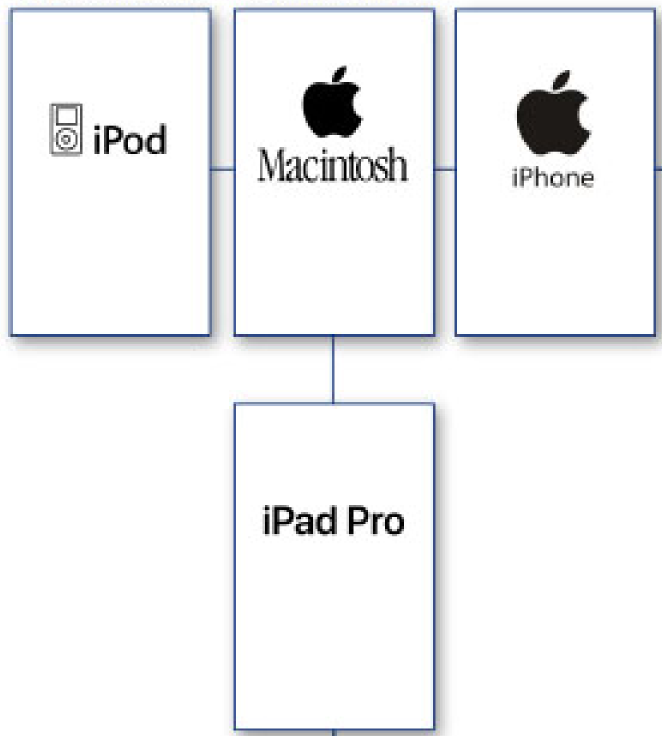
Future Brand Scope.

Future Scope

Brand portfolio management must consider not only the current scope of the brand but the scope it will have going forward. Brands are best leveraged as part of a long-term plan that sets forth the ultimate product scope, what sequence will take them there, and what associations are needed to be successful.

Seeing the trends in MP3 Players, Cell Phones, Apple Extended its line of products with a focus on shifting emphasis to these products over time. Apple sees a future where people use light weight devices that they carry with them everywhere to do their work and play. They still make computers but for how long, and their vitality is focused in the iPhone and iPad markets as well as media services. This is an example of scoping the Apple Brand for the future.

Apple Brand Extensioninto ipod & then Phone



Dimension Six

Portfolio Graphics.

Portfolio graphics are the pattern of brand visual representations across brands and across brand contexts. Often the most visible and central brand graphic is the logo, which represents the brand in nearly all roles and contexts. The primary logo dimensions, color, layout, and typeface, however, can be varied to make a statement about the brand, its context, and its relationship to other brands. In addition to logos, portfolio graphics are also defined by such visual representations as packaging, symbols, product design, the layout of print advertisements, taglines, or even the look and feel of how the brand is presented. Any of these can send signals about relationships within the brand portfolio.

The brand portfolio structure can be best understood and analyzed if there is a way to present its logic clearly and concisely. Several approaches can be useful, including:

Brand Scope.

- Logos
- Brand Presentation Elements

Vocabulary for

Portfolio Graphics.

Logos

Logos are the most consistently and intuitively visible of the brand elements. Logos communicate through combinations of shape, color, space, type & symbolism the meanings, goals and philosophies of the company. Some logos are very literal while others are very symbolic. Logos communicate with literal images and with abstract visual semantics.

Within different brand architectures, logos can have high degrees of similarity across brands or be vastly different and unique to the product, working independently of the parent brand.

There are four main Brand Architecture Models and each treats the logo differently across the brands.

- The Branded House
- The Endorsed Brands
- Sub Brands
- House of Brand

Endorsed Brands

Sub Brands

Branded House

House of Brands

Vocabulary for

Portfolio Graphics.

Brand Presentation Elements.

Portfolio graphics are also defined by such visual representations as packaging, symbols, product design, the layout of print advertisements, taglines, or even the look and feel of how the brand is presented. Any of these can send signals about relationships within the brand portfolio. When chosen well, these assets can work together to tell and reinforce a story that the customer intuitively understands.

Brand Presentation Elements include:

- Logo
- Typeface Combinaitons
- Color Palettes
- Imagery Styles
- Icons
- Shape Palettes & Motifs
- Packaging
- Tag Lines
- Wordmarks etc.

Typography Pairing

Open Sans (CE Sans Serif)

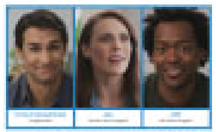
Aa Bb Cc Dd Ee Ff Gg Hh Ii Jj Kk Ll Mm Nn
Oo Pp Qq Rr Ss Tt Uu Vv Ww Xx Yy Zz

IBM Plex Serif (CE Serif)

Aa Bb Cc Dd Ee Ff Gg Hh Ii Jj Kk Ll Mm Nn
Oo Pp Qq Rr Ss Tt Uu Vv Ww Xx Yy Zz

CE Core Color Palette

Imagery Standards (Photo.Illustration/Icon)


HB Commercial Images


Stock Photo Images (Color Branded)


Feature Illustration

Shape Palettes & Motifs

Brand Portfolio Objectives.

The goals of the portfolio are qualitatively different from the goals of individual brand identities and positions. Creating an effective and powerful brand is still a prime goal, but others are also key to achieving brand leadership. The objectives of the brand portfolio are to foster synergy, leverage brand assets, create and maintain market relevance, build and support differentiated and energized brands, and achieve clarity.

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Brand Portfolio Objective

- Foster Portfolio Synergy
- Leverage Brand Assets
- Create and Maintain Market Relevance
- Build and Support Differentiated & Energized Brands
- Achieve Clarity

Objective One

Foster Porfolio Synergy.

A Well Conceived Brand Portfolio Should Result in Several Sources of Synergies.

- **The use of brands in different contexts should enhance the visibility of the brands, create and reinforce associations, and lead to cost efficiencies.**
- **The brand portfolio should avoid negative synergies. Differences between brand identities in different contexts and roles have the potential to create confusion and diffuse the brand image.**

Portfolio synergy involves allocating resources over the portfolio to support the overall business strategy. Funding each brand merely according to its profit contribution starves high-potential brands with modest current sales, as well as those with important roles in supporting the portfolio. The identification of brands with portfolio roles to play is a key first step in making optimal allocation decisions. In particular, the brand driving a potentially large emerging business needs to be given extra resources, even though the justification based on short-term results may be difficult.

Portfolio synergy involves allocating resources over the porfolio tosupport the overall business strategy.

Brand Portfolio Objective

- **Foster Portfolio Synergy**
- Leverage Brand Assets
- Create and Maintain Market Relevance
- Build and Support Differentiated & Energized Brands
- Achieve Clarity

Objective Two

Underleveraged brands are unused assets.

