JURNAL LOCUS: Penelitian & Pengabdian
Volume 5 No. 7 Juli 2025
E-ISSN 2829-7334| P-ISSN 2829-5439
Hompage: https://locus.rivierapublishing.id/index.php/jl

Optimizing Brand Portfolio for Market Competitiveness (A Case Study of Eiger)

Mario Pratama*, Isti Raafaldini Mirzanti
Institut Teknologi Bandung, Indonesia
Email: pratamamario312@gmail.com

Abstract:
This thesis explores how optimizing brand portfolio strategy can improve market competitiveness, with EIGER—a leading Indonesian outdoor brand—as the primary case study. As EIGER transitions from a domestic leader to a regional and global contender, the brand faces critical challenges: sub-brand fragmentation, overlapping product lines, diluted brand equity, and operational inefficiencies including oversupply and weak product coordination. Rather than treating brand portfolio and brand architecture as parallel dimensions, this research views them as sequential stages—where a clarified, insight-driven portfolio lays the groundwork for a stronger, more scalable architecture. A well-prioritized brand portfolio, in this context, serves as the strategic bridge between internal clarity and external relevance. Using the Brand Portfolio Audit and Brand Architecture Strategy framework developed by Brandão & Sousa (2020), the research evaluates EIGER's current portfolio through both quantitative and qualitative lenses—integrating internal brand data, consumer perception analysis, strategic interviews with leadership, and benchmarking against global outdoor and sportswear brands. The analysis identifies structural inconsistencies and disconnects between brand intent and market execution, revealing how ambiguity within the portfolio has weakened both operational focus and consumer resonance. The study proposes a transition from a fragmented sub-brand system to a unified mono-brand architecture anchored on two primary strategic platforms: Outdoor Lifestyle and Outdoor Performance. This model offers a clear structure for category differentiation while leveraging the equity of the master brand. It also enables greater operational efficiency, eliminates redundancy, and enhances emotional connection across market segments. The thesis concludes by outlining a phased implementation roadmap—extending beyond portfolio architecture to include the development of a unified brand identity system, product architecture, and design DNA—positioning EIGER for long-term, scalable growth in a highly competitive global landscape.

Key Words: Brand Portfolio, Brand Architecture, Outdoor Industry, Brand Strategy

Corresponding: Mario Pratama*
E-mail: pratamamario312@gmail.com

INTRODUCTION

The events of 2020 significantly reshaped consumer lifestyles, particularly in the form of an "outdoor boom" as a response to social restrictions and health concerns during the COVID-19 pandemic. According to Landry et al. (2021), outdoor recreation in the U.S. experienced a dramatic rise, with millions of new participants engaging in activities like hiking, biking, and camping. Research by Venter et al. (2020) revealed that public parks and natural spaces became essential for physical and mental well-being during lockdowns. A report by the

Outdoor Industry Association (2021) indicated that nearly 50% of Americans engaged in outdoor activities monthly, with over 20% being first-time participants. Moreover, Derks, Giessen, and Winkel (2020) highlighted that outdoor recreation became a substitute for other restricted leisure activities, leading to increased economic interest in the outdoor sector. Studies also show that this behavioral shift was accompanied by increased spending on outdoor equipment and RV rentals (White et al., 2021). Spatial data from geolocation research by Linnell et al. (2022) confirmed significant increases in park visitation following the implementation of stay-at-home policies. This shift not only redefined consumer behavior but also catalyzed long-term growth across the outdoor recreation industry (Rice et al., 2020).

Remote work, a significant lifestyle change brought about by the pandemic, played a crucial role in the outdoor boom (Abdulwase et al., 2021). With increased screen time and indoor living becoming the norm, consumers sought ways to counterbalance these effects. A survey conducted by Outdoorsy (2020) revealed that 72% of Americans intended to take more road trips, spurred by the flexibility of new work-from-home arrangements. This shift in work culture influenced individual behavior and fostered a collaborative outdoor culture. Movements like the ‘Hike Beast’ gained viral traction, reflecting the growing appeal of outdoor activities. Outdoor recreation, a major and expanding industry, contributed 1.8% of the U.S. GDP, generating $689 billion in economic output in 2020. It supported 4.3 million jobs and engaged 164 million Americans, representing 54% of the population over the age of six. Although the outdoor industry has always been substantial, the COVID-19 pandemic triggered unprecedented growth, with over 10 million new participants joining outdoor activities since March 2020. Limited safe indoor activities, particularly before the rollout of vaccines, fuelled this increase. Even as the pandemic receded in 2021, outdoor activities such as walking, hiking, car camping, trail running, skateboarding, and birdwatching, which gained popularity during the pandemic, continued to attract new participants, indicating that factors beyond safety concerns drove the sustained growth (Outdoor Industry Association, 2022).

People increasingly share their passion for nature and outdoor activities on social media, and there are no signs of the "Outdoor Boom" slowing down. This interest in outdoor activities is expected to surge even further, extending into 2026. Since the onset of the pandemic, the outdoor market has seen significant expansion as many sought solace in nature to escape the negative news cycle, break the monotony of lockdowns, and improve their mental and physical health. Research indicates that 43% of adults in the UK consider visiting natural and green spaces essential for their well-being since the pandemic began (Office for National Statistics, 2021). In the US, 160.7 million people participated in at least one outdoor activity in 2020, and this trend is expected to continue. The US market for outdoor recreational products is projected to grow at a compound annual growth rate (CAGR) of 7.12% from 2019 to 2026, signaling the sustained momentum of the outdoor boom (Outdoor Industry Association, 2021). Several key factors, including conservation efforts, climate change, and the growing outdoor wellness market, will shape its future trajectory.

After nearly three years of continuous growth, the outdoor market shows no signs of slowing. During the pandemic, outdoor activities became a vital outlet for both social and physical engagement, with many people adopting new hobbies and some even pursuing more adventurous outdoor experiences. Spending time outdoors has now become a staple of daily life for many. Strava's Year in Sport report shows that Strava has 120 million registered users, a 26% increase from the previous year (Curry, 2024). Additionally, Statista forecasts a 10.24% annual revenue growth rate in the sports and outdoor market from 2022 to 2025, leading to an anticipated market value of $100.8 billion The outdoor boom phenomenon in Indonesia is reflected by the significant increase in outdoor activities such as trail running, hiking, and camping, as illustrated by the provided data. Since 2022, trail running has seen a sharp rise, growing at an annual rate of 17.38%, with various events like Siksorogo Lawu Ultra, Merbabu Skyrace, and the Coast to Coast Night Trail Ultra drawing larger participants. This growth highlights an apparent and growing demand for outdoor recreational activities.

