The New Rules of Multi-Brand Strategy

Masterclass

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AI is transforming how brands are discovered, chosen, and grown.

How multi-brand businesses must adapt.

01

The Shift

X C

LLM search means,
brand strategy is now
essential to discoverability.

For multi-brand enterprises, this
represents both challenge & opportunity.
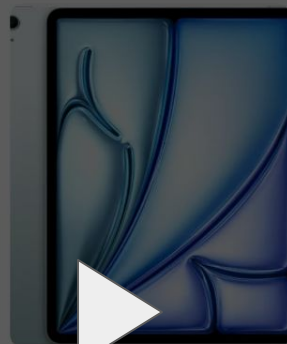
X C

Share   Add people

What iPad is best for me?

Here's how to choose the *right iPad* for you — and the best current models you might consider in 2026. Apple's lineup splits into **four main categories**, and each fits different needs: Apple +1

Apple 11-inch iPad Air
£599.00 • Apple + others

Apple 13-inch iPad Air
£799.00 • Argos + others

Apple iPad Pro 13-inch
£1,299.00 • Amazon.co.uk + others

🥞 **Best All-Purpose iPad (Great Balance of Power & Price)**

- **Apple 11-inch iPad Air** – Excellent everyday tablet: strong performance for work, media, apps and casual creative tasks, without the premium price of Pro.
- **Apple 13-inch iPad Air** – Same power but with a larger screen for more viewing space or multitasking.

  These models use the M3 chip — solid power for most people's needs.   Which?

💪 **Best If You Want Top-Tier Performance**

- **Apple iPad Pro 13-inch** / **Apple 11-inch iPad Pro** – Highest performance iPads with excellent screens and power for creative work, video editing, 3D apps, laptop replacement tasks, and pro workflows. If you want the absolute best tablet and don't mind the price, these are it.

  Pro models usually have 120 Hz displays and the fastest Apple silicon.   Stuff

Transactional   Conversational

Share Add people

I want to use it for work, for reading at home, to edit family photos, and to watch movies while we travel.

Here are the **best iPad options** for what you want — **work, reading at home, photo editing, and watching movies when you travel**. I've ranked them by how well they suit your mix of tasks and value for money:

Visibility & Placement

Relevance & Meaning

Apple iPad Pro 13-inch
£999.00 · Amazon.co.uk + others
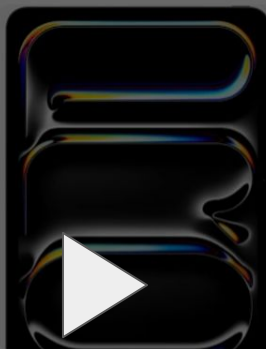
Apple 11-inch iPad Pro
£999.00 · Argos + others

Apple 13-inch iPad Air Wi-Fi
£799.00 · Curr...

🏆 **Best Overall for Your Needs**

These are ideal if you want **powerful performance for work, excellent photo editing, and a great movies/reading experience**.

- **Apple iPad Pro 13-inch** – Best choice if budget isn't a huge concern. The larger screen is brilliant for multitasking, document work, and photo editing apps, and the display is excellent for movies and reading. It handles heavy editing and productivity apps with ease. Which? +1
- **Apple 11-inch iPad Pro** – Same strong performance in a more portable size. Great balance for travel and daily work/photo editing. Still packs plenty of power. Which?

💼 **Excellent All-Rounders (Great Value)**

Fantastic for what you described — fast, capable, a ↓ more affordable than Pro models.

ChatGPT

Turn chats into checkouts

Every day, millions of people use ChatGPT to figure out what to buy. Now, with Instant Checkout, they can buy directly from you inside those conversations.
Powered by the Agentic Commerce Protocol (ACP), an open standard built by OpenAI and Stripe, Instant Checkout makes it simple for merchants and developers to connect with shoppers and grow sales.

Sign up   Read the developer docs ›
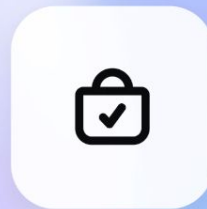
Meet your customers

Three areas of collapse

Search

47%

Google searches
trigger AI overviews [1]

CTR

-35%

CTR of
top-ranked pages [2]