Leverage Brand Assets.

Leveraging Brands Means:

- **Creating strong brand platforms and then making them work harder.**
- **Increasing their impact in their core market.**
- **Extending them into new product-markets as endorsers or master brands.**

Another dimension of leverage is a vertical extension—moving a brand upscale, or into a value market. The brand portfolio management system should provide a structure and process to create brand extension opportunities, assess their risks, and adjust the portfolio accordingly. A portfolio perspective will help identify and assess risks of extending the brand, particularly when there is a vertical extension involved.

A brand portfolio strategy should also have its eye on the future and develop brand platforms that will support strategic advances into new product-markets. That might mean creating a master brand with significant future extension potential even if doing so may not be easy to justify with the business of today.

Brand Portfolio Objective

- Foster Portfolio Synergy
- **Leverage Brand Assets**
- Create and Maintain Market Relevance
- Build and Support Differentiated & Energized Brands
- Achieve Clarity

Objective Three

Create and Maintain Market Relevance.

Relevance for a brand for a customer occurs when two conditions are met:

- **There is a perceived need or desire by a customer for a product category or subcategory defined by some combination of attributes, an application, a user group, or other distinguishing characteristic.**
- **The brand is among the set considered by that customer to be relevant for the product category or subcategory.**

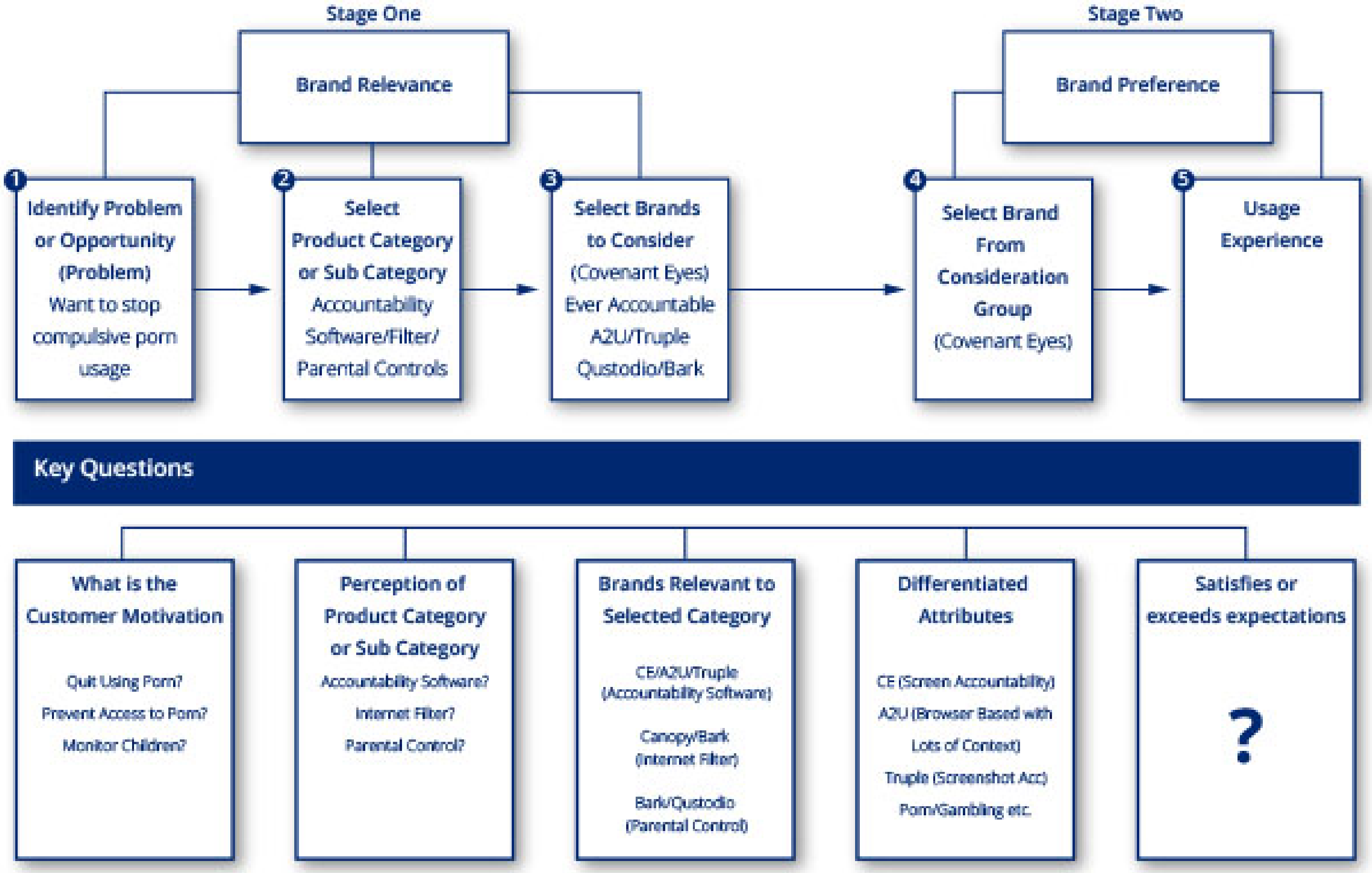
It is assumed too often that the only brand challenge is to win among the brands within a product category or subcategory. There are two additional relevance challenges. One is to make sure that the product category or subcategory associated with the brand becomes or remains relevant. The problem may not be that the customer picks the wrong brand, but rather that the wrong product category or subcategory (and brand set) is picked. This implies a need, especially among current or potential market leaders, to manage perceptions of and demand for the product category or subcategory as well as that of a brand.

If the brand is not dialed up for those evaluating a product category or subcategory, it will not have a chance to be selected.

Brand Portfolio Objective

- Foster Portfolio Synergy
- Leverage Brand Assets
- **Create and Maintain Market Relevance**
- Build and Support Differentiated & Energized Brands
- Achieve Clarity

The Brand–Customer Interaction



Objective Four

Build and Support Differentiated & Energized Brands.

It would be self-defeating not to have strong brands as a brand portfolio architecture goal.

It would be self-defeating not to have strong brands as a brand portfolio architecture goal. Creating strong brand offerings that resonate with customers, have a point of differentiation, and convey energy is the bottom line. A well-conceived brand portfolio strategy can contribute in several ways. It can make sure that each brand is assigned a role in which it can succeed, and it can focus resources to create more muscle behind the most promising brands. Branded differentiators can be developed and actively managed over time. Brand energizers can be employed to add energy and create or change associations.

Brand Portfolio Objective

- Foster Portfolio Synergy
- Leverage Brand Assets
- Create and Maintain Market Relevance
- **Build and Support Differentiated & Energized Brands**
- Achieve Clarity

Objective Five

Achieve Clarity of Product Offerings.