In parallel, the number of hikers in major national parks like Rinjani and Merbabu has steadily increased since 2021. The post-pandemic recovery has led to an even more significant surge in mountaineering, with peaks in participation during peak climbing seasons. The growing interest in hiking reflects increased consumer interest in nature and outdoor activities, contributing to Indonesia's outdoor tourism and adventure industry boom. Moreover, camping is becoming a popular middle ground for people who seek the serenity of nature without the intensity of hiking or trail running. With the increasing number of camping grounds across Indonesia, nature camping is emerging as an alternative activity, appealing to those who want to escape the pressures of daily life and find peace in nature.

Social media has also played a crucial role in driving mass tourism. Platforms like Instagram and TikTok, where young generations, especially Millennials and Gen Z, actively share their outdoor experiences, have sparked a "FOMO" (Fear of Missing Out) effect, further pushing outdoor exploration. For instance, mountains like Gunung Prau and Bromo have witnessed overcrowding as visitors flock to these locations, driven by social media trends.

From the stated research background, several research questions arise that need to be addressed: (1) How can EIGER's brand portfolio, with clear portfolio roles, help resolve operational inefficiencies? (2) How can streamlining EIGER's brand architecture improve consumer perception, enhance emotional resonance, and strengthen brand equity to compete effectively in the outdoor market? (3) What is the most effective brand architecture for EIGER to create a cohesive and strategically aligned portfolio that enhances market competitiveness? (4) How can EIGER position itself to maintain relevance and leadership in the outdoor adventure market? The primary objective of this study is to optimize EIGER's brand portfolio by transforming its fragmented sub-brands into a cohesive, effective, and competitive brand architecture within the outdoor adventure market. The research scope focuses on analyzing EIGER's brand strategy, brand architecture, and portfolio management, particularly in relation to consumer perception, market competitiveness, and strategic alignment. The study is limited to brand-related issues and excludes technical aspects such as supply chain management, operational workflows, and detailed financial data. Additionally, the research is constrained by data availability, subjectivity in perception data, a market-specific focus on Indonesia, and a lack of access to operational data, which may impact the comprehensiveness of the analysis.

RESEARCH METHOD

The research design for this study adopts a case study approach, leveraging the Brand Portfolio Audit Framework proposed by Brandão, Sousa, and Rodrigues (2023). This framework provides a structured methodology for evaluating and restructuring brand portfolios, making it an ideal choice for addressing EIGER's challenges related to brand fragmentation, operational inefficiencies, and emotional resonance with consumers. The case study method is well-suited for in-depth exploration of complex, real-world issues, offering actionable insights that can guide strategic decision-making. By focusing on EIGER as a single case, the study aims to provide detailed analysis and recommendations that are both context-specific and generalizable to similar organizations in the outdoor industry.

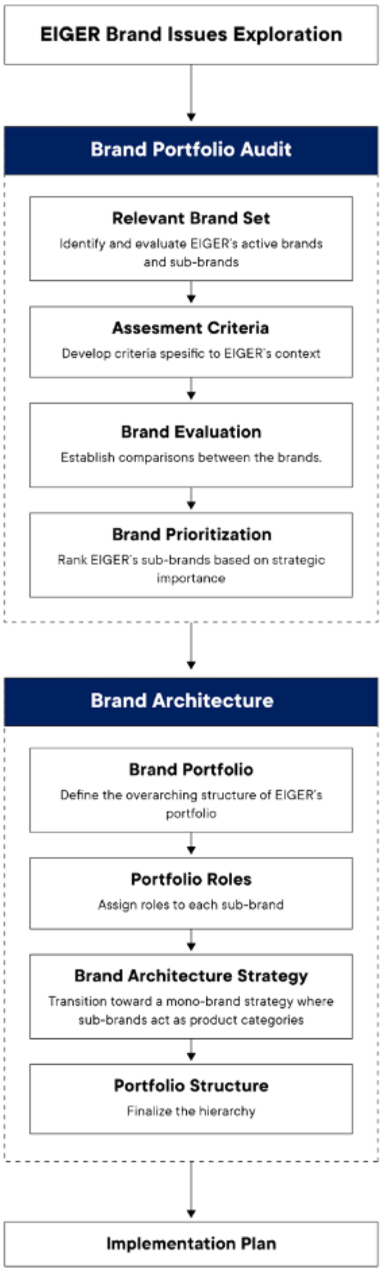

Figure 1. Research Methodology

This study adopts a case study methodology aimed at evaluating and optimizing the brand portfolio and architecture of EIGER. The research design is divided into two primary analytical phases: (1) Brand Portfolio Audit and (2) Brand Architecture Structuring, followed by an Implementation Plan outlining strategic actions based on the findings.

This study employs a mixed-methods approach to data collection, integrating both qualitative and quantitative techniques to ensure a comprehensive understanding of EIGER's brand portfolio challenges and opportunities. The combination of these methods enables triangulation, which validates qualitative insights through quantitative data, thus enhancing the reliability and depth of the analysis (Creswell, 2014). Qualitative data were gathered through in-depth interviews with 12 internal stakeholders, including the CEO, strategic advisors, brand and product managers, and marketing directors. These interviews explored topics such as perceived brand fit, positioning gaps, and the potential for future brand development. Additionally, secondary data were collected from various sources, including internal sales and complaint metrics, the IPSOS (2024) brand perception survey, digital engagement metrics (e.g., Instagram followers per sub-brand), and internal documents like brand structure charts and operational reports.

For data analysis, the study adopts a sequential triangulation model that integrates qualitative and quantitative approaches to generate a comprehensive and balanced analysis of EIGER's brand portfolio. The qualitative phase employs Braun and Clarke's (2006) thematic analysis method to interpret interview transcripts from senior executives and key decision-makers. Themes such as brand fragmentation, internal misalignment, and areas for consolidation are identified to shape the broader strategic narrative. In the quantitative phase, a scoring-based framework, adapted from Brandão and Sousa (2020), is used to assess and prioritize the strategic value of each sub-brand based on dimensions like brand equity, business contribution, and strategic fit. This scoring system is visualized through tools such as brand audit scorecards, brand equity dashboards, and the BCG Matrix, which assist in prioritization and decision-making. Triangulation is applied by synthesizing insights from the qualitative interviews, quantitative scoring, and secondary data, reinforcing the study's credibility and reliability, in line with Yin's (2018) case study methodology and Creswell's (2014) support for methodological triangulation in applied research.

RESULT AND DISCUSSION

Brand Portfolio Audit

Relevant Brand Set

To streamline and optimize the brand portfolio for greater market competitiveness, a strategic selection of brands was undertaken based on the following key criteria:

1. Significant contribution to overall sales (beyond awareness or experimental visibility);
2. Alignment with EIGER's core business—specifically, apparel, gear, and equipment for outdoor activities;
3. Tangible visibility and continuous distribution presence in the market, whether through retail or digital channels.

