

## A comparative study of umbrella branding approach versus house of brands approach and their influence on market share

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### CHRONICLE

### ABSTRACT

#### Article history:

Received: May 2, 2022

Received in revised format: September 25, 2022

Accepted: December 8, 2022

Available online: December 8 2022

#### Keywords:

Market Share

Master Brand

Umbrella Branding

Endorsed Brand

House of Brands

Reach

Ambiguity

Image and Efficiency

The current study aims at examining the differences between umbrella branding and house of brands on organizational market share. Various variables are adopted including reach, efficiency, image and ambiguity. A sample of 98 marketing managers or their representatives within the chemical industry sector in Jordan, SPSS is employed to screen and analyze gathered data. Results of study indicate that umbrella branding has a bigger and much deeper influence on market share compared to house of brands which is attributed to many factors including that umbrella branding has a wider reach, it is more efficient and more able to shed the light and increase the focus on organization's image, meaning that in umbrella marketing the focus is more on the marketing organization more than manufacturing organization which increases its reputation and market share. The study recommends the necessity for each brand to have a specific purpose to avoid overlapping or disintegration of brands.

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## 1. Introduction

Marketing for the brand is considered the most important steps taken by the organization to obtain profits, increase the market share and maximize its competitiveness against other organizations (Fill & Turnbull, 2016). Organizations take many strategies to ensure good marketing for the brands they produce or those brands they have adopted, exploited and marketed (Levin, 2020). With the progress and development of various technological tools and devices in the marketing field, and with the multiplicity of different marketing methods in principle, method and method taken by the organization for marketing, many marketing approaches related to brands have appeared, which in turn intensify the focus on the approach, a specific marketing or brand to increase profits and reach a state of highly competitive precedence (Sharp, 2018).

## 2. Problem statement

There were many methods adopted by organizations to reach a higher market share, some of them created a brand of the highest quality and marketed it, moving between local and international markets, and some of them were satisfied with achieving a commercial name by adopting a specific brand and marketing it in various ways depending on the strength of the brand it has adopted (Gielens & Steenkamp, 2019). From here, various marketing tactics for brands such as master brand, umbrella

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ISSN 2561-8156 (Online) - ISSN 2561-8148 (Print)

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doi: 10.5267/j.ijdns.2022.12.011

branding, endorsed brand, house of brands have emerged. Organizations have varied in their methods of dealing with brands according to their desire and orientation to reach the required market share, or target profit rates (Zuhdi et al., 2020). In the current study, the researchers seek to find out the differences between house of brands and umbrella branding approaches and their impact on the market share of the organization by comparing the two strategies in terms of (Reach, Ambiguity, Image and Efficiency) by applying to a sample of marketing managers or their representatives within chemical industry sector in Jordan.

### **3. Literature review**

#### *3.1 Branding strategies*

The idea of introducing the brand and attempting to defame and define any brand is very important for organizations, as the brand is the first and most important source of the organization's revenues, and without a brand it can be said that there is no organization or profit revenue (Cassia & Magno, 2019). Richards and Duif (2019) indicated that the brand and its success depends largely on the context in which it is placed, and with the development of marketing methods, ideas and methods, the principle of branding strategy has emerged as a method through which organizations choose the marketing mechanism for the brand through which they operate through in order to face its competitors, obtain a higher market share and achieve greater revenues. Branding strategies (or) as they are known, are defined as a long-term plan aimed at achieving a set of long-term and short-term goals that will help define and favor a brand by consumers (Boisvert & Ashill, 2018). The branding strategy includes the basic mission of the brand and the total promises it makes to its customers as well as the mechanism of fulfilling these promises (Figueiredo & Castro, 2019).

