

Brand Extension

Marketing

Taking a brand into a new category, and when it fails.

When extension works and when it does not.

Works when

The core association clearly transfers

The new category has a similar use

Customers see the brand as capable

Quality perception is consistent

Fails when

The association is category-specific

Perceived expertise does not carry over

The extension is lower quality

It contradicts the core positioning

A failed extension damages the parent brand, not only the new line.
That risk is what the cheaper launch is buying.