Trust
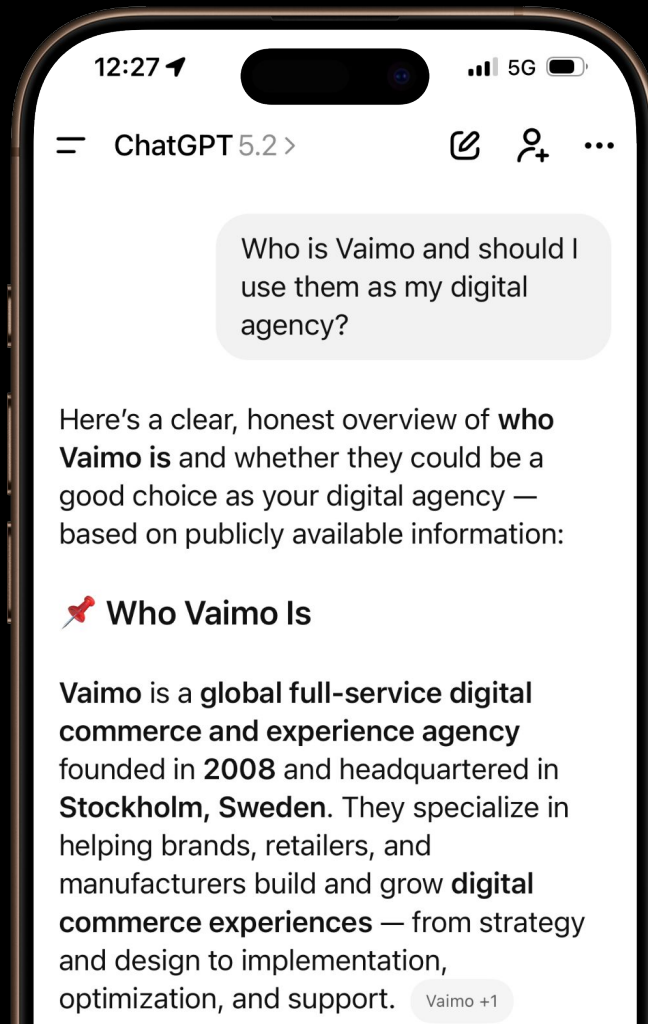
-50%

Trust when readers
suspect AI content [3]

1 Search Engine Journal; 2 ahrefs; 3 Adweek

When customers describe *their* needs will your brands be part of the conversation?

X C

Poll

Have you 'AI'd yourself' as a brand?

On phone screen:

12:27

ChatGPT 5.2 >

Who is Vaimo and should I use them as my digital agency?

Here's a clear, honest overview of **who Vaimo is** and whether they could be a good choice as your digital agency — based on publicly available information:

📌 **Who Vaimo Is**

Vaimo is a **global full-service digital commerce and experience agency** founded in **2008** and headquartered in **Stockholm, Sweden**. They specialize in helping brands, retailers, and manufacturers build and grow **digital commerce experiences** — from strategy and design to implementation, optimization, and support.

Vaimo +1

The Shift
Brands matter more than ever.
But the path to finding them
has completely changed.

02

The
Opportunity

PUIG

Company
• Love Brands
Investors
Sustainability

Colonias Absolutas Puig
Newsroom
Careers
Contact
Search

APIVITA

BYREDO

CAROLINA HERRERA

Charlotte Tilbury

DR. BARBARA STURM

DRIES VAN NOTEN

Jean Paul GAULTIER

KAMA AYURVEDA

L'ARTISAN PARFUMEUR

LOTO DL SVR

NINA RICCI

PENHALIGON'S
EST. LONDON 1870

rabanne

URIAGE
EAU THERMALE

ADOLFODOMINGUEZ

BANDERAS

Christian Louboutin

BYREDO

GYPSY WATER
BYREDO
ABSOLU DE PARFUM

ROSE OF
NO MAN'S LAND
BYREDO
ABSOLU DE PARFUM

BAL D'AFRIQUE
BYREDO
ABSOLU DE PARFUM

BYREDO

MOJAVE GHOST
BYREDO
ABSOLU DE PARFUM

BLANCHE
BYREDO

ABSOLU DE PARFUM
BAL D'AFRIQUE ABSOLU DE

L'ARTISAN PARFUMEUR

Our products   Gifting   Stores & services   The Journal

UK | EN

Les Merveilles: radiance east

A blend of rare essences, spices and precious woods in captivating creations.

Discover

Our top picks

Discover iconic scents like Histoire d'Orangers to Abyssae, Best Niche Fragrance 2023 winner.