#### *3.2 Brand Architecture*

The concept of brand architecture is the nature of the relationship that brands have within the organization and the mechanism of interaction of these brands with each other (Leijerholt et al., 2018). Brand architecture is the framework for managing a brand portfolio, outlining the functions of individual brands and the connections between them (Rajagopal & Sanchez, 2004). Spry et al. (2020) confirm that with the development and growth of organizations and the increasing awareness of customers and consumers about the concept of quality and their awareness of their desires and requirements, the structure of brands has changed and tends to be a major organizational system linking brands with each other and contributing to forming organizational image among consumers. Dinnie (2017) indicated that regardless of the total and number of brands that the organization adopts or produces, the "how" of marketing, dealing and introducing these brands represents the most important and comprehensive idea in reaching customers and ensuring a higher market share for the organization. Thus, the brand architecture helps in defining the identity and identity of the brand and contributes to its development and design in a way that gives it more flexibility in order to expand the activities of the organization and obtain a higher market share (Dewhirst, 2017). From here, Friesner et al. (2018) assert that brand architecture or brand architecture has contributed to creating different frameworks and multiple strategies for brand adoption, among the most famous of these strategies.

#### *3.3 Umbrella Branding*

Umbrella branding is the most popular and most widely adopted brand architecture by organizations, as it is based on the idea that the parent brand produces and is sub-brands, owned by them, and the property rights belong to them, and the parent company conducts the marketing and production work and export of these brands based on laws and principles issued by the main organization (Şengün & Kara, 2021). Umbrella branding is an important marketing strategy since it draws attention to the distinct advertising competencies, helps reduce costs due to the association of the brand with customers, and contributes to an increase in the efficiency of the promotion strategy that is used because promotion is done for one brand rather than several brands at the same time. The use of this mark does not restrict businesses from expanding their brand via the use of other marketing strategies (Rathod, 2017). An example of umbrella marketing is Google, which owns several sub-brands such as Google Ads, Android, Chrome, Google Cloud, Google for Education, Gmail, Google Maps and Google Photos. In addition to Apple which is one of the most famous umbrella branding organizations in the world, and owns many sub-brands such as Apple News, Apple TV, iPad, iPhone, Macintosh and many more. All these brands are controlled, operated, controlled and marketed under the umbrella of the parent organization and in agreement with their internal laws and market requirements, but they do not operate independently of each other, and never overshadow the core brand (Rop et al., 2021).

#### *3.4 House of Brands*

House of brands is the exact opposite of umbrella branding strategy, as it is based on the idea that the organization is home to many different brands that are independent of each other in terms of market, producer, target customers, look and style (Mogaji, 2021). Carolino Sousa Santos Junior (2018) points out that Proctor and Gamble (P&G) and Unilever are the most famous houses of brands today, and these two organizations carry many different brands such as Tide, Ax, and Pampers in their arsenal. The idea of house of brands is that the organization marketing these products is independent of the products

themselves, and they are not manufactured through them or import raw materials, but the organization is only responsible for marketing and introducing these brands and ensuring consumer satisfaction with them.

### 3.5 Endorsed Brand

The idea of an endorsed brand is one of the brand architectures in which a group of brands for products or services are marketed separately from the parent brand (Breves et al., 2019). These brands are usually fundamentally different from each other and maintain their relationship with the parent brand through a slogan, or slogan. What distinguishes this type of brand architecture is the idea that the association of child tags with the parent brand is virtually present, but is independent of form, identity, personality and visual image (Park et al., 2020). Among the most famous endorsed brands is Marriott resorts and hotels which created a partnership with Bvlgari to create Bvlgari hotel chains, in addition to the endorsed brands by Ritz-Carlton hotels chain (Jeong & Kubickova, 2020). When building a comparative account regarding house of brands and umbrella branding, authors have adopted a group of variables in which every marketing campaign dreams to reach, those variables included "reach, efficiency, image and ambiguity". Reach refers to the ability of the brand to reach destinations that are beyond its hometown through the continuous spreading of brand's characteristics and the ongoing efforts to cover a wider audience through seeking higher demographic reach in terms of places (Yu, 2017). Through a wider reach, a brand is more able to control its prices and define a more unique audience based on a wider demographic reach. Ambiguity in branding refers to the brands' ability to be more easily identified either by colors, logo, slogan or even packing. Ambiguity can be demolished by more repetition of brand's name, or even adopting a memorable logo or slogan, sometimes ambiguity can be avoided by adopting more controversial marketing campaigns that may grab customers' attention and preserve a space for the brand in customers' memory (Lu et al., 2020). Image refers to the performance of the brand and how customers connect the brand to a certain set of beliefs and thoughts like green brands, eco-friendly brands, and philanthropic brands. It mainly focuses on the public perception of the brand. When saying that a certain brand is efficient, it refers to the ability of the brand to meet desires and demands of its customers all the time (Friesner et al., 2018). Also, efficiency refers to the ability of the brands to take a space in the market and have more affiliated partners who are willing to endorse it and spread it worldwide.