A portfolio goal should be to reduce confusion and achieve clarity among product offerings, not only for customers but for employees and partners (such as retailers, advertising agencies, in-store display firms, and PR firms). Employees and partners should know the roles that each brand plays and be motivated to help the brands achieve their objectives. Customers should not be frustrated or annoyed by an overly complicated brand portfolio strategy.

Clarity Problems:

- Multiple segments
- New product opportunities
- Varied competitor types
- Internal Disagreement
- Powerful and disparate channels
- Reduced differentiation everywhere
- Cluttered communication avenues

Portfolio synergy involves allocating resources over the porfolio tosupport the overall business strategy.

Brand Portfolio Objective

- Foster Portfolio Synergy
- Leverage Brand Assets
- Create and Maintain Market Relevance
- Build and Support Differentiated & Energized Brands
- **Achieve Clarity**

Brand Architecture.

There are four major brand architecture Categories and nine sub-categories

BRAND ARCHITECTURE.

BRANDED HOUSE
- Same Identity
- Different Identity

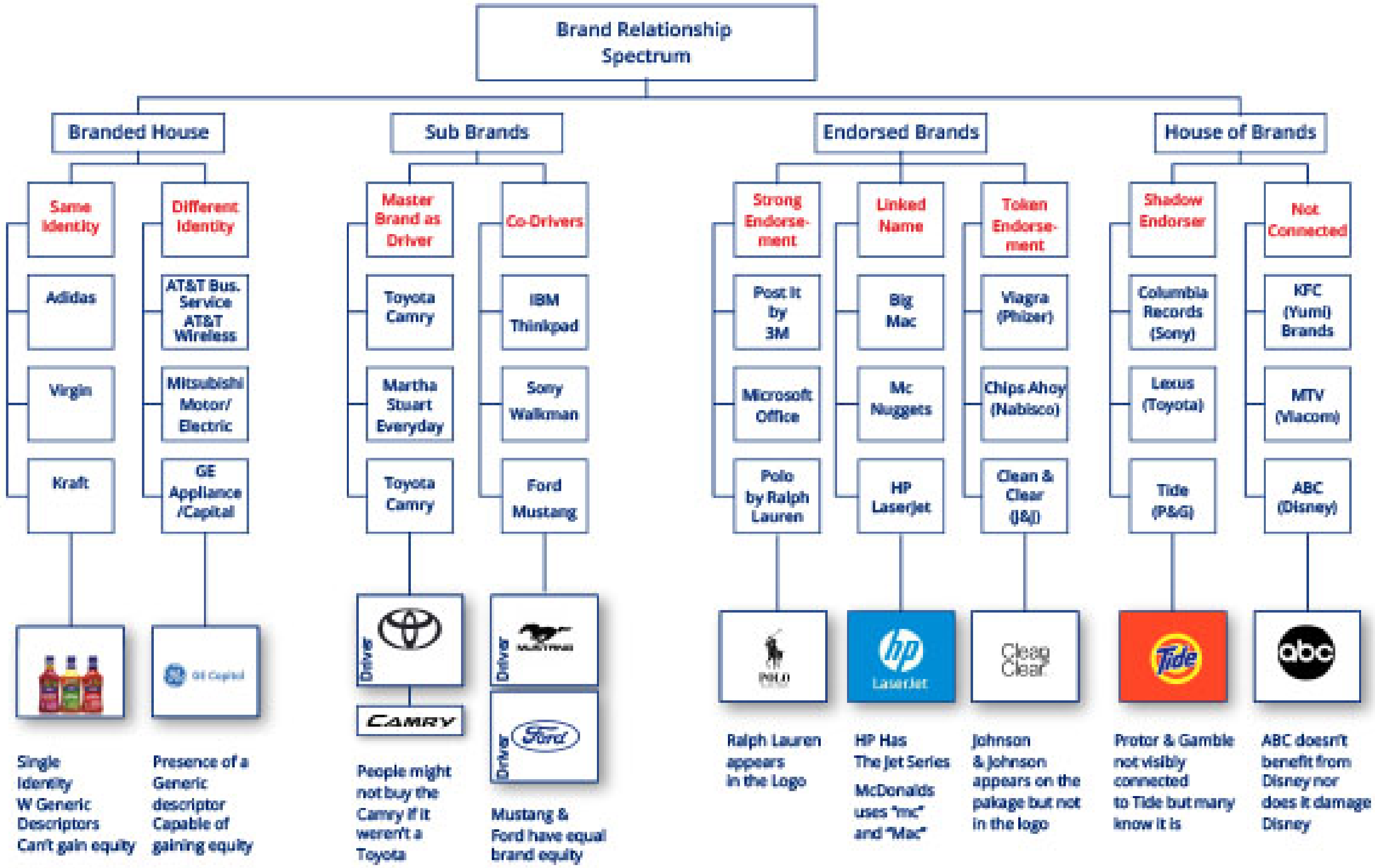
SUBBRANDS
- Master Brand As Driver
- Co-Drivers