Brands deemed experimental, non-revenue-generating, or detached from core physical products—such as *EIGER Coffee*, *EIGERpreneur*, and the pre-launch *EIGER Act*—were excluded from the current audit phase. Nevertheless, they are noted as future potential assets within the brand ecosystem.

To assess the performance and strategic value of each brand within EIGER's portfolio, this study applies a multi-dimensional framework adapted from Keller (2013), Aaker (2004), and Brandão and Sousa (2020), encompassing three key dimensions: Brand Equity, Brand Contribution, and Strategic Options.

- Brand Equity captures consumer-side perception using five indicators: awareness, reputation, differentiation, relevance, and loyalty. The scores were derived from quantitative survey data (IPSOS, 2024), proportionally normalized into a Likert scale for consistency.
- Brand Contribution reflects the commercial and operational role of each brand, integrating metrics such as sales volume, growth, and market share, alongside internal indicators including senior management time allocation, employee distribution, customer complaints, and partnership activity.

- Strategic Options measure future potential across four dimensions: extendibility, business fit, brand equity transferability, and potential to merge. These were evaluated using internal respondent ratings gathered via structured questionnaires.

Each brand was scored using a hybrid formula that combines quantitative indicators with internal ratings. No expert judgment or external panel scoring was applied. This approach enables a balanced, data-driven analysis of brand performance, current impact, and future relevance—supporting subsequent decisions in portfolio optimization and brand architecture design.

Assesment Criteria

Brand Equity

This study adopts a triangulated approach to assess brand equity as a key dimension of the brand portfolio audit. Following the framework proposed by Brandão and Sousa (2020), brand equity is defined as the cumulative strength of consumer perception, recognition, and trust toward a brand. It is evaluated through five interrelated components: awareness, reputation, differentiation, relevance, and loyalty—collectively weighted at 25 points within the overall brand audit scoring system.

To operationalize this framework, the analysis draws on secondary data from a quantitative brand perception study conducted by IPSOS in June 2024. The survey involved 544 respondents from major Indonesian cities, representing both EIGER's current customer base and growth segments: Gen Z (41%), Millennials (45%), and Gen X (14%). The study explored consumer interaction, attitudes, and product usage across these segments.

Each brand equity component was quantified using normalized scores based on Likert-scale conversion of the original survey output, enabling consistency across evaluation criteria. This method ensures methodological rigor despite the absence of primary survey execution, aligning the data structure with the requirements of the Brand Portfolio Audit model. The subsequent sub-sections detail each of the five equity components.

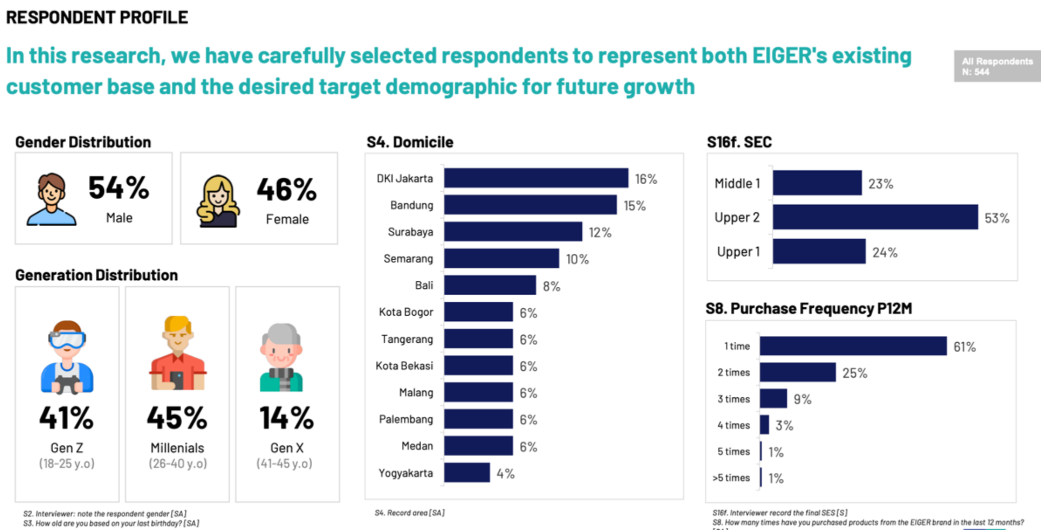

Figure 1. Brand Respondent Profile
(Source : IPSOS 2024)

An alignment with the scoring logic of the Brand Portfolio Audit framework, the IPSOS survey results were calibrated into a standardized 5-point scale. This normalization process allows the structured perception data to be seamlessly integrated into a unified evaluative model, despite the absence of a primary Likert-based survey. The resulting scores provide a reliable quantitative foundation for assessing brand equity and form the first pillar of a triangulated evaluation approach—

complemented by internal performance data for Brand Contribution and qualitative stakeholder insights for Strategic Options. Together, these layers ensure a balanced and comprehensive view of each brand's role and value within EIGER's portfolio.

Awareness

In this study, awareness was measured through three hierarchical prompts based on IPSOS' June 2024 survey: (1) top-of-mind (first mentioned), (2) spontaneous recall, and (3) aided recognition. Respondents were asked to list EIGER sub-brands they could recall, followed by a prompted list of brands to identify those they were familiar with.

Brand awareness reflects the extent to which consumers can recognize or recall a brand under varying levels of cognitive prompt—from top-of-mind to aided recognition. In this study, data from the IPSOS June 2024 survey was utilized, which employed three sequential prompts: (1) top-of-mind (first mentioned), (2) spontaneous recall, and (3) aided recognition.

The results demonstrate clear disparities in awareness across EIGER's sub-brands. EIGER Mountaineering (MTN) led with 76% total awareness—55% top-of-mind—earning the highest normalized score of 5. EIGER Riding (RID) followed closely with 73%, indicating strong brand presence despite its niche appeal, and scored 4. Conversely, EIGER 1989, though a sales leader, showed only 12% top-of-mind recall and was awarded a score of 3, reflecting low autonomous brand salience. EIGER Women & Junior (WSJR) and TAC trailed with minimal unaided recognition and heavy reliance on prompting—scoring 2 and 1, respectively—signaling weak brand anchoring within the overall portfolio.

Reputation

To assess EIGER's brand reputation, this study draws upon secondary data from IPSOS (2024), which measured consumer perceptions across multiple brand-related statements. Respondents were asked to evaluate the appropriateness of various descriptive attributes for each EIGER sub-brand.

The findings confirm that EIGER's reputation is predominantly built on functional strength. Sub-brands such as Mountaineering, EIGER 1989, and Riding are consistently associated with qualities such as "comfortable to use," "durable," and "reliable for outdoor activities." These attributes form the core of how consumers define EIGER's value proposition.

Using normalized proportionate scoring based on these aggregated perceptions, Mountaineering, 1989, and Riding each received the highest reputation score of 5. Meanwhile, Women Series and Tactical scored slightly lower at 4, suggesting that although their reputational foundation remains positive, they are not yet as strongly anchored in functional association as the core adventure categories.