### 3.6 Market Share

According to Nazaritehrani and Mashali (2020) market share is a percentage of the total sales or market of a particular organization during a certain period of time. Market share is calculated by looking at the sales of the organization during a specific period of time and dividing it on the total sales of this industry during the same period.

$$\text{Market Share} = \frac{\text{Revenue of an organization (time/\$)}}{\text{Revenue of industry (time/\$)}}$$

Keller et al. (2020) indicate that the market share tends to vary according to the activities of the organization and its marketing of its products, and it cannot be said that umbrella brands have a higher market share than house of brands or vice versa, rather the market shares of the organization may differ regardless of the nature of the products that it adopts or produces. Pöyry et al. (2021) noted that market share is determined by how an organization operates and its culture. However, it is likely that house brands will have more market share than umbrella brands since umbrella brands offer more choices to the consumer. If the organization is able to reach consumer satisfaction and loyalty, in this case this organization will be the first choice for the consumer when he needs to buy a particular commodity, and he will not think of another, and therefore its market share will be higher. Friesner et al. (2018) confirms the idea and indicates that market share is related to customer satisfaction and loyalty regardless of whether it is umbrella brands or house of brands. In the end, customer satisfaction with the organization and its products is the determinant of its market share (Hashem et al., 2020). Based on what was mentioned previously, this current study focuses on comparing between umbrella branding and house brands in terms of their influence on market share. Following model described the relationship between variables:

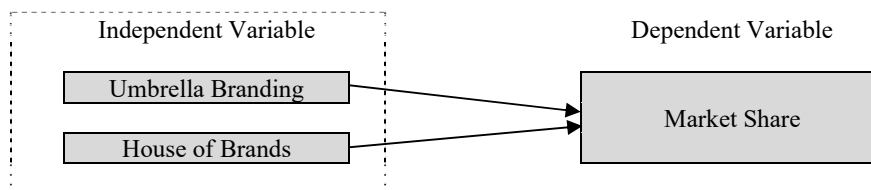


Fig. 1. The proposed study of the model

From above model, following set of hypotheses was reached:

**H<sub>1</sub>:** *Umbrella branding as a marketing strategy has a statistically positive influence on market share compared to house of brands.*

**H<sub>2</sub>:** *House of brands as a marketing strategy has a statistically positive influence on market share compared to umbrella branding.*

## 4. The proposed method

### 4.1 Methodological Approach

The hypotheses of the current study were achieved by relying on the quantitative approach, as the quantitative approach depends by its nature on numerical results, which are translated into understandable terms that facilitate access to information and thus achieve the required hypothesis.

### 4.2 Study Tool

The research tool in the current study was the questionnaire, where a questionnaire was designed based on the five-point Likert scale and based on previous studies such as Yu (2017), Lu et al. (2020) and Friesner et al. (2018). The questionnaire consisted of the independent and dependent variables of the study, which included comparison frameworks between house of brands and umbrella branding in terms of (Reach, Ambiguity, Image and Efficiency), in addition to the dependent variable (market share). After preparing the questionnaire, it was presented to a group of academics and specialists in the field for the purposes of arbitration, and after the arbitration process, the amendments received by the specialists were approved and the questionnaire was designed in its final version according to their directions. The questionnaire consisted of (34) items to be answered on five-point Likert scale (1) Strongly disagree; (2) Disagree; (3) Neither agree nor disagree; (4) Agree; (5) Strongly agree. The questionnaire was distributed electronically - in line with the directives of social distancing due to COVID 19 - and the researchers uploaded the questionnaire on Google Forms platform for 8 consecutive weeks.