ENDORSED BRANDS
- Strong Endorsement
- Linked Names
- Token Endorsement

HOUSE OF BRANDS
- Shadow Endorser
- Not Connected

The

Brand Relationship Spectrum



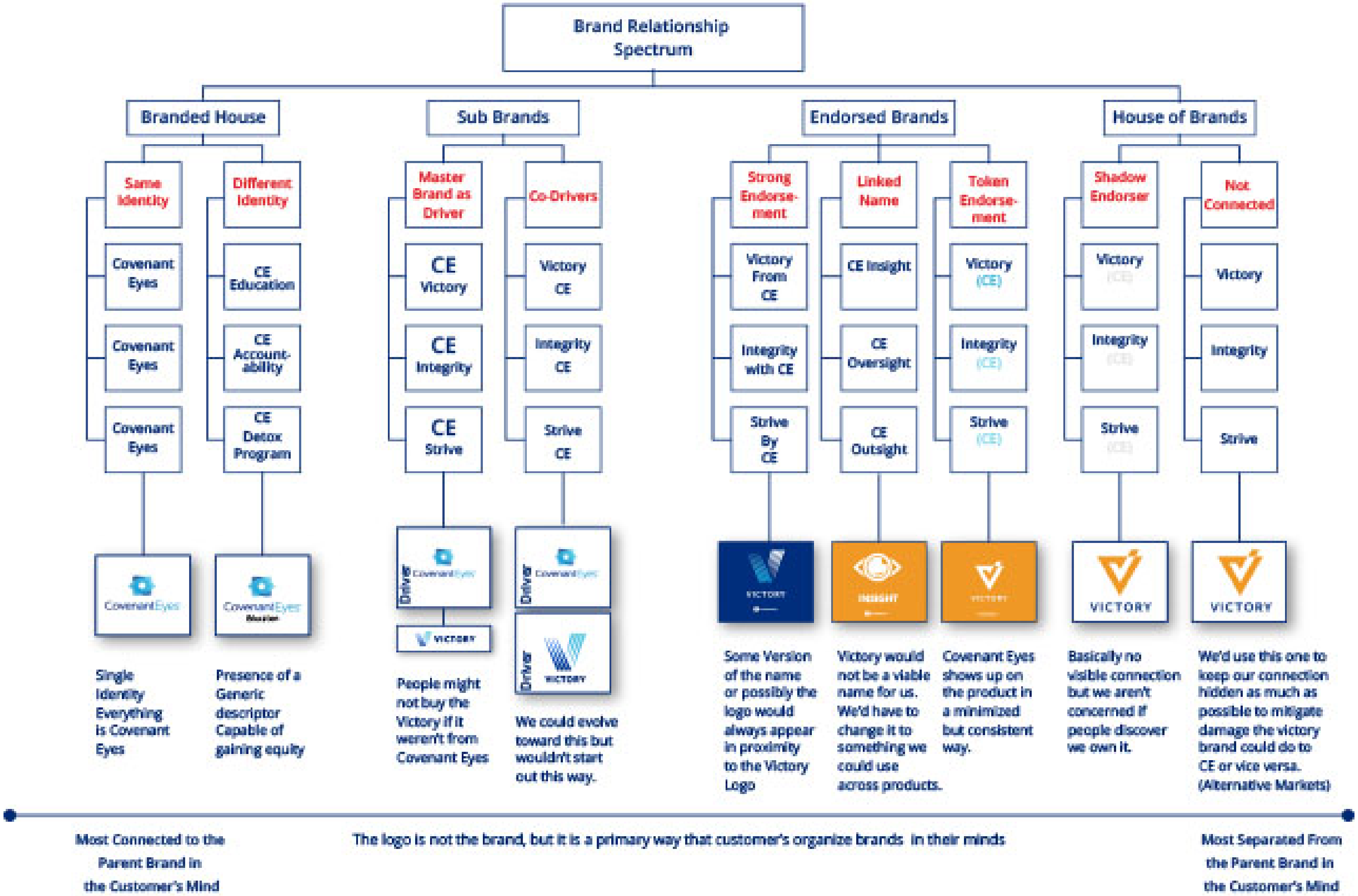
Most Connected to the Parent Brand in the Customer's Mind

The logo is not the brand, but it is a primary way that customer's organize brands in their minds

Most Separated From the Parent Brand in the Customer's Mind

The

Brand Relationship Spectrum



Variant 1 Same Identity

Variant 2 Different Identity

Option 1

Branded House.

A New Offering Marketed Under An Existing Master Brand.

Connected to Parent Brand

Separated From Parent Brand

- **Branded House**
- **Variant 1** – *Same Identity*
  Advantages
  Disadvantages
- **Variant 2** – *Different Identity*
  Advantages
  Disadvantages
- Recommendations

Category One:

Branded House.

In a branded house strategy, a **master brand** moves from being a primary driver to a dominant **driver role.** Any **descriptor** (Virgin **Airlines***) used has a very modest or nonexistent driver role.

The branded house option leverages an established brand and minimizes the required investment on each new offering. It also, of course, puts a lot of eggs in one basket and limits the firm's ability to target specific groups.

There are two sub-categories of the Branded House model.

- **Variant One:** Same Identity

- **Variant Two:** Different Identity

Key Vocabulary

Master Brand:
A master brand is the primary indicator of the offering, the point of reference. Visually, it will usually take top billing, such as **GE** in the brand **GE** Appliances, **GE** Aviation.

Driver Role:
A driver role reflects the degree to which a brand drives the purchase decision and defines the use experience. For the Toyota Camry, Toyota plays a primary driver role while Ford shares the driver role or even subverts to Mustang.

Descriptor
Descriptors describe the offering, usually in functional terms (e.g., aircraft engines, appliances, light bulbs).
GE *Aircraft Engines.*

Branded House: *Variant One*

Same Identity.

The Primary advantage of the branded house is that it leverages and builds large amounts of equity in a single brand and all products point back toward that brand. Good products build equity in the single brand. However, when a product falters or gets bad press the whole brand suffers. One example of this occurred in the early 1980's when someone tainted several bottles of Tylenol with poison. The Tylenol brand suffered across brands.

Branded houses use desciptors to diversify their offerings. Kraft sells cheese, salad dressing and instant mac-in-cheese under the same brand identity. These descriptors are functional but some of these brands begin to take on equity. There are few pure branded houses left.

Most are hybrids now.

Advantages:

- Leverages an established brand and minimizes the required investment on each new offering.
- Enhances clarity, synergy, and leverage, three of the goals of brand architecture.
- Enhances Clarity – Because there is a single brand to build equity in, fans of the brand can grow to understand the values of the brand and love the brand across diversified products.
- Enhances Synergy – Synergy is when the brands work together for the good of each other. Good products across the brand build equity in the brand and in each other.
- Enhances Leverage – The branded house borrows established equity from the master brand to build equity in new products. Powerful brands can quickly spin up new brands with little to no investment.
- A single brand executed well over time is easier to understand and recall than a dozen brands under a different model.

Disadvantages:

- When one product fails, the whole brand is damaged.

Branded House: *Variant Two*

Different Identity.

The second variant of the branded house is the different identity model. Sometimes a master brand decides to extend its line of products into a category or sub-category that it is not intuitively affiliated with. GE is known for making things that generate or channel energy from their light bulbs to their appliances totheir aircraft and marine engines. These are logical line extensions that make sense for GE. But GE saw an opportunity to leverage its extensive financial assets into a financial division. Because GE was not established in the finance industry, it had to build a brand in that sector that captured a different kind of equity for a different set of services. It was successful.

The desciptor for the different identity brand must be capable of capturing equity and distinguishing itself from its parent and sister brands in the parent brands conventional category.

Advantages:

- Most of the same advantages as the single identity brand but slightly diluted, because it usually accompanies a line extension which will impact the brand positioning in the customer's mind.
- Allow the brand to extend into categories it isn't a natural fit for.
- Leverages brand equity of the master brand to enter a new category or sub-category.

Disadvantages:

- Dilutes the parent brand, at least in the short-term.
- Reduces Clarity and Synergy depending on the degree of difference between the parent brands focus and the extension's focus.
- Seems unpredictable. Typically the descriptor is functional rather than unique enough to capture equity. The ability of the descriptor to capture equity must be carefully managed or the line extension will fail and damage the whole brand.

Branded House: *Same Identity*

Branded House: Different Identity

In the same identity model, every aspect of the service is Covenant Eyes.

Under the Same Identity Model, CE would continue as is. Victory doesnt exist as a seperate brand.