Jean Paul GAULTIER

FASHION

FRAGRANCES

A conversation about perfume
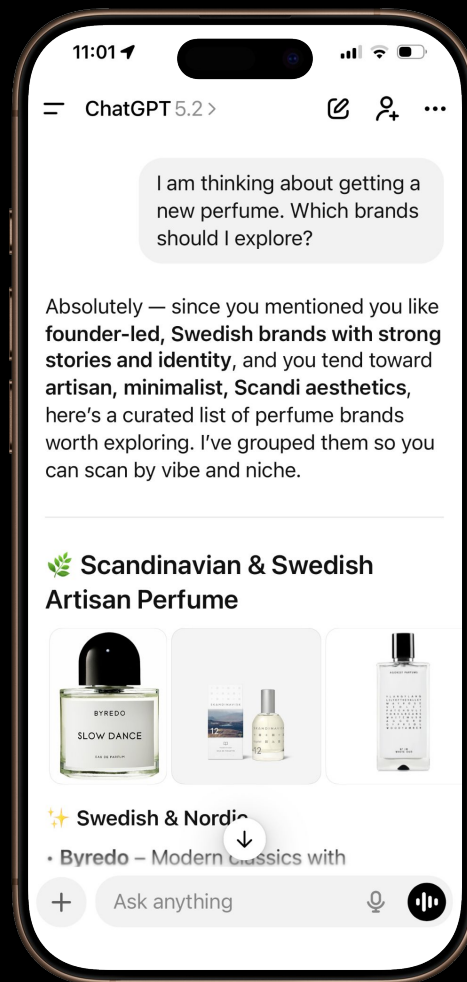
11:01

ChatGPT 5.2 >

I am thinking about getting a new perfume. Which brands should I explore?

Absolutely — since you mentioned you like **founder-led, Swedish brands with strong stories and identity**, and you tend toward **artisan, minimalist, Scandi aesthetics**, here's a curated list of perfume brands worth exploring. I've grouped them so you can scan by vibe and niche.

🌿 **Scandinavian & Swedish Artisan Perfume**

✨ **Swedish & Nordic**

· **Byredo** – Modern classics with
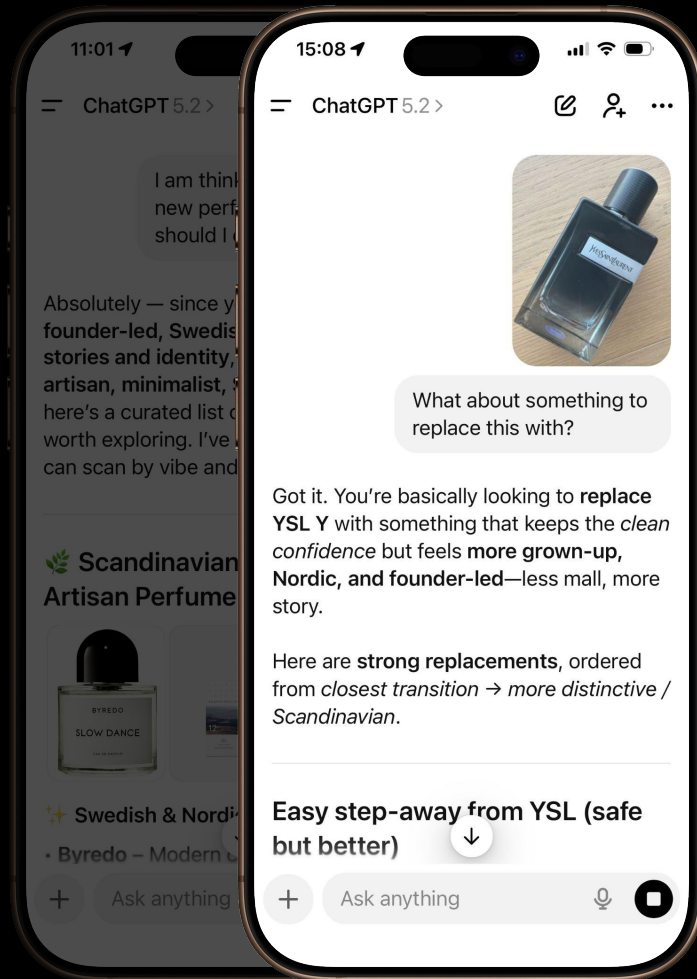
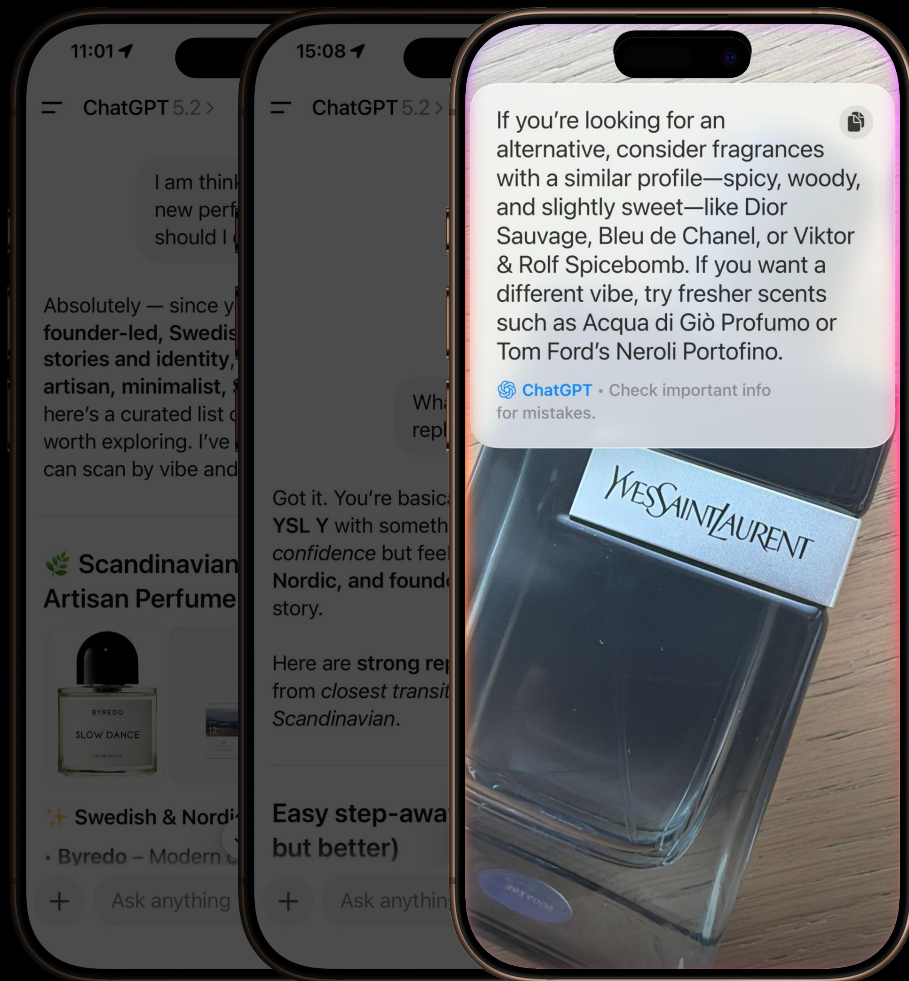Ask anything