### 4.3 Population and Sampling

The study population consisted of marketing managers or their representatives within the chemical industry sector in Jordan with (232) organization according to (jci.org.jo) and an appropriate sample consisting of (145) individuals was cut out for the purposes of responding to the questionnaire. After that, an excel file was pulled from the site, which contained the responses of the sample members, which amounted to (98) out of (145), which means that the response rate reached (67.5%), as a statistically acceptable percentage.

### 4.4 Statistical Processing

SPSS v. 23rd was used to screen and process gathered primary data. The Cronbach alpha test is used to measure the reliability of a questionnaire to determine its validity. If the alpha value = 0.953 is greater than the acceptable percentile of 0.60, the questionnaire is regarded as trustworthy. Other statistical tests included:

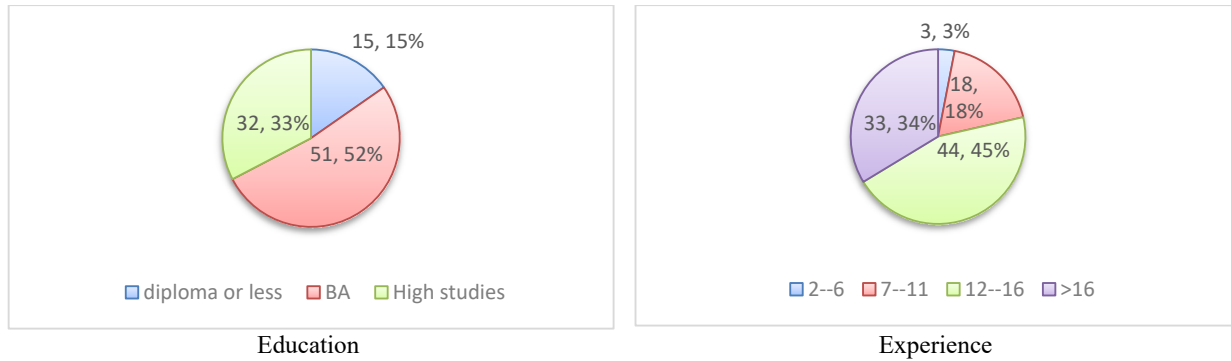
- Mean and standard deviation
- Frequency and percentages
- Paired sample statistics
- Paired sample tests
- Multiple regression analysis
- Stepwise regression test

## 5. Results

### 5.1 Demographic Results

Demographics of study sample was calculated, results, as Fig. 2, indicated that most samples were males forming 72.4% of total sample. Also, the figure shows that the age range of respondents was more than 36 years forming 54.1% with an education of BA forming 52% and an experience of 12-16 years forming 44.9% of the total sample.





**Fig. 2.** Personal characteristics of the participants

*5.2 Questionnaire Analysis*

According to our survey, (see Table A1 in Appendix) below, mean and standard deviation were calculated for the variable of umbrella branding, results indicated that all paragraphs were positively received as they scored higher than mean of scale 3.00. The highest paragraph was articulated “umbrella marketing Targets limited audience” with a mean of 4.39/5.00 compared to the least mean for the paragraph of “umbrella marketing presents higher continuity opportunity” with a mean of 3.76/5.00 but still statistically positive. The same process was done on the variable of house of brands, mean and standard deviation were calculated and it appeared that all paragraphs were positively received as they all scored higher than mean of scale 3.00 (see Table A2 in Appendix). The highest mean was scored by statement “house of brands presents a greater ability to define unique target audiences” with a mean of 4.12/5.00 compared to the least articulated “house of brands presents More repeated name” scoring a mean of 3.55/5.00 but still statistically positive. Market share was also calculated in terms of mean and standard deviation, (see Table A3 in Appendix), it appeared that all statements of these variables scored higher than mean of scale, the highest statement scored a mean of 4.23/5.00 articulated “Real market is big and the potential market is even bigger” compared to the least statement scoring 3.76/5.00 articulated “A brand with a big market share is easy to identify and memorize” but also seen to be statistically positive. In addition, when the Paired Sample t test was performed to assess the relevance of Umbrella branding and House of Brands, it was discovered that there were statistically significant differences between the two variables and their dimensions between the two variables. These distinctions tended to become more pronounced in Umbrella branding and its dimensions than in House of Brands branding. As shown in the following Table 1 where (UB) refers to umbrella branding and (HoB) refers to House of Brands:

**Table 1**  
Paired Samples Statistics

		Mean	Std. Deviation	Std. Error Mean
Pair 1	Umbrella Branding	4.0416	.48303	.04879
	House of Brands	3.8183	.55927	.05649
Pair 2	Reach (UB)	4.1531	.62867	.06351
	Reach (HoB)	3.9592	.63855	.06450
Pair 3	Ambiguity (UB)	4.0423	.58927	.05953
	Ambiguity (HoB)	3.8338	.74094	.07485
Pair 4	Image (UB)	4.0204	.65377	.06604
	Image (HoB)	3.6990	.98751	.09975
Pair 5	Efficiency (UB)	3.9439	.54675	.05523
	Efficiency (HoB)	3.7551	.73538	.07428

**Table 2**  
Paired Sample test

		Paired Differences			95% Confidence Interval of the Difference		t	df	Sig. (2-tailed)
		Mean	Std. Deviation	Std. Error Mean	Lower	Upper			
Pair 1	(UB) - (HoB)	.22331	.42892	.04333	.13732	.30930	5.154	97	.000
Pair 2	Reach (UB) Reach (HoB)	.19388	.63962	.06461	.06564	.32211	3.001	97	.003
Pair 3	Ambiguity (UB) Ambiguity (HoB)	.20845	.60511	.06113	.08714	.32977	3.410	97	.001
Pair 4	Image (UB) Image (HoB)	.32143	1.13197	.11435	.09448	.54837	2.811	97	.006
Pair 5	Efficiency (UB) Efficiency (HoB)	.18878	.68306	.06900	.05183	.32572	2.736	97	.007

**6. Hypothesis testing**

*6.1 The first hypothesis: The effect of umbrella branding on market share*

Table 3 presents the summary of the results of testing the hypotheses of the survey.

**Table 3**

The results of testing the first hypothesis

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B	Std. Error	Beta			
1	(Constant)	-.146	.366			-4.400	.690
	Reach U	.347	.075	.347		4.596	.000
	Ambiguity U	.537	.096	.504		5.578	.000
	Image U	-.268	.108	-.279		-2.478	.015
	Efficiency U	.418	.121	.364		3.439	.001

Adjusted R-Square = 0.581 F-value = 34.560 (0.000)

The hypothesis was tested using a multiple regression analysis, which revealed that the computed F value of 34.56 is statistically significant because Sig is less than 0.05. A similar finding indicated the link to be strong (0.773), and the independent factors explained 59.8% of the variation in the dependent variable. That means “Umbrella branding as a marketing strategy has a statistically positive influence on market share”. Furthermore, the t-value for each dimension in the Umbrella branding variable is shown to be significant at the 0.05 level. Furthermore, because its beta = 0.504 is bigger than the other dimensions, the dimension (Ambiguity) has the greatest influence on market share.

### 6.2 The second hypothesis: The effect of house of branding on market share

Table 4 presents the summary of the results of testing the hypotheses of the survey.

**Table 4**

The results of testing the second hypothesis

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B	Std. Error	Beta			
1	(Constant)	2.688	.409			6.576	.000
	Reach H	-.344	.142	-.349		-2.417	.018
	Ambiguity H	.550	.127	.648		4.333	.000
	Image H	.082	.061	.129		1.342	.183
	Efficiency H	.079	.082	.092		.961	.339

Adjusted R-Square = 0.242 F-value = 8.752 (0.000)

To evaluate the hypothesis; multiple regression analysis was performed which revealed that the computed F value of 8.752 was statistically significant since the Sig was less than 0.05. Similar findings suggested that the relationship was medium (0.523), and the independent factors explained 27.3% of the variation in the dependent variable. Based on that, it was indicated that House of brands as a marketing strategy has a statistically positive influence on market share. Stepwise Regression was also employed to evaluate which variable had the greatest impact on market share in the final analysis. Table 9 below presented that the variable (Umbrella branding) has the greatest impact on market share with a coefficient of .922 for umbrella marketing compared to -.104 for house of brands. This indicated that the main goal of study was achieved and the comparison between the two variables (umbrella marketing and house of brands) and its results appeared to be for the benefit of umbrella marketing as the brand marketing strategy that is more influential in a positive way on organizational market share.