In App Form, the customer would access the Covenant Eyes App.

Branded House: *Different Identity*

CovenantEyes Education

CovenantEyes Accountability

CovenantEyes 21 Day Detox

Branded House: Different Identity

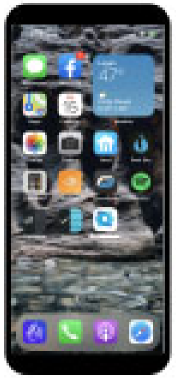
In the Different Identity Model, a function oriented descriptor is added to the brand name to indicate the division of the company it represents.

CovenantEyes Education

CovenantEyes Accountability

CovenantEyes 21 Day Detox

Under the Different Identity Model, CE would continue to be the dominant brand, but would utilize generic descriptors to discern between products or services.



In App Form, the customer would access the Covenant Eyes Education App or some other generic descriptor attached to Covenant Eyes.

Kraft is now a hybrid with a strong brand of core products and a conglomeration of acquired brands.

Variant 1 Master Driver

Variant 2 Co-Drivers

Option 1

Sub Brands.

A brand within a brand that opens doors to new markets.

Connected to Parent Brand

Separated From Parent Brand

Branded House

Variant 1 – *Master Driver*

Advantages

Disadvantages

Variant 2 – *Co-Driver*

Advantages

Disadvantages

Recommendations

Category Two:

Sub-Brands.

Subbrands are brands that modify the associations of a master or parent brand, which remains the primary frame of reference for the customer.

The sub-brands can add

- associations (Sony Walkman)
- a brand personality (Calloway Big Bertha)
- a product category (Ocean Spray Craisins)
- energy (Nike Force).

Sub-Brand have two primary sub-categories

- Master Brand as Driver
- Master Brand and Sub-Brand as Co-Drivers

Key Vocabulary

Master Brand:
A master brand is the primary indicator of the offering, the point of reference. Visually, it will usually take top billing, such as **GE** in the brand **GE** Appliances, **GE** Aviation.

Driver Role:
A driver role reflects the degree to which a brand drives the purchase decision and defines the use experience. For the Toyota Camry, Toyota plays a primary driver role while Ford shares the driver role or even subverts to Mustang.

Descriptor
Descriptors describe the offering, usually in functional terms (e.g., aircraft engines, appliances, light bulbs).
GE *Aircraft Engines.*

Co-Driver Role:
The Co-Driver role occurs when a sub-brand has acquired so much equity that it exists independently or at least as large in the customer's mind as the master brand.
(e.g. Mustang/iPhone/Air Jordan)

Sub-Brand: *Variant One*

Master Driver.

In the master driver variant of the Sub-Brand category the Master Brand plays a dominant role in the customer's selection of the brand. The subbrand is more than a descriptor, but it has a minority role in defining the purchase decision and use experiences.

For example, Toyota is known for building cars that run well and last many years with minimal maintenance. The Camry borrows from that brand understand and dominates the new car category for people who are looking for a safe reliable low maintenance sedan. Without the Toyota as a master brand driver, the camry would have to compete for the customers's attention much more.

Advantages:

- Leverages an established brand and minimizes the required investment of the new offering.
- Allows the master brand to enter products into a variety of categories and sub-categories to appeal to distinct niches in the market.
- Allows a master brand with too broad of an appeal to access niche segments.
- Signal that the new offering is novel and newsworthy

Disadvantages:

- Diminishes master brand focus to varying degrees based on management and variety.
- Requires more brand building resources including graphics separate spaces and advertising.
- Add complexity into the overall brand strategy

Sub-Brand: *Variant Two*

Co-Driver.

When both the master brand and the subbrand have major driver roles, they can be termed co-drivers. The master brand is performing more than an endorser role. For instance, customers are buying and using both Gillette and Sensor; one does not markedly dominate the other. Usually for this to be the case, the master brand already has some real credibility in the product class. Gillette, with its innovation over the years, has become a brand that enjoys loyalty in the razor category. Sensor is a particularly innovative razor, and it too merits and receives loyalty.

Advantages:

- Leverages an established brand and minimizes the required investment of the new offering.
- Allows the master brand to enter products into a variety of categories and sub-categories to appeal to distinct niches in the market.
- Allows a master brand with too broad of an appeal to access niche segments.
- Signal that the new offering is novel and newsworthy
- Avoids diminishing the master brand while simultaneously boosting credibility in the Sub-Brand.

Disadvantages:

- Diminishes master brand focus to varying degrees based on management and variety.
- Requires more brand building resources including graphics separate spaces and advertising.
- Add complexity into the overall brand strategy

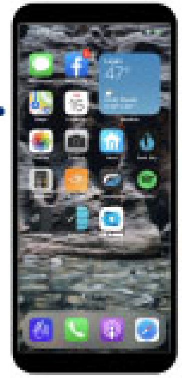
Branded House: *Same Identity*

VICTORY

Sub-Brand: Master Brand Driven

In the Master Brand Driven Model, Victory relies on Covenant Eyes to give it a soft qualified landing with the market.

Covenant Eyes being the dominant brand imbues Victory with credibility. It will take top-billing across contexts but as Victory grows in brand equity it could fade to the background if we want it to.



Under the Sub-brand Master Driver Model Victory Lives in the services tab on the website possibly in a dropdown like this. CE continues to modify Victory, but Victory Branding is also present

In App Form, using the master driver model the customer would access the app through a CE Icon with CE Victory underneath. Inside the experience they'd encounter CE and Victory branding.

Branded House: *Different Identity*

VICTORY

Sub-Brand: Co-Brand Driven

In the Co-Driven Brand Model, Victory we be launched and it's experience and innovation would allow the Victory Brand to grow into it's own equally celebrated brand allowing it to hold equal dominance in the customers minds around the two brands.

It would be supported with it's own graphics and brand language.

Under the Different Identity Model, CE would continue to be the dominant brand, but would utilize generic descriptors to discern between products or services.

In App Form, using the co-driver model the customer would access the app through a Victory Icon with Victory underneath. Early in the experience they would encounter CE in a prominent way and have reminders through the experience that Victory is a Sub-brand but it would be more prominent.

Kraft is now a hybrid with a strong brand of core products and a conglomeration of acquired brands.

Variant 1 Strong Endorser

Variant 2 Linked Name

Variant 3 Token Endorser

Option 3

Endorsed Brands.

the endorser brand represents an organization providing assurance that the endorsed brand will live up to its claims.