These findings reinforce the insight that EIGER's brand strength is firmly rooted in its ability to consistently deliver performance-driven and trustworthy products—especially within the segments most closely aligned with its outdoor heritage.

Differentiation

This section assesses how distinct each EIGER sub-brand is perceived within the broader brand portfolio. As a key dimension of brand equity, differentiation reflects the uniqueness of each sub-brand and the extent to which it meaningfully diverges from the master brand—EIGER Mountaineering—which serves as the strategic and perceptual anchor of the portfolio.

To assess differentiation, a quantitative perceptual survey conducted by IPSOS was utilized. Descriptors such as Adventurous, Daring, Casual, Vintage, Glamorous, and others were selected, enabling a visual and analytical mapping of each sub-brand's personality traits. These traits were then interpreted in relation to EIGER's brand DNA to assign a final score from 1 to 5 for each sub-brand's differentiation.

- EIGER Mountaineering (Score: 4): Seen as Adventurous, Energetic, and Daring, this sub-brand holds the clearest outdoor identity and represents the brand's original DNA. However, while the perception is strong, it may risk being overly focused on hardcore adventurers, limiting its broader appeal.
- EIGER Riding (Score: 3): This sub-brand shares adventurous and masculine attributes, but contextualizes them within mobility and independence, particularly for motorcycle-based exploration. Riding stands out for its potential to attract urban consumers seeking freedom on the road.
- EIGER Tactical (Score: 3): Positioned around Masculine, Trusted, and Dependable traits, Tactical serves a specialized segment focused on practical, mission-oriented use. It holds potential as a functional niche sub-brand, although care must be taken to integrate it with the overall outdoor narrative.
- EIGER 1989 (Score: 2): With associations like Vintage, Casual, and Timeless, 1989 leans heavily into lifestyle territory. Although emotionally resonant, its positioning may feel too detached from the brand's technical credibility unless strengthened through clearer storytelling and visual alignment.
- EIGER Women (Score: 1): Traits such as Simple, Glamorous, and Everyday characterize this sub-brand. However, its current low differentiation reflects weak consumer perception and insufficient narrative clarity. The lack of synergy with EIGER's core identity hinders its capacity to scale.

The differentiation insights reveal both strength and fragmentation within EIGER's portfolio. While Mountaineering, Riding, and Tactical carry clear and unique traits, lifestyle-oriented lines such as 1989 and Women face challenges in carving a distinct and resonant space in consumers' minds. These gaps highlight the strategic need for improved brand storytelling and system coherence.

Relevance

Relevance reflects the degree to which a brand aligns with consumers' evolving needs, lifestyles, and usage contexts. As noted by Aaker, "a brand can be different but still not relevant," highlighting that distinctiveness alone does not guarantee resonance or market potential. In strategic terms, higher relevance often correlates with stronger purchase intent, frequency of use, and emotional connection—making it a critical component of brand equity.

Based on the proportion of positive responses per sub-brand and subsequent normalization into a five-point scale (derived from relative share among five sub-brands), the scores reflect varying degrees of alignment with consumer needs. EIGER Mountaineering scored highest, reinforcing its positioning as the brand's core adventure line. Riding and 1989 followed with moderate scores, showing partial relevance beyond their niche appeal. Meanwhile, Tactical and Women Series registered lower relevance scores, signaling a need for better integration with consumer lifestyle narratives or more targeted positioning to improve alignment.

These results underscore that while EIGER enjoys strong technical credibility, not all sub-brands have yet achieved comparable consumer resonance. Relevance should therefore be prioritized in future brand development strategies, especially for sub-brands that aspire to broaden their appeal or enter new consumer domains.

Brand Loyalty

Brand loyalty is a key pillar of brand equity, reflecting consumers' enduring preference, attachment, and willingness to engage with and advocate for a brand over time. While ideally assessed through behavioral indicators such as repeat purchases or Net Promoter Scores (NPS), such data was not available in this study. As an alternative, digital engagement—specifically, Instagram follower count—was used as a proxy indicator.

Drawing on interpretations from Kotler & Keller (2016) and Kapferer (2012), social media following can serve as a relevant signal of brand affinity, especially in sectors where identity, lifestyle, and community form the basis of long-term consumer relationships. A higher follower count may indicate habitual interaction and emotional resonance, even if not directly tied to transaction frequency.

In this context, the official Instagram accounts for each EIGER sub-brand were analyzed. The number of followers was normalized to generate a comparative loyalty score across the portfolio. While this approach cannot fully substitute behavioral loyalty metrics, it provides a consistent and contextually relevant indicator of consumer stickiness—particularly valuable in outdoor and lifestyle categories where brand culture plays an influential role.

The main brand account, @eigeradventure, leads overwhelmingly with 2.3 million followers, scoring a full 5, while EIGER 1989 (75.1k) is normalized to 1, and the remaining sub-brands—Riding (54.6k), Women (44.7k), and TAC (25.1k)—are all assigned 1 due to their comparably small and undifferentiated audience shares.

This suggests that while EIGER as a master brand enjoys substantial digital stickiness and community traction, the fragmented nature and limited traction of its sub-brand accounts point to low digital loyalty and weak emotional engagement at the sub-brand level. This insight supports the argument for brand consolidation or endorsement strategies to unify digital loyalty under one strong brand ecosystem.

Brand Contribution

The contribution of each EIGER sub-brand to overall business performance was evaluated across three dimensions: direct commercial impact, hidden benefits, and hidden costs. First, brand strength was assessed based on available sales volume, growth trajectory, and visibility across core channels. EIGER Mountaineering emerged as the most dominant contributor in terms of volume and profitability, while Riding and 1989 showed promising growth potential in adjacent lifestyle and urban markets. Second, hidden benefits were identified through qualitative insights—such as the ability of EIGER 1989 to strengthen brand relevance among younger audiences, or how TAC, despite low volume, reinforces technical credibility in niche tactical segments. These strategic benefits, though not fully monetized, offer value in long-term positioning. Lastly, hidden costs were noted in the form of brand confusion, overlapping roles, and management inefficiencies. Sub-brands like Women Series and Junior, for instance, showed limited differentiation and required disproportionate coordination efforts, suggesting the need for consolidation or realignment. Overall, this assessment highlights both the tangible and intangible dynamics shaping the effectiveness of each sub-brand, laying the groundwork for prioritization and strategic restructuring discussed in the next sections.