**Table 5**

The results of the regression analysis

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.	R	R Square
		B	Std. Error	Beta					
1	(Constant)	.307	.381			.806	.422	.709a	.503
	Umbrella	.922	.094	.709		9.857	.000		
Excluded Variables									
Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics			
1	House	-.104b	-1.078	.284	-.110	.551			

## 7. Discussion

The current research aimed to build a comparison account between two main marketing strategies which are umbrella branding and house of brands and test their influence on organizational market share. For that sake, a quantitative approach was adopted and a questionnaire was utilized and distributed on (98) marketing managers within the chemical industry sector in Jordan. SPSS was used to process gathered primary data and following results were reached:

- Respondents presented a high level of awareness regarding branding and brands marketing strategies; they were able to respond to the questionnaire with minimal supervision.
- Through analysis, it was indicated that both strategies (umbrella branding and house of brands) were well-received by respondents as all statements scored higher than mean of tool scale 3.00/5.00.
- In comparison between umbrella branding and house of brands, it was seen that umbrella branding was more influential – in a positive way – on organizational market share compared to house of brands. This was attributed to the ability of

umbrella branding to in presenting more valid opportunities for the organization in terms of (reach, image, efficiency, and ambiguity).

Through the analysis, the study proved that umbrella marketing is the brand's marketing method that has the most positive impact on the market share of the organization compared to the house of brands approach, and this has been statistically proven with a large coefficient difference between the two variables. The reason that umbrella marketing provides a higher positive effect is due to the idea that the brand marketing method based on umbrella marketing provides many benefits to the organization, especially those that offer multiple service products under one entity such as Google, where this method contributes to affecting the efficiency of the organization's work. In terms of adopting a unified marketing strategy for all products and services, in addition, it contributes to adopting marketing objectives that are capable of covering all the brands they have, which is a positive impact on the operational efficiency of internal operations in addition to the marketing cost, and this is what was agreed upon by both Lu et al. (2020) and Friesner et al. (2018). On the other hand, the swing in favor of umbrella branding is due to the ease of marketing for more than one brand belonging to the organization. It avoids confusion and facilitates competition for the organization through standardization of offers. It also helps to ensure the success of future offers and new products that it can be presented by the organization. On the other hand, the success of umbrella branding is demonstrated by the idea that new products belong to the well-known brand that consumers have already dealt with, this spares consumers confusion and doubt about the quality of new products and the possibility of their confidence in these products and increase their willingness to loyalty to the brand. At the level of house of brands, the study found that it has less impact on the market share of the organization for several reasons, including that the different nature of the products that the organization is marketing for requires the operation of many individual marketing lines for each product, and targeting different customers from each other in terms of characteristics and desires and expectations, and thus increase the cost of marketing strategies and campaigns and turn them into a difficult and costly matter, and this is what he agreed to Gielens and Steenkamp (2019).

In addition, the idea of the house of brands isolates the parent company from its products and therefore will not be able to enhance its reputation through its products. For example, the market recognizes Unilever as the brand associated with Pringles. Nobody knows that the parent company of Pringles is Kellogg's. This leads to a decrease in the ability of the parent company to support and enhance its reputation through its products, and all benefit to the marketing company, not the manufacturer, as indicated by Zuhdi et al. (2020). The reason the house of brands has less impact on the market share of the organization is that it creates confusion, as it is possible for the consumer to get confused between Unilever and Kellogg's when it comes to Pringles products and thus the consumer loses the ability to differentiate between the two organizations in terms of relationship product with them.