Connected to Parent Brand

Separated From Parent Brand

Branded House

Variant 1 – *Strong Endorser*

Advantages

Disadvantages

Variant 2 – *Linked Name*

Advantages

Disadvantages

Variant 3 – *Token Endorser*

Advantages

Disadvantages

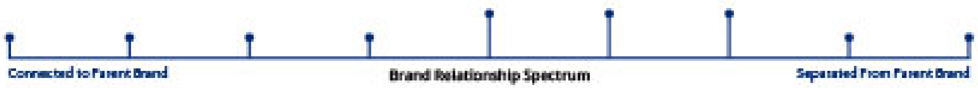
Category Three:

Endorsed Brands.

The endorser brand represents an organization providing assurance that the endorsed brand will live up to its claims. An endorsed brand (Lotus) is not independent of the endorser (IBM), but it has enough freedom to develop product associations and a brand personality that are different from that of the endorser.

Although the primary role of the endorser usually is to provide credibility, a strong brand can impact the endorsed brand image and even play a modest driver role.

Making the endorser strategy work involves understanding the role of the organizational brand (Covenant Eyes, should CE quit being synonymous with the product)



Key Vocabulary

Master Brand:
A master brand is the primary indicator of the offering, the point of reference. Visually, it will usually take top billing, such as **GE** in the brand **GE** Appliances, **GE** Aviation.

Driver Role:
A driver role reflects the degree to which a brand drives the purchase decision and defines the use experience. For the Toyota Camry, Toyota plays a primary driver role while Ford shares the driver role or even subverts to Mustang.

Descriptor
Descriptors describe the offering, usually in functional terms (e.g., aircraft engines, appliances, light bulbs).
GE *Aircraft Engines.*

Co-Driver Role:
The Co-Driver role occurs when a sub-brand has acquired so much equity that it exists independently or at least as large in the customer's mind as the master brand.
(e.g. Mustang/iPhone/Air Jordan)

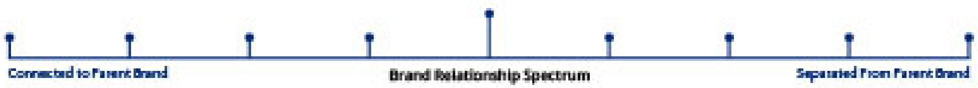
Organizational Brand
Brands that represent organizations rather than products.Organizational Associations are such as innovation, leadership and trust are particularly relevant in endorser contexts.

Sub-Brand: *Variant One*

Strong Endorser.

In the master driver variant of the Sub-Brand category the Master Brand plays a dominant role in the customer's selection of the brand. The subbrand is more than a descriptor, but it has a minority role in defining the purchase decision and use experiences.

For example, Toyota is known for building cars that run well and last many years with minimal maintenance. The Camry borrows from that brand understand and dominates the new car category for people who are looking for a safe reliable low maintenance sedan. Without the Toyota as a master brand driver, the camry would have to compete for the customers's attention much more.



Advantages:

- Leverages an established brand and diminishes the required investment of the new offering.
- Give the new product an injection of credibility but imposesvery little else in the form or restrictions.
- Allows the product to function with more independence from the parent brand including graphics presentation and growth into it's own identity over time

Disadvantages:

- People trust the new brand to imbue the same values that they love the endorser brand for, when this doesn't happen the endorser looks in-authentic or incompetent.
- Diminishes master brand focus to varying degrees based on management and variety.
- Adds additional complexity into branding strategy and brand management.
- Requires more brand building resources including graphics separate spaces and advertising.

Sub-Brand: *Variant Two*

Linked Name.

Another endorsement variant is a linked brand name, where an endorser is linked to brands through a name with common elements. This creates a family of brands with an implicit or implied endorser. This option allows a way to have multiple distinct brands, each with its own personality and associations but also a subtle link to a master or umbrella brand.

A linked name provides the benefits of a separate name without having to establish a second name from scratch and link it to another brand.

Advantages:

- Allows for distinct brands with implied endorsments
- Allows for distinct brands with distinct personalities and associations and a subtle link to the master brand.
- Minimizes the lift of establishing a new brand name.

Disadvantages:

- Diminishes master brand focus to varying degrees based on management and variety.
- Requires more brand building resources including graphics separate spaces and advertising
- Adds additional complexity into branding strategy and brand management.
- Covenant Eyes doesn't lend itself to an appealing linked name system....but maybe something in the vision metaphor could like sight. Could be perceived as cheesy or tacky.

Sub-Brand: *Variant Three*

Token Endorser.

A variant of the endorser strategy is a token endorser (usually a master brand involved in several product-market contexts) in which the endorsement is substantially less prominent. The token endorser can be indicated by a logo, a statement such or by another device. In any case, the token endorser will not have center stage; the endorsed brand will be featured.

A token endorser can be especially helpful to brands that are new or not yet established. The token endorsement will have more impact if the endorser:

- Is well known already
- Is consistently presented
- is in the same location in the
- Has a visual metaphor symbol
- Appears on a family of products

Advantages:

- Gives the endorsed brand even more distance from the endorser brand. This could be advantageous for both brands from a liability perspective.
- Allows for distinct brands with distinct personalities and associations and a subtle link to the master brand.

Disadvantages:

- Diminishes master brand focus to varying degrees based on management and variety.
- Requires more brand building resources including graphics separate spaces and advertising
- Adds additional complexity into branding strategy and brand management.
- Requires more brand building resources including graphics separate spaces and advertising.

Endorsed Brand: *Strong Endorser*

VICTORY

VICTORY

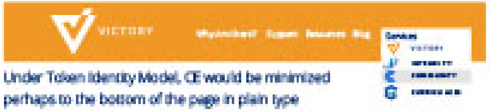
Endorsed Brand: Strong Endorser

A strong endorser usually has more of a meaningful driver role than does a token endorser or linked name relationship. Therefore, it has credibility in the product-market context and associations that fit. The endorser brand will take reduced role but still be presented in regular intervals and in proximity to the endorsed brand corporate identity asset.

Under the Sub-brand Master Driver Model Victory Lives in the services tab on the website possibly in a dropdown like this. CE continues to modify Victory, but Victory Branding is also present

In App Form, using the master driver model the customer would access the app through a CE Icon with CE Victory underneath. Inside the experience they'd encounter CE and Victory branding.

Branded House: *Token Endorser*



Under Token Identity Model, CE would be minimized perhaps to the bottom of the page in plain type

VICTORY

Endorsed Brand: Token Endorser

In the Token Endorser Model, the the CE brand is minimized and proximity to the Victory brand is minimized. CE Branding will still be present but not obvious. It will exist as a small logo, a statement in the text or even plain type in the footer.

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Under the Different Identity Model, CE would continue to be the dominant brand, but would utilize generic descriptors to discern between products or services.

In App Form, using the co-driver model the customer would access the app through a Victory Icon with Victory underneath. Early in the experience they would encounter CE in a prominent way and have reminders through the experience that Victory is a Sub-brand but it would be more prominent.