Business Strength

This chart illustrates the sales distribution across EIGER's major product categories. Men's Mountaineering dominates the portfolio, contributing 44% of total sales, followed by Men-1989 (29%), Riding (13%), and Women & Junior (12%). Tactical products, although present, contribute minimally at only 2%. This figure presents the estimated profit contribution by category, using sales data as a proxy due to the unavailability of detailed margin breakdowns per sub-brand. The assumption of uniform margin allocation was applied across all categories. As a result, the proportional profit contribution closely mirrors the sales distribution, with Mountaineering leading at 44%, followed by Men-1989 (29%), Riding (13%), and Women & Junior (12%). Tactical remains the smallest contributor at 2%. This simplification reflects a stated research limitation regarding financial data access.

This figure presents the comparative growth performance and outlook of each category. Tactical and Women & Junior show the highest projected growth rates, indicating their strategic potential, while Men-Mountaineering and Men-1989 maintain stable but modest growth trajectories. EIGER's projected market share reveals expansion in key segments. Riding and Mountaineering categories are expected to maintain leadership, while Women & Junior show significant upward momentum, indicating a promising shift in demographic engagement. Tactical remains niche but is projected to grow marginally.

Hidden Cost

Senior Management Time Sink

This chart illustrates the distribution of time spend across product collections as a proxy for management attention and marketing prioritization. Based on the assumption that marketing budget reflects strategic focus, it is evident that the EIGER Women (34.6%) and 1989 Collection (19.3%) received the most emphasis, followed by Riding (16%). In contrast, core categories such as Mountaineering (8.6%) and Tactical (8.5%) received relatively limited campaign exposure. This disproportion suggests a misalignment between financial contribution (as shown in previous figures) and management investment, potentially leading to inefficiencies in portfolio focus.

The employee distribution data reveals that the Men–Mountaineering and Women & Junior categories absorb the largest share of human resources, accounting for 28% and 24% respectively. This suggests organizational prioritization in areas aligned with EIGER's core identity (mountaineering) and growth initiatives (women/junior segment). Conversely, Tactical has the smallest allocation at only 8%, potentially indicating its limited scope or early-stage development within the brand structure.

To evaluate perceived product satisfaction, complaint rate data was compiled by calculating the ratio of total negative reviews to total reviews across key online platforms—including Shopee, Tokopedia, Lazada, EIGER brandsite, and mobile app. For example, the Mountaineering category recorded 12,392 negative reviews out of 4,204,697 total, resulting in a complaint rate of 0.29%.

The chart shows that EIGER Mountaineering and EIGER 1989 registered the highest complaint rates (0.29% and 0.27%, respectively), reflecting the higher volume and exposure of their products in the market. In contrast, EIGER Tactical exhibited the lowest rate at only 0.03%, which may be attributed to its lower user base and niche distribution rather than superior product performance.

Hidden Benefit

Mountaineering overwhelmingly leads with 27 partnerships, highlighting its established ecosystem and solidified reputation as the core of EIGER's brand identity. This dominance reflects how both internal stakeholders and external collaborators continue to associate EIGER primarily with its mountaineering roots. However, the absence of partnerships in Women & Junior and the minimal involvement in categories like 1989, Riding, and Tactical reveal untapped collaboration potential. This imbalance indicates that EIGER's broader portfolio—despite internal development—has yet to gain external traction. There is a strategic opportunity to extend partnership engagement across more categories, particularly in emerging segments like women's and youth outdoor experiences.

The cross-selling data reveals untapped potential in all categories. Notably, Mountaineering and Riding dominate current cross-selling volume, indicating strong consumer overlap and bundle compatibility. However, the projected drop suggests a need for refreshed bundling strategies. Categories like Women & Junior and Tactical show limited current engagement but moderate growth potential, implying underleveraged strategic assets that could be activated with targeted marketing or experience design.

Strategic Option

This stage is inherently qualitative, judgment-based, and strategic, relying significantly on top management insight and long-term brand direction. To assess the future viability of each sub-brand within the EIGER portfolio, a strategic scoring method was employed (refer to formula 2.1), grounded in the framework proposed by Brandão & Sousa (2020). The evaluation incorporated both internal perspectives and strategic alignment dimensions. The calculation

A 5 scale survey was conducted with 12 key internal stakeholders—including the CEO & Founder, Directors, Product Managers, and Strategic Advisors—spanning across multiple functions and business units. Each respondent was asked to evaluate five major sub-brands (Eiger Mountaineering, Eiger Lifestyle, Eiger Riding, Eiger Women Series & Junior, and Eiger Tactical) across four strategic dimensions: Extendibility, Business Fit, Brand Equity Transferability, and Potential to Merge.

Brand Evaluation

Mountaineering

EIGER Mountaineering consistently emerges as the strongest sub-brand across all dimensions, securing the highest total score of 409. From a brand equity standpoint, it demonstrates top-tier performance in awareness, loyalty, and reputation. Consumers perceive Mountaineering as the most authentic and trustworthy representation of EIGER's outdoor DNA. On the contribution front, it delivers the highest sales and profit impact, while also maintaining favorable market positioning with minimal hidden costs. Its strategic potential is equally robust—stakeholders affirm its high extendibility into adjacent outdoor segments, while its equity is transferable and well-aligned with the master brand. Mountaineering acts not only as the portfolio's financial engine but also as its symbolic linchpin, justifying its role as a power brand and cash cow.

EIGER 1989

With a total score of 297, EIGER 1989 ranks second. Its brand equity shows moderate strength—while the collection has commercial appeal, spontaneous awareness and loyalty lag behind its performance. From a business contribution perspective, the sub-brand shows stable revenue and moderate growth, with limited hidden costs. Its lifestyle positioning aligns well with current consumer trends, although it occasionally overlaps with Mountaineering in perceived function. Strategically, it holds promise for extendibility into fashion-forward lifestyle markets, and stakeholders see potential for repositioning or consolidation under the main brand. Positioned as a flanker brand, EIGER 1989 supports the brand's relevance among urban outdoor consumers, but requires stronger narrative clarity to sustain its differentiation.

EIGER Riding

EIGER Riding holds a total score of 280, placing it third in the prioritization. The sub-brand is moderately strong in equity, particularly in differentiation and relevance, although consumer loyalty and recognition remain uneven. Its contribution to the business is respectable, with positive sales and a clear niche appeal. However, operational inefficiencies—particularly related to customer complaints—suggest the need for quality and service improvement. Riding's strategic options are promising; it is seen as highly extendable within the motorcycle adventure category and could be effectively merged with the master brand, provided its core niche identity is preserved. While not a primary revenue driver, Riding contributes to portfolio breadth and offers access to a distinct audience segment.

EIGER WSJR

Scoring 264 in total, WSJR ranks fourth. The sub-brand faces challenges in brand equity, particularly in awareness, loyalty, and relevance. It is often perceived as an extension rather than a standalone identity. Nevertheless, its business contribution is relatively strong, indicating consumer demand within this segment. However, overlapping product lines and weak positioning have led to internal inefficiencies and diluted equity. From a strategic lens, WSJR shows moderate potential to be merged or realigned under the masterbrand. The sub-brand represents a latent opportunity, particularly in appealing to female consumers, but it requires clearer focus, role definition, and design language to unlock its full potential.