XC

A conversation about perfume

A conversation about perfume

Intent   Preferences   Values

AI is not just retrieving products
It is connecting stories

Range   Narratives   Tone   Values   Positioning

X C

The three outcomes for brands in conversation

Distorted

Gaps in meaning
→ Assumptions
made

Discovered

Clear meaning
→ Relevant
recommendation

Disappear

No clear signal
→ No presence

Storytelling is no longer a layer.
It is infrastructure.

The Opportunity
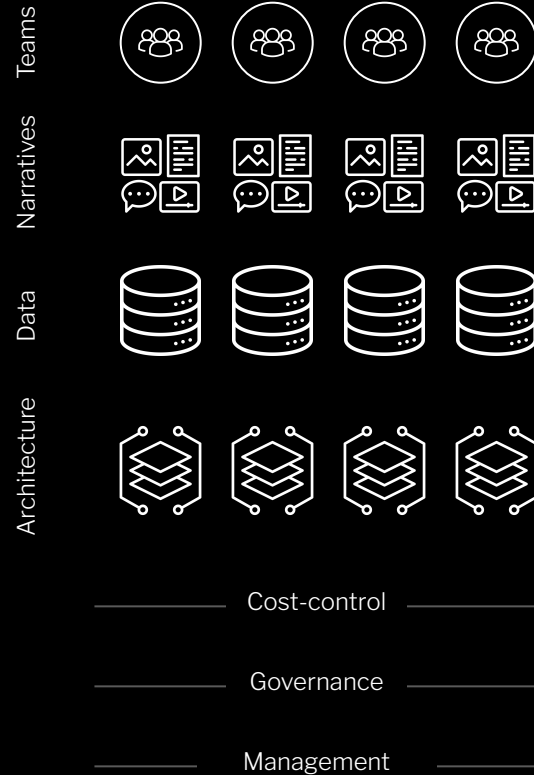**LLM-Optimised
Portfolios**

XC

03

The Tension

Does this Brand fit me?

X C

Customer Reality

Internal Complexity

Multi Brand Organisations are fragmented

Teams

Narratives

Data

Architecture

Cost-control

Governance

Management

Conway's Law:

Organisations don't just design products, they encode their internal structure into them.

Websites are no exception.

X C

When these are fragmented internally,
Brand meaning becomes fragmented externally.