Endorsed Brand: *Strong Endorser*

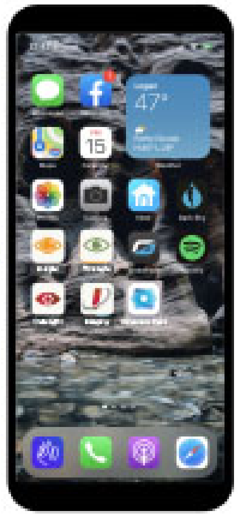
Endorsed Brand: Linked Name

The linked name distributes a brand related prefix or suffix or common word across all the brands tying them together in the markets mind. Each brand can have very different visual, and verbal and philosophical components and still be recognized as being part of the same master brand portfolio.

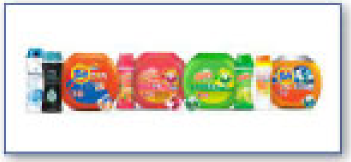
Under this model, victory and integrity may not be viable names. Instead, we'd have to pull something from the Covenant Eyes name or some reference to the words themselves that illuminates an overarching theme.

Each product would warrant it's own insulated section of the website and while all products could be accessed through portals in the CE website, each would need independent access points as well.

We'd be managing multiple logos, typefaces, color palettes, brand looks etc.



Under the linked Name Model,the customerwould access the various products through independently branded apps. A common motif may exist across the icons, or they could simply be named with a common prefix or suffix like "Sight."



Variant 1 Shadow Endorser

Variant 2 Not Connected

Option 4

House of Brands.

the endorser brand represents an organization providing assurance that the endorsed brand will live up to its claims.

Connected to Parent Brand

Separated From Parent Brand

Branded House

Variant 1 – *Shadow Endorser*

Advantages

Disadvantages

Variant 2 – *Not Connected*

Advantages

Disadvantages

Category Four:

House of Brands.

The house of brands strategy involves an independent set of stand-alone brands each focusing on maximizing the impact on a market. House of brands pursue segments of segments inorder to capture as much of a mass market as possible. For example, the detergent market has multiple competing brandsfor different kinds of consumers who identify with different needs and qualities of the detergent. The new parent market wants detergent that is safe for their babies skin, while the boy-mom market wants something that will get out tough stains, etc.

Having a house of brands portfolio allows the Master/Parent brand to explore a variety or markets without worrying about brand perception across its other holdings being damaged. It also allows the parent company to enter multiple offerings into the category and sub-categorie acquiring market share by competing with itself.

Connected to Parent Brand

Brand Relationship Spectrum

Separated From Parent Brand

Key Vocabulary

Master Brand:
A master brand is the primary indicator of the offering, the point of reference. Visually, it will usually take top billing, such as **GE** in the brand **GE** Appliances, **GE** Aviation.

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Descriptors describe the offering, usually in functional terms (e.g., aircraft engines, appliances, light bulbs).
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Co-Driver Role:
The Co-Driver role occurs when a sub-brand has acquired so much equity that it exists independently or at least as large in the customer's mind as the master brand.
(e.g. Mustang/iPhone/Air Jordan)

Organizational Brand
Brands that represent organizations rather than products.Organizational Associations are such as innovation, leadership and trust are particularly relevant in endorser contexts.

House of Brands: *Variant One*

Shadow Endorser.

A shadow endorser is not connected visibly to the endorsed brand, but many consumers know about the link. It represents a subcategory in the house of brands strategy that provides some of the advantages of having a known organization backing the brand, while minimizing any association contamination.

The fact that the brands are not visibly linked makes a statement about each brand, even when the link is discovered. It communicates the organization's realization that the shadow-endorsed brand represents a totally different product and market segment. This benefits the brands and the audience who can maintain their identities, affiliations and aspirations more cleanly if there is negative equity between them and parent company.

Advantages:

- Minimizes connection and liability between a parent brand and a sub brand reducing liability.
- Allows the master brand to quietly enter product categories not traditionally associated with the master brand.
- Allows the master brand to market to micro-segments through niche product offerings that allow the user to enjoy self-expressive benefits and allows the brand to be self-expressive.
- Allow the parent company to enter multiple products into the same category to increase market share through self-competition.

Disadvantages:

- Diminishes master brand focus significantly.
- Requires more brand building resources including graphics separate spaces and advertising.
- Adds exponential complexity into branding strategy and brand management as offerings increase.
- Sacrifices the economies of scale that come with leveraging a brand across multiple businesses
- Internal Brands tend to silo/poorly managed brands tend to stagnate and decline.

House of Brands: *Variant Two*

Not Connected.

The house of brands strategy involves an independent set of stand-alone brands each focusing on maximizing the impact on a market. Procter & Gamble operates more than eighty major brands, few of which have any link to P&G or to each other. In doing so, P&G sacrifices the economies of scale that come with leveraging a brand across multiple businesses; each brand needs its own brand-building investment. Those brands that cannot support investment themselves (especially the third or fourth P&G entry in a category) risk stagnation and decline. P&G also sacrifices brand leverage in that its brands tend to have a narrow range and potentially could be used more broadly.

The house of brands strategy, however, allows firms to position brands clearly on functional benefits and to dominate niche segments. No compromises have to be made in positioning to accommodate the brand's use in other product-market contexts. The brand connects directly to the niche customer with a targeted and clear value propositions.

Advantages:

- Minimizes connection and liability between a parent brand and a sub brand reducing liability.
- Allows the master brand to quietly enter product categories not traditionally associated with the master brand.
- Allows the master brand to market to micro-segments through niche product offerings that allow the user to enjoy self-expressive benefits and allows the brand to be self-expressive.
- Allow the parent company to enter multiple products into the same category to increase market share through self-competition.

Disadvantages:

- Diminishes master brand focus significantly.
- Requires more brand building resources including graphics separate spaces and advertising.
- Adds exponential complexity into branding strategy and brand management as offerings increase.
- Sacrifices the economies of scale that come with leveraging a brand across multiple businesses
- Internal Brands tend to silo/poorly managed brands tend to stagnate and decline.
- The accute functional focus of the brand sacrifices leverage across other contexts and segments.

House of Brands: *Shadow Endorser*

CovenantEyes

VICTORY

STRIVE

INTEGRITY

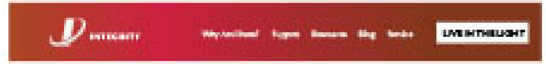
Celebrate

Veritas

COLOSSAL

House of Brands: Shadow Endorser

The CE Brand is invisible in this situation but some people know it is present. It doesn't matter if they do, the products and segments CE pursue, make enough sense that the audience remains apathetic about CE's involvement.



Under a No Connection model, we would have distinct webspaces, distinct apps multiple graphics treatments and brand languages. The key difference between the two models would revolve around how detrimental it would be for the core audience to discover that the Master Brand is involved in segments and products that go against the core audience's values and beliefs systems.