EIGER TAC

EIGER TAC is the lowest-performing sub-brand in this evaluation, with a total score of 172. While it is distinct in its tactical identity, its brand equity remains limited due to low awareness, loyalty, and market relevance. Contribution-wise, TAC is stable but minimal, with low profitability and higher hidden costs, particularly in terms of complexity and management time. Strategically, its niche appeal restricts transferability and merge potential. Despite this, it serves a unique functional role in the portfolio. Given its specialized nature and lack of scalability, TAC is best maintained as a focused, low-investment flanker brand targeted at B2B or tactical-use cases, rather than as a growth driver.

Brand Prioritization

Based on the findings across brand equity, brand contribution, and strategic options, each sub-brand within the EIGER portfolio was evaluated to determine its current and future strategic role. The assessment revealed notable variations in brand strength, business impact, and long-term potential.

To support this evaluation, a BCG Matrix was used to map the five core sub-brands according to their relative market share and growth rate. This matrix provides a visual tool to identify which brands currently serve as stable profit drivers (Cash Cows), which have strong growth potential (Stars), and which require strategic review (Question Marks or niche categories). The results of this mapping will be further elaborated in Chapter 5 as part of the strategic recommendations.

Brand Architecture

While the brand portfolio audit assesses how each sub-brand performs and contributes to the business, brand architecture addresses a broader question: How should these brands relate to one another within a unified system? It involves strategic decisions on how the master brand and its sub-brands are positioned, endorsed, or integrated to ensure clarity, synergy, and long-term brand equity.

This chapter outlines four components to guide EIGER’s architectural review:

1. Brand Portfolio – Revisiting the current set of brands and product categories to evaluate alignment, role clarity, and potential overlap.
2. Portfolio Roles – Assigning strategic functions (e.g., linchpin, flanker, cash cow) to each brand to inform investment and management decisions.
3. Brand Architecture Strategy – Determining the most suitable structure (monobrand, endorsed, or hybrid) to support business goals and consumer clarity.

4. Portfolio Structure – Visualizing the hierarchy and organization of the brand system to aid internal alignment and market implementation.

Together, these components provide the foundation for a more cohesive, efficient, and strategically aligned brand architecture for EIGER.

Brand Portfolio

Table 1. EIGER's Brand Portfolio

Category	Sub-Brand / Initiative	Description	Logo
Core Product Brands	EIGER Mountaineering	Technical outdoor gear (bags, jackets, equipment)	EIGER TROPICAL ADVENTURE
	EIGER 1989	Heritage line with vintage tropical lifestyle appeal	EIGER 1989
	EIGER Riding	Gear & apparel for motorcycle touring and mobility	EIGER RIDING
	EIGER TAC	Tactical & military gear for survival and shooting	EIGER TAC
	Women Series (WSJR)	Female-focused outdoor apparel	EIGER WOMEN
	Junior Series	Products for kids & youth adventurers	EIGER JUNIOR

In the context of brand architecture, the brand portfolio serves as the operational foundation upon which strategic roles, relationships, and market presence are built (Brandão & Sousa, 2020). While the Relevant Brand Set (Section 4.1.1) outlined the sub-brands selected for this study, this section analyzes how those brands are currently positioned and structured within EIGER's internal system.

Based on EIGER's internal brand book, the current portfolio is functionally organized around six core product lines: EIGER Mountaineering, EIGER 1989, EIGER Riding, EIGER TAC, Women Series (WSJR), and Junior Series. Each sub-brand is designed to serve a distinct audience segment and activity context, with its own product category focus, visual identity, and communication direction.

However, while these distinctions exist internally, the portfolio structure lacks formalized role assignments and is not consistently visible to consumers. Survey data from IPSOS (2024) indicates that most consumers do not recognize these as separate sub-brands. Instead, EIGER is widely perceived as a single, unified brand offering a broad range of products. This disconnect reveals a structural issue: the internal segmentation of the brand is not translating into external understanding or market clarity.

As a result, overlapping product propositions, inconsistent messaging, and fragmented execution have emerged across channels and touchpoints. Although the current breadth of EIGER's portfolio allows it to address diverse market needs, its depth—defined by strategic integration, clarity of roles, and consumer distinction—remains underdeveloped. This section provides the groundwork for evaluating how EIGER's brand portfolio can be better structured and communicated—ensuring that each sub-brand plays a clear and complementary role within a cohesive brand system

Portfolio Roles

While strategic brand roles—such as linchpin, flanker, and cash cow—were preliminarily assessed in the earlier brand audit, a more structured classification is needed to support EIGER's future brand architecture. To that end, this section incorporates the BCG Matrix (Johnson et al., 2008) as a complementary tool, enabling a quantitative and visual mapping of the portfolio.

The BCG Matrix evaluates sub-brands based on two key metrics: relative market share and market growth rate. This dual-axis model simplifies portfolio complexity by categorizing each brand into one of four strategic positions:

- Stars: High share in a high-growth market—ideal for future investment.
- Cash Cows: High share in a low-growth market—stable revenue generators.
- Question Marks: Low share in a high-growth market—require strategic consideration.
- Dogs: Low share and growth—candidates for repositioning or phase-out.

In a multifaceted portfolio like EIGER's—where sub-brands often serve overlapping functions or suffer from blurred differentiation—traditional brand role theories can become ambiguous. The BCG Matrix introduces clarity by aligning brand management with actual business performance and market dynamics.

As emphasized by Brandão and Sousa (2020), portfolio role designation should be grounded not only in internal strategy or intended positioning, but also in how the market perceives and responds to each brand. This ensures that resource allocation, future investment, or consolidation efforts are based on both strategic intent and empirical performance data.

Cash Cow: Business Pillars with Stable Returns

EIGER Mountaineering continues to serve as the brand's cornerstone—commanding the largest market share and contributing significantly to revenue and brand equity. Its alignment with EIGER's core identity—technical, durable, and adventurous—makes it the most strategic brand within the current portfolio.

EIGER 1989 and EIGER Riding, while not as dominant, demonstrate consistent performance within urban and lifestyle-driven segments. Their stability in market share positions them as commercial support units that help balance EIGER's technical roots with its expansion into more casual and commuter-focused markets. Their role as cash cows reinforces the importance of maintaining these lines with refreshed yet authentic brand direction.

Question Mark: Emerging Growth, Uncertain Strength

EIGER Women (WSJR) and EIGER Tactical fall under the Question Mark quadrant. Both exhibit signs of growth, but lack strong positioning and recognition. WSJR represents an effort to serve the underrepresented female outdoor segment. However, weak brand communication and fragmented identity hinder its market establishment. Internally, it is even being considered for reintegration into the main product line for greater clarity and coherence.