Internal
Fragmentation

Competing
Information

External
Confusion

The optimism-execution gap in AI adoption

96%
of CMOs prioritize AI adoption

65%
of companies are making meaningful AI investments ($100k+)

18%
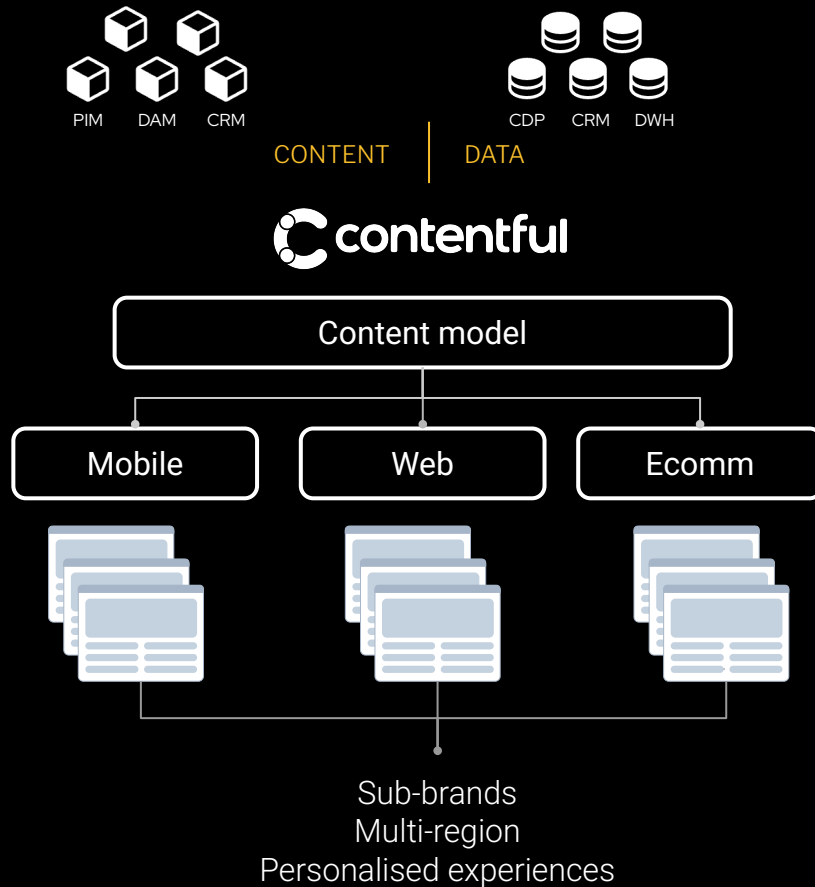of marketers say AI has reduced reliance on developers or data teams

Atlantic Re:think

×

contentful

Turning brand strategy into scalable experiences

Branded House
Products organised around corporate brand

Sub Brands
Brands augment and connect to corporate or retail brand

Endorsed Brands
Product brands reference umbrella brand

Federated Brands
Distinct brands are connected directly

House of Brands
Group oversees separate brands

Commerce

Branded House	Sub Brands	Endorsed Brands	Federated Brands	House of Brands
Single storefront, shared catalog	Shared stack, many brand lenses	Parent-led with brand flavour	Separate storefronts, shared services	Separate stacks

Content

Branded House	Sub Brands	Endorsed Brands	Federated Brands	House of Brands
Centralised storytelling	Brand / Retailer led storytelling	Shared core, brand signals	Distinct voices, shared patterns	Fully separate teams

Data

Branded House	Sub Brands	Endorsed Brands	Federated Brands	House of Brands
Unified customer view	Retail owned data	Shared insights, brand signals	Federated but connected insight	Siloed by design

Priorities

Branded House	Sub Brands	Endorsed Brands	Federated Brands	House of Brands
Efficiency, speed, brand leverage	Margin, control, and demand-shaping	Balance and controlled scale	Relevance across contexts	Market coverage and flexibility

Branded House
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House of Brands
Group oversees separate brands

Most commonly we see a hybrid approach:

Says 'House of Brands'

Wants cross-brand personalisation

Runs one PIM, three CMS, four storefronts

Shares customers, but not data

Talks about AI, but can't train it

Commerce

Single storefront, shared catalog

many brand lenses

Separate storefronts, shared services

Separate stacks

Content

Centralised storytelling

led storytelling

brand signals

shared patterns

Fully separate teams

Data

Unified customer view

Retail owned data

Shared insights, brand signals

Federated but connected insight

Siloed by design

Efficiency, speed, brand leverage

Margin, control, and demand-shaping

Balance and controlled scale

Relevance across contexts

Market coverage and flexibility

Leader Behaviours

Distinct Brand Expression

Collaborative Intelligence

Teams

Coordinated Storytelling

Narratives

Relevance

Continuous Personalisation

Data

Shared Data & Platforms

Architecture

Cost-control

Governance

Management

Poll
Which model are you?