Branded House: *Different Identity*

VICTORY

STRIVE

INTEGRITY

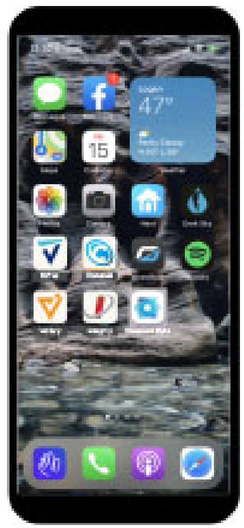
Celebrate

Veritas

COLOSSAL

Branded House: No Connection

In the connection model, the brands function independently with hyper focused function/segment value propositions. This is the model to use if CE were to begin pursuing segments that fall squarely outside the Christians in the USA audience or any audience that would damage the perception of CE among this core audience.



In App Form, each new product would warrant its own app and apps would look and function independent of the parent company app.

Choosing the Right Portfolio Architecture.

Question One

- Will the existing brand enhance the offering? ___________

Question Two

- Will the offering enhance the brands that define the offering? ___________

Question Three

- Is there a compelling reason to generate a new brand? ___________

Quick Reference

5 Objectives of Brand Portfolio Strategy

1. Foster Portfolio Synergy:

- Using the brands in different contexts enhances the visibility of the brands
- Using the brands creates and reinforces associations
- Using the brands correctly should lead to cost efficiencies by creating scale economies
- Avoid negative synergies that create confusion for customers
- Allocate resources across the brand portfolio so that each brand is supported well.

2. Leverage Brand Assets

- Using all brand assets rather than letting them sit dormant
- Creating strong brand platforms and then making them work harder
- Increasing their impact in their core market, and extending them into new product-markets as endorsers or master brands.

5 Objectives of Brand Portfolio Strategy

3. Create and Maintain Relevance

- Relevance means that when customers have a need they know our product is the solution
- If relevance is low, we will not be considered in the purchase cycle
- Should be capable of adapting existing brands to respond to changes in competition, channels & technology
- Avoid becoming static as this will cause us to lose relevance
- Victory is a mechanism to build relevance for Covenant Eyes or Integrity

4. Develop and Enhance Strong Brands

- Creating strong brand offerings that resonate with customers,
- Creating strong brand that have a clear point of differentiation
- Create strong brands that convey energy
- Brand Roles are strategic and clearly assigned
- Brand energizers can be employed to add energy and create or change associations.

5 Objectives of Brand Portfolio Strategy

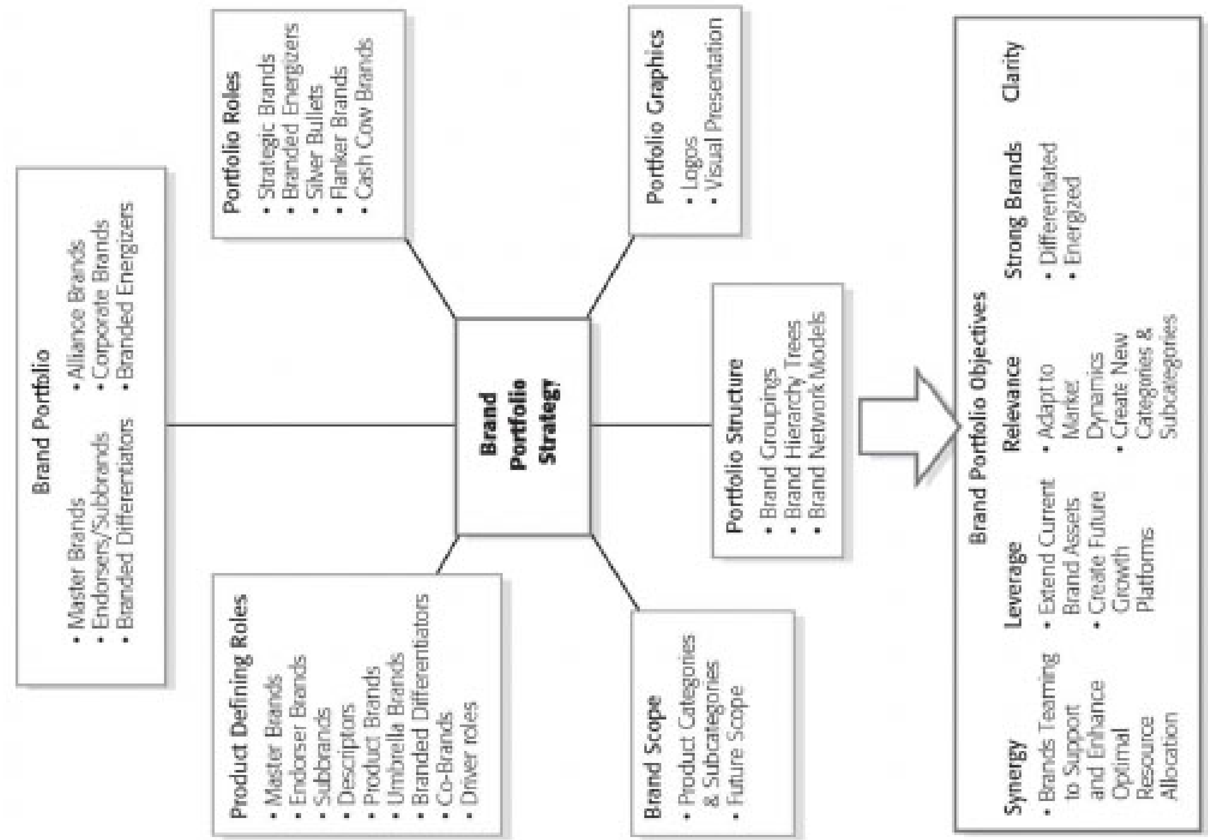
5. Achieve Clarity of Product Offerings

- Reduce Confusion and Achieve Clarity Among Product Offerings (Customers and Employees)
- Everyone involved should know the role that each brand plays and contribute to help it achieve it's goal
- Reduce customer frustration

Achieving these portfolio objectives becomes especially critical as markets become more complex. Most firms face multiple segments, new product opportunities, varied competitor types, powerful and disparate channels, reduced differentiation everywhere, and cluttered communication avenues. In addition, nearly all firms have multiple brands reaching a variety of markets and need to manage them as a team that will work together, helping each other rather than getting in each other's way—a challenge made more difficult by the dynamic setting.

Aaker, David A.. Brand Portfolio Strategy (p. 35). Free Press. Kindle Edition.

Quick Reference



Branded House Notes and Sketches

Sub Brands Notes and Sketches

Endorsed Brands Notes and Sketches

House of Brands

Notes and Sketches