Tactical, on the other hand, holds functional differentiation through military, tactical, and practical shooting gear, but remains niche with low commercial impact. Its most realistic growth path lies in targeting institutional markets (B2B/B2G), rather than pursuing a mass retail strategy

Star: Absence of a High-Growth, High-Dominance Driver

Currently, no sub-brand occupies the Star quadrant—brands that simultaneously dominate market share and operate in high-growth environments. This is a notable strategic gap. According to BCG (1970) and further emphasized by Aaker (1996), a healthy brand portfolio should include strategic brands that drive future equity and innovation. Kotler and Keller (2016) also advocate for a balance between revenue generators (Cash Cows) and growth engines (Stars).

The absence of a Star sub-brand suggests the need to cultivate or reposition one of the existing brands to fulfill this role—either through targeted innovation, stronger investment, or sharper market alignment.

Dogs: No Sub-Brand with Critical Underperformance

Encouragingly, no current EIGER sub-brand falls into the Dogs category—brands with both low growth and low market share. However, brands in the Question Mark quadrant must be monitored carefully to avoid stagnation or resource inefficiency.

This BCG-based role mapping reveals the asymmetry within EIGER's brand portfolio. While some sub-brands function as stable commercial anchors, others remain in transitional positions with unclear strategic direction. This situation raises several critical questions:

- Are these sub-brands reinforcing or diluting the coherence of the EIGER master brand?
- Which units should be integrated, streamlined, or repositioned to improve clarity and ensure long-term portfolio sustainability?

Rather than attempting to resolve these questions at this stage, the BCG Matrix serves as a diagnostic bridge toward next part, where strategic recommendations for brand architecture restructuring will be proposed based on these findings. These insights also highlight the strategic urgency of reassessing the current brand structure—especially in light of EIGER's global expansion. As expressed by Respondent 1 (CEO/Founder), Founder of EIGER:

"Too many logos, too many identities. If we want to go global, people will get confused—Which one is EIGER?"

This statement reflects the need for brand simplification—not only to enhance internal efficiency and external communication clarity but also to build a stronger, more integrated identity capable of competing in the global marketplace.

Brand Architecture Strategy

EIGER currently employs a sub-branding strategy, where the parent brand "EIGER" is consistently utilized as the dominant element in launching various sub-brands such as EIGER 1989, EIGER Riding, EIGER TAC, EIGER Women, and EIGER Kids. This strategy allows the brand to maintain both cohesion and flexibility within its portfolio by giving each sub-brand a unique identity while ensuring visible endorsement by the EIGER master brand. The sub-brands target relatively similar audiences within the broader outdoor and lifestyle market, yet differentiate themselves through distinct functional and stylistic orientations.

Advantages:

- Combines the strength of the master brand with the flexibility of sub-brands.
- Enables targeted marketing to distinct audience segments.
- Allows space for innovation and adaptation in response to evolving market trends.

Disadvantages:

- Risk of brand dilution and inconsistent messaging if not carefully managed.
- Higher operational complexity, requiring dedicated teams for each sub-brand.
- Increased marketing and activation costs to sustain the individual identities of each sub-brand.

However, in practice, there is a noticeable misalignment between internal brand structuring and external consumer perception. Survey results from 544 respondents reveal:

- 62% were unaware of the sub-brands due to the similarities in visual identity and marketing communication.
- 38% recognized differences through variations in product features and functions.
- 92% considered EIGER strong as a single brand entity, but 81% still emphasized the importance of sub-brand diversification based on function, technicality, and lifestyle.

These findings illustrate a perceptual paradox, where consumers desire a unified master brand while simultaneously expecting clear differentiation between product lines. This contradiction not only influences market perception but also has operational implications—affecting decision-making efficiency, resource allocation, and cross-unit communication consistency. In internal interviews, Respondent 1 (CEO/Founder)—the Founder of EIGER—also expressed his concern regarding the current architectural complexity:

"Too many logos, too many identities. If we want to go global, people get confused—Which one is EIGER?"

According to Keller (2013), a disconnect between brand structure and consumer perception can weaken equity transfer, cause brand confusion, and reduce overall branding efficiency.

Portfolio Structure

From the research, analysis, and survey findings, it is evident that EIGER's current brand portfolio is complex and fragmented. Not all sub-brands hold the same level of recognition or importance for consumers. The central challenge lies in creating a more focused and customer-centric structure—without sacrificing the brand's grassroots character, emotional resonance, or business scalability.

Survey data reveal a clear pattern: 92% of respondents perceive EIGER as a single, unified brand, despite the internal proliferation of sub-brands and initiatives. This indicates a misalignment between internal brand architecture and external perception. Instead of recognizing separate identities like EIGER 1989, EIGER TAC, or Women Series, most consumers associate the brand's offerings directly with the EIGER master identity. This reinforces the analytical insight that a simplified, consolidated brand system would better reflect consumer expectations and brand equity.

Importantly, simplification in this context does not mean reducing product diversity. Rather, it involves organizing existing elements under a more cohesive and intuitive structure—built around core values and functional relevance. This approach is echoed in the portfolio strategies of leading global brands.

A notable example is The North Face, which structures its product system internally into two key segments:

- On Mountain focuses on technical, performance-driven products—such as the Summit Series and Futurelight apparel—designed for mountaineering, climbing, skiing, and expedition environments.
- Off Mountain, by contrast, addresses urban explorers and casual wearers through items like the Purple Label, city-oriented outerwear, and fashion-forward collaborations.

This segmentation is not formalized through sub-brands but operates as an internal framework that enables distinct product strategies, consumer targeting, and messaging—while preserving a single, powerful brand identity. The strength of this model lies in its ability to optimize not only internal processes (product development and communication) but also the external brand experience.

A similar duality is evident in EIGER's current offerings. From both brand audit results and sub-brand prioritization analysis, two primary clusters emerged:

- The Mountaineering line, which anchors the brand's identity in technical, expedition-grade credibility.
- EIGER 1989, which reflects emerging demand for culturally resonant, style-led products aligned with tropical lifestyle.

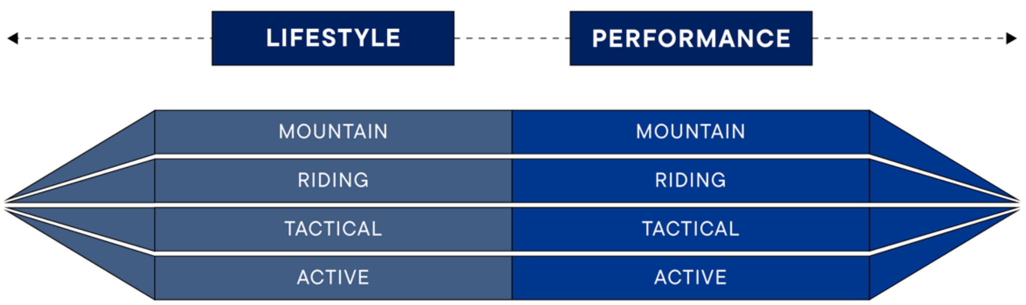

Figure 3. Proposed EIGER's Portfolio Strategy

This internal logic is further supported by qualitative insights from EIGER founder Mr. Respondent 1 (CEO/Founder), who reflected on the shifting outdoor market and the need for simplification:

"Outdoor itu udah kayak lifestyle… orang berkegiatan outdoor sudah biasa. Sekarang lebih accessible. Saya mulai kepikiran kayaknya ini perlu disederhanakan. Itu udah lama sih. Tiga tahun yang lalu saya udah merasa kayaknya mulai bahaya kalau terlalu kompleks."