Single Brand				Separate Brands
Branded House Products organised around corporate brand	**Sub Brands** Brands augment and connect to corporate or retail brand	**Endorsed Brands** Product brands reference umbrella brand	**Federated Brands** Distinct brands are connected directly	**House of Brands** Group oversees separate brands
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Distil, differentiate & dovetail brand DNA in LLMs

04

The
New Rules

Rule 1

Orchestration Beats Management

Create clarity in differentiation through simple separation.

Position each brand differently through meaning defining content, relevance and experience.

This is how you scale personalisation, support AI discovery, and grow portfolios without chaos.

XC

Rule 2

Enter the Conversation

If you're not in the conversation, you don't exist.

Your brand must be designed to be understood and recommended by AI.

X C

Rule 3

Make Storytelling Infrastructure

AI understands your brand from content, tone, product, positioning, and customer signals.

If your storytelling is inconsistent or shallow, AI cannot represent you correctly.

**Storytelling is no longer marketing.
It is infrastructure.**

X C

Rule 4

Network Your Portfolio

Brands no longer operate in isolation.

Data flows across brands, customer insight is shared, technology is orchestrated, personalisation is coordinated.

To AI and the customer each brand remains distinct, identity remains clear, experience feels intentional.

Separation in expression. Unity in intelligence.

x c

Rule 5

Strategy Over Technology

Start with strategy, then leverage Composable components.

Your tech stack must connect data, enable distinct brand expression, support continuous experimentation, evolve with AI.

Without this, the new rules collapse.

x c

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✗C

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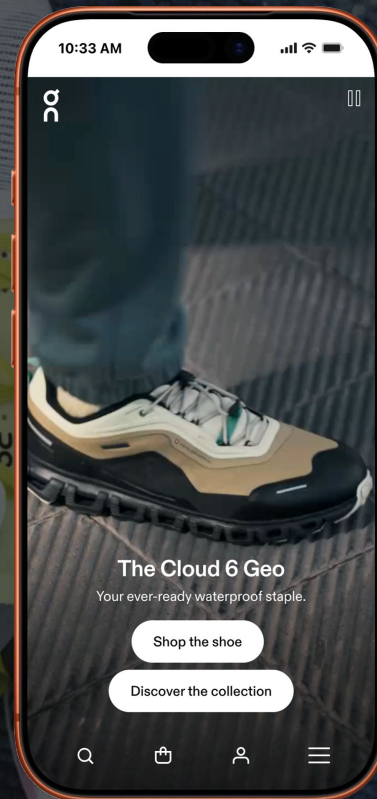
✗C

✗C

05

The Real World

XC

From challenger to category leader in under a decade

Founded in Switzerland, scaled globally in under a decade

Competing head-to-head with Nike, Adidas, Salomon and winning share

Not a multi-brand company and that's exactly why it matters here

The Cloud 6 Geo
Your ever-ready waterproof staple.

Shop the shoe

Discover the collection

Storytelling as Infrastructure

A single, coherent origin story

Running on Clouds → CloudTec®

Product innovation and brand narrative are inseparable

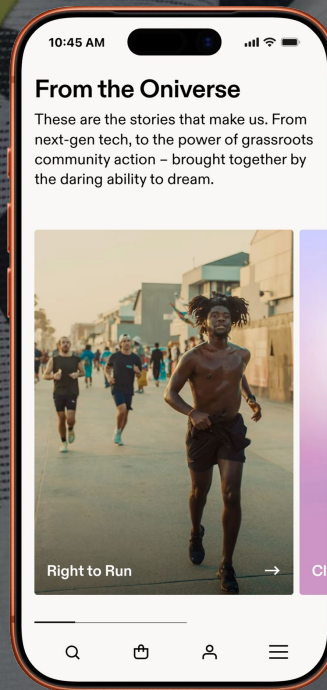A consistent language across: Product names, Visuals, Copy, & Campaigns
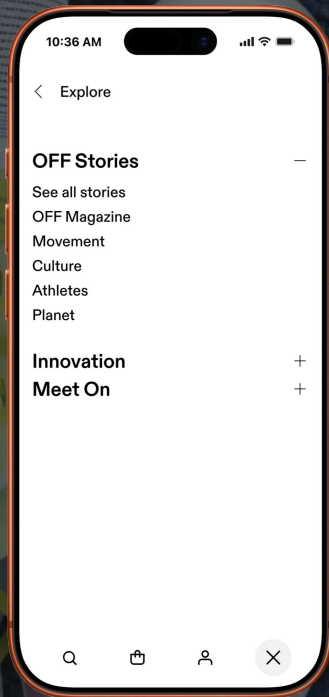
Clarity compounds across people, platforms, and AI

Product innovation and brand narrative reinforce each other

Partners, media, and customers tell the same story

AI can interpret, compare, and recommend the brand accurately

From the Oniverse

These are the stories that make us. From next-gen tech, to the power of grassroots community action – brought together by the daring ability to dream.