## 8. Conclusion and Recommendations

Many organizations tend to include more than one brand under their name, either from their products or from the products of other organizations, and this matter may be part of the organizations' strategies, or it may be the result of an acquisition opportunity that the organization has been able to seize to obtain a higher market share. The idea is that the organization must be able to manage these brands, whether they belong to them, or they are just brands for marketing purposes. Increasing the market share is not a strategic plan undertaken by the organization regardless of its methodology because organizations may not reach what they want, On the contrary, increasing the brands in the organization may be a source of excessive cost or a great burden on the organization that would negatively affect its performance and thus reduce its market share.

Based on the results of the study, the researchers recommend the following:

- The necessity for each brand to have a specific purpose to avoid overlapping or disintegration of brands
- The importance of reviewing the structure of the brand to increase the efficiency of motivating the commercial organization and maximizing the return on investment
- Ensure the organization can manage more than one brand.

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## Appendix

### Table A1

#### Umbrella branding

	Mean	Std. Deviation
<b>Umbrella Branding</b>		
<b>Reach</b>		
Covers wider market space	4.15	.854
Targets limited audience	4.39	.713
Has higher demographic reach	4.20	.759
More able to control prices	4.06	.835
Able to create more developed brands	4.04	.952
a greater ability to define unique target audiences	4.24	.747
create products that broaden a brand's demographic reach	3.91	1.036
<b>Ambiguity</b>		
Easy to identify	4.07	.736
Higher brand equity	3.96	.861
Memorable by audience	3.90	.711
More repeated name	4.00	.786
More noticeable logo	4.15	.751
confusion over what the brand does	4.05	.866
confusion and competition are avoided by keeping every offering under the same brand	4.16	.808
<b>Image</b>		
Higher performance	3.95	.999
Lower attraction as a brand	4.39	.652
Focus isn't on sub-brands	3.86	.919
Higher continuity opportunity	3.76	.953
significant confusion over the parent company can occur	4.08	.795
products and services are tied to brand's public perception	4.09	.813
<b>Efficiency</b>		
Able to meet higher demands	3.88	.777
Supports its brands one at a time	3.83	.774
Monitors each market individually	4.01	.780
Easier spread wide world	4.10	.711
More affiliated partnerships	3.76	.909
one marketing strategy and one brand code covers every offering	4.09	.788

### Table A2

#### House of Brands

	Mean	Std. Deviation
House of Brands		
Reach		
Covers wider market space	4.10	.780
Targets limited audience	3.89	.918
Has higher demographic reach	3.86	.873
More able to control prices	4.01	.925
Able to create more developed brands	3.84	.938
a greater ability to define unique target audiences	4.12	.888
create products that broaden a brand's demographic reach	3.90	.902
Ambiguity		
Easy to identify	3.77	.928
Higher brand equity	3.76	1.036
Memorable by audience	4.04	.907
More repeated name	3.55	1.085
More noticeable logo	3.98	.896
confusion over what the brand does	3.94	.906
confusion and competition are avoided by keeping every offering under the same brand	3.81	.857
Image		
Higher performance	3.67	1.101
Lower attraction as a brand	3.72	1.138
Focus isn't on sub-brands	3.65	1.150
Higher continuity opportunity	3.76	1.140
significant confusion over the parent company can occur	3.49	1.177
products and services are tied to brand's public perception	3.90	1.089
Efficiency		
Able to meet higher demands	3.69	.957
Supports its brands one at a time	3.60	.960
Monitors each market individually	3.88	.877
Easier spread wide world	3.77	1.110
More affiliated partnerships	3.66	1.112
one marketing strategy and one brand code covers every offering	3.93	1.115

**Table A3**  
Market Share

	Mean	Std. Deviation
Having a high market share means to be able to attract more audience	4.09	.801
A good market share is about standing out between all competitors	3.96	.861
Market share means to be able to develop products and services	3.92	.960
Real market is big, and the potential market is even bigger	4.23	.757
A brand with a big market share is easy to identify and memorize	3.76	1.056
Market share means one logo covers a wide market	4.18	.765
To have market share an organization has to be able to cover high demand	4.12	.777
An organization with high market share shouldn't be confused with another brand	4.01	.767



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