(Interview Transcript, March 2025)

Based on these converging insights, the emerging structure of EIGER's portfolio can be logically organized into two primary domains:

1. Outdoor Performance – focusing on technical and functional gear for challenging environments.
2. Outdoor Lifestyle – emphasizing accessible, tropical everyday wear with cultural and stylistic relevance.
3. Outdoor Performance – focusing on highly technical, functional gear for adventurous conditions.
4. Outdoor Lifestyle – emphasizing everyday tropical wear with cultural and stylistic relevance.

This dual-axis framework aligns with how consumers already interpret the brand and offers multiple internal benefits: improved navigability, streamlined communication, and clearer brand storytelling. The existing product categories—such as *Mountain*, *Riding*, *Tactical*, and (soon) *Active*—can be positioned along a Lifestyle–Performance continuum, reflecting the real-world blend of expressive and functional needs in outdoor activities. This model presents a flexible portfolio structure logic, capable of accommodating future category expansion and evolving market dynamics. It accommodates innovation, lifestyle relevance, and emotional storytelling without compromising consistency or credibility.

CONCLUSSION

The analysis addresses EIGER's key research questions, revealing that its current sub-brand model creates inefficiencies like oversupply and poor coordination, necessitating a unified structure for better agility. Consumers already view EIGER as a single brand, so streamlining its architecture will strengthen trust, emotional connection, and equity by ensuring consistency. A mono-brand strategy—organized by user activity—is recommended to leverage EIGER's heritage while enabling focused growth without dilution. To maintain market leadership, EIGER must reinforce its identity as the top tropical outdoor brand, unifying operations and marketing for scalable competitiveness. Additionally, a cohesive brand strategy will help align product quality with consumer expectations, resolving identity gaps and reinforcing reliability. A coherent brand strategy acts as a control system. It ensures quality expectations, product positioning, and marketing are aligned—thereby restoring consumer confidence and setting a foundation for long-term loyalty.

This research recommends that EIGER transition toward a streamlined mono-brand architecture, anchored by two central pillars: Outdoor Performance and Outdoor Lifestyle, each subdivided by key activity-based categories. This structure will enable EIGER to simplify decision-making, consolidate internal efforts, and present a more relevant, unified brand experience—while ensuring future growth remains aligned with its identity and legacy.

REFERENCES

Abdulwase, R., Mohammed, A. A., & Ahmed, F. (2021). How Do Jiangsu Universities Manage the COVID-19 Pandemic? *Journal of Marketing Management and Consumer Behavior*, *3*(2).

Brandão, A., Sousa, J. C. C., & Rodrigues, C. (2020). A dynamic approach to brand portfolio audit and brand architecture strategy. *European Business Review, 32*(2), 181–210. https://doi.org/10.1108/EBR-06-2018-0111

Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative Research in Psychology, 3*(2), 77–101. https://doi.org/10.1191/1478088706qp063oa

Creswell, J. W. (2014). *Research design: Qualitative, quantitative, and mixed methods approaches* (4th ed.). SAGE Publications.

Curry, D. (2024). *Strava statistics*. Business of Apps. https://www.businessofapps.com/data/strava-statistics/

Derks, J., Giessen, L., & Winkel, G. (2020). COVID-19-induced visitor boom reveals the importance of forests as critical infrastructure. *Forest Policy and Economics, 118*, 102253. https://doi.org/10.1016/j.forpol.2020.102253

Kapferer, J.-N. (2012). *The new strategic brand management: Advanced insights and strategic thinking* (5th ed.). Kogan Page.

Ke, T. T., Shin, J., & Yu, J. (2020). A theory of brand positioning: Product-portfolio view. *SSRN*. https://doi.org/10.2139/ssrn.3688098

Keller, K. L. (2013). *Strategic brand management: Building, measuring, and managing brand equity*. Pearson Education Limited.

Kotler, P., & Keller, K. L. (2016). *Marketing management* (15th ed.). Pearson Education Limited.

Landry, C. E., Bergstrom, J. C., Salazar, J., & Turner, D. (2021). How has the COVID-19 pandemic affected outdoor recreation in the U.S.? A revealed preference approach. *Applied Economic Perspectives and Policy, 43*(1), 443–457. https://doi.org/10.1002/aepp.13119

Linnell, K., Fudolig, M., Schwartz, A., Ricketts, T. H., O'Neil-Dunne, J. P. M., Dodds, P. S., & Danforth, C. M. (2022). Spatial changes in park visitation at the onset of the pandemic. *arXiv Preprint*, arXiv:2205.15937. https://doi.org/10.48550/arXiv.2205.15937

Office for National Statistics. (2021). *How has lockdown changed our relationship with nature?* https://www.ons.gov.uk/economy/environmentalaccounts/articles/howhaslockdownchangedourrelationshipwithnature/2021-04-26

Outdoor Industry Association. (2021). *Outdoor participation trends report*. https://outdoorindustry.org

Rice, W. L., Pan, B., Pan, S., & Anguera, J. A. (2020). Changes in recreational behaviors of outdoor enthusiasts during the COVID-19 pandemic: Analysis across urban and rural communities. *Journal of Urban Ecology, 6*(1), juaa020. https://doi.org/10.1093/jue/juaa020

Venter, Z. S., Barton, D. N., Gundersen, V., Figari, H., & Nowell, M. (2020). Urban nature in a time of crisis: Recreational use of green space increases during the COVID-19 outbreak in Oslo, Norway. *Environmental Research Letters, 15*(10), 104075. https://doi.org/10.1088/1748-9326/abb396

White, M. P., Alcock, I., Grellier, J., Bell, S., Elliott, L. R., Gualdi, S., ... & Fleming, L. E. (2021). Spending time in nature associated with increased happiness during pandemic. *Nature Sustainability, 4*, 905–913. https://doi.org/10.1038/s41893-021-00781-2

WGSN. (2020). *How the outdoor boom is reshaping consumer behavior*. https://www.wgsn.com/insight/article/88907

Yin, R. K. (2018). *Case study research and applications: Design and methods* (6th ed.). SAGE Publications.