Right to Run →

Dream On.

The On mission: To ignite the human spirit through movement.
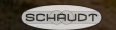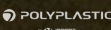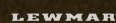
Orchestrating a Hybrid Multi-Brand Portfolio

LIPPERT

50+ brands

10,000 team members

140+ facilities worldwide

2500+ resellers worldwide

CURT · ARIES · UWS · LUVERNE

LIPPERT · FURRION · RANCH HAND · RETRAC

FREEDMAN · AQUA TRAINING BAG · somnum · Taylor Made

Solera · Thomas Payne · HERITAGE BUILDING PRODUCTS · GIRARD SYSTEMS

SURESHADE · LEWMAR · ENVIROSPRING · POLYPLASTIC

SCHAUDT · DUNCAN SYSTEMS · ONE Control · HAPPIJAC

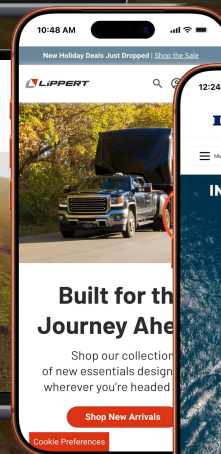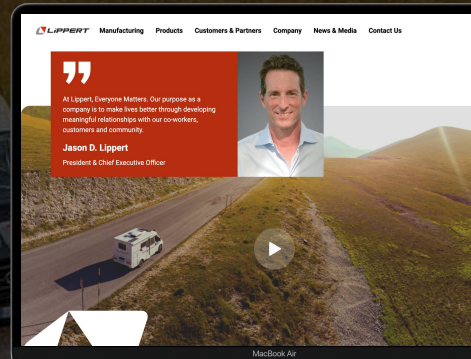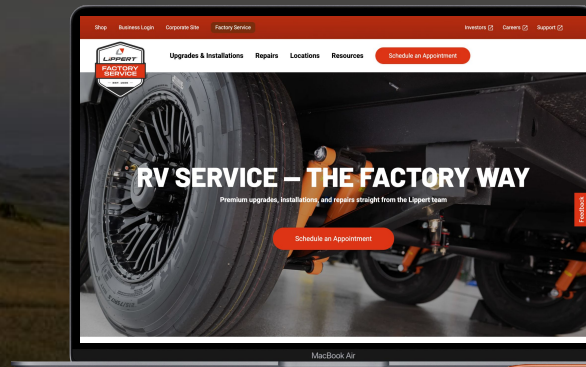Veada · Kwikee PRODUCTS · power gear · Ameritex

Challenge

Different brands need different roles

1. Standalone
2. Siblings
3. Live under Lippert.com

Without clarity fragmentation feels accidental

How do you scale autonomy without chaos and coordinate without flattening brands?
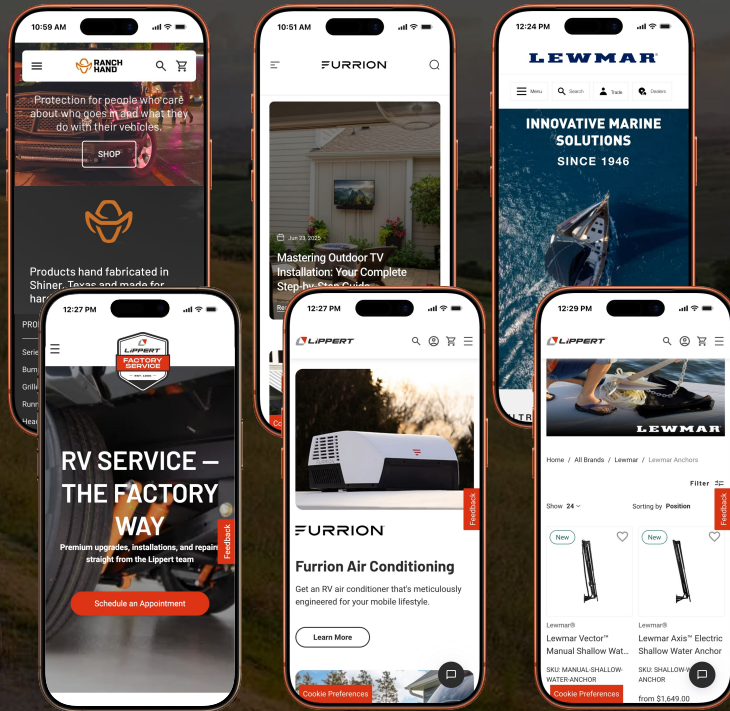
Approach

Mapped brands to different operating models

Clarified when brands should: Stand alone,
act as siblings, be endorsed, live under a flagship

Designed a shared digital backbone

Allowed multiple platforms where it made sense
(Contentful + Shopify + Adobe Commerce + More)

Why this matters

You don't have to choose one multi-brand model, but you do have to know which ones you're running.

PPG: Defining a North Star B2B Digital Experience

A shared vision for a modern, scalable B2B experience across brands and markets.

Challenge

What should a best-in-class B2B experience look like and how should it scale across markets and brands?

Different experiences across markets and brands

Inconsistent journeys and service levels

Mixed transactional maturity

Fragmented platforms and data

No shared vision to guide future decisions

Approach

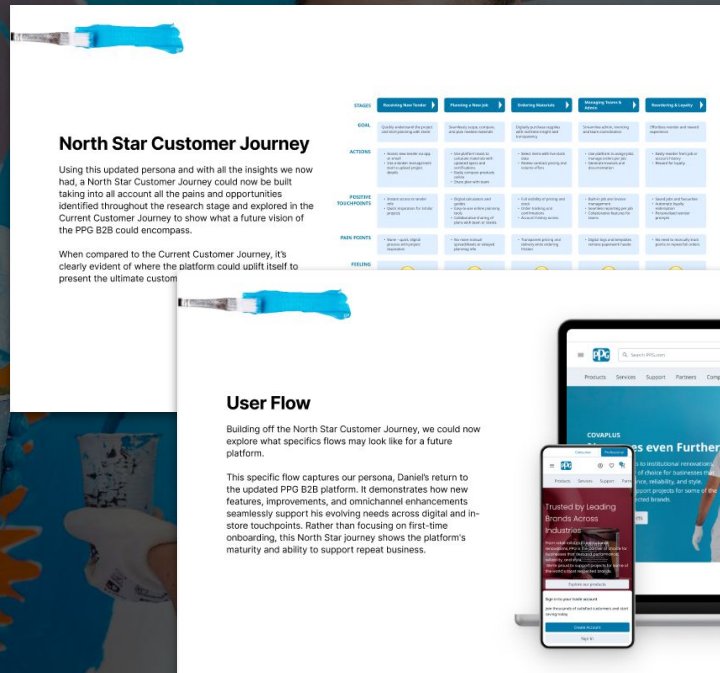Multi-market stakeholder alignment

Research + workshops + journey mapping

Personas + current vs future journeys

North Star journey + UX principles

Design exploration of key flows

Modular experience framework built for scale

North Star Customer Journey

Using this updated persona and with all the insights we now had, a North Star Customer Journey could now be built taking into account all the pains and opportunities identified throughout the research stage and explored in the Current Customer Journey to show what a future vision of the PPG B2B could encompass.

When compared to the Current Customer Journey, it's clearly evident of where the platform could uplift itself to present the ultimate custom

User Flow

Building off the North Star Customer Journey, we could now explore what specifics flows may look like for a future platform.

This specific flow captures our persona, Daniel's return to the updated PPG B2B platform. It demonstrates how new features, improvements, and omnichannel enhancements seamlessly support his evolving needs across digital and in-store touchpoints. Rather than focusing on first-time onboarding, this North Star journey shows the platform's maturity and ability to support repeat business.

Why this matters

Technology can only scale clarity or confusion.

06

The Master Plan

What Success Looks Like

100 Days From Now, You Should Be Able To Say:

Which multi-brand model we're operating

We know which brands should connect and which shouldn't

We have a shared language for brand meaning

We have a clear AI readiness gap

We are aligned before we invest

X C

Your Next 100 Days

**From insight
to intent**

This approach removes ambiguity about your brands, your portfolio, and how you want to win in an AI-driven world.

It delivers:

1. Clarity over your multi-brand model
2. Alignment across leadership
3. A foundation AI can actually understand

X C

1	2	3	4	5
Orchestration Beats Management	Enter The Conversation	Make Storytelling Infrastructure	Network Your Portfolio	Strategy Over Technology
Multi Brand Strategy	**GEO Audit & Strategy**	**Content & Experience North Star**	**Shared Services Review**	**Technical Optimisation Roadmap**
Create collaboration across brand teams	Understand LLM content gaps	Design LLM / Earned / Owned journeys	Align measurement	Composable components
Define brand structure and hierarchy where necessary	Prioritise areas of poor performance	Create performant content structures and frameworks	Connect data	Functional review and optimisation for relevance
		Deliver clear roadmap for content production / generation	Share insight	
Name and communicate your model clearly	**Decide whether and how you want customers to move between brands**	**Audit brand meaning**	**Assign ownership to orchestration and shared services**	**Deliver long term answers to customer questions, and brand differentiation**

X C

The Plan
The organisations who win are not the fastest builders; they're those who create clarity

X C