

Dilanchian
Guide for

Brand Architecture

Moving Towards Brand Management



1. What does a strong brand achieve?

Succinctly stated, a strong brand:

- Secures goodwill
- Builds brand loyalty
- Becomes a symbol of quality or value
- Differentiates a product or service or organisation
- Encourages the confidence of employees, investors, consumers, licensees, collaborators and donors
- Provides “armour” against potential competitors and infringers
- Stores value as an asset recognised by legal and accounting principles. David A. Aaker and others refer to “brand equity”. They refer to a combination of brand awareness, brand identity, perceived quality and brand loyalty. Other key words include differentiation, relevance, esteem and knowledge.



2. Fundamental principles

Brand architecture structures and integrates the identity of a venture's different products, services and messages.

Complementary messages build the brand experience of the audience or users and create a legally strong brand.

- **Harmonise** the text, design and other content of a brand to communicate clearly and succinctly.
- **Design** marketing and communication touch points to build the brand according to a consistent house style.
- **Design** the presence of the brand online, on mobile devices, in print and everywhere to have a consistent look, sound and feel.



Legally **strong** brands are made by coordinated and consistent branding decisions. Legally **weak** brands have limited rights. They are hard and expensive to protect. Inconsistency commonly arises from **naïve branding decisions** in brand selection, development and use. This is how the cookie often crumbles:

1. **Domain name** registered by founder of a venture – *“Wow, it was available!”*
2. **Company name** registered by accountant – *“I spelt it differently for a reason.”*
3. **Logo** by graphic designer – *“It’s got it all, name and design, looks great, eh?”*
4. **Trade mark** registered by founder/attorney – *“Great logo. Just file it quick!”*

Congrats to all. A legally weak brand created by 4 uncoordinated, accidental decisions.

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PUMA

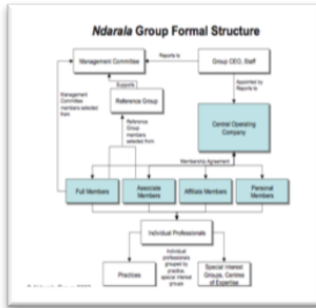


**STAR
WARS**

3. Inconsistency creates legally weak brands

A brand is legally weak if management, design and legal considerations are not integrated.

1 Management...



2

Design...



3

Legal...



Legal protection is also weakened if parts of the brand are managed in separate silos by different people. The parts include company name, domain name, trade mark, logo and packaging design.



4. World's valuable brands

Rank		Value \$US Billion	Origin
1	APPLE	118.863	U.S.
2	GOOGLE	107.439	U.S.
3	COCA-COLA	81.563	U.S.
4	IBM	72.244	U.S.
5	MICROSOFT	61.154	U.S.
6	GE	45.480	U.S.
7	SAMSUNG	45.462	South Korea
8	TOYOTA	42.392	Japan
9	McDONALD'S	42.254	U.S.
10	MERCEDES-BENZ	34.338	Germany
11	BMW	34.214	Germany
12	INTEL	34.153	U.S.
13	DISNEY	32.223	U.S.
14	CISCO	30.936	U.S.
15	AMAZON	29.478	U.S.



Source: Interbrand. Interbrand's 15th Annual Best Global Brands Report, 9 October 2014

5. Rising and declining brand values

Rank	Brand	2014 VALUE \$US Billion	2013 VALUE \$US Billion	% CHANGE
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Winners

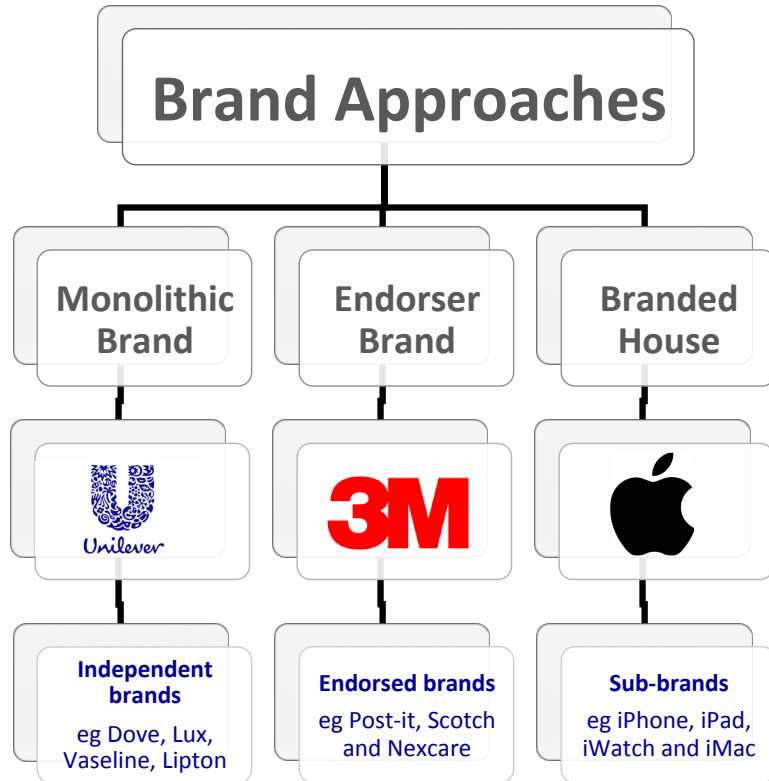
29	FACEBOOK	14.349	7.732	+86
45	AUDI	9.831	7.767	+27
15	AMAZON	29.478	23.620	+25
31	VOLKSWAGEN	13.716	11.120	+23
56	NISSAN	7.623	6.203	+23

Losers

98	NOKIA	4.138	7.444	-44
100	NINTENDO	4.103	6.086	-33
18	GILLETTE	22.845	25.105	-9
19	LOUIS VUITTON	22.552	24.893	-9
17	HP	23.758	25.843	-8

Source: Interbrand. Interbrand's 15th Annual
Best Global Brands Report, 9 October 2014

6. Case studies in brand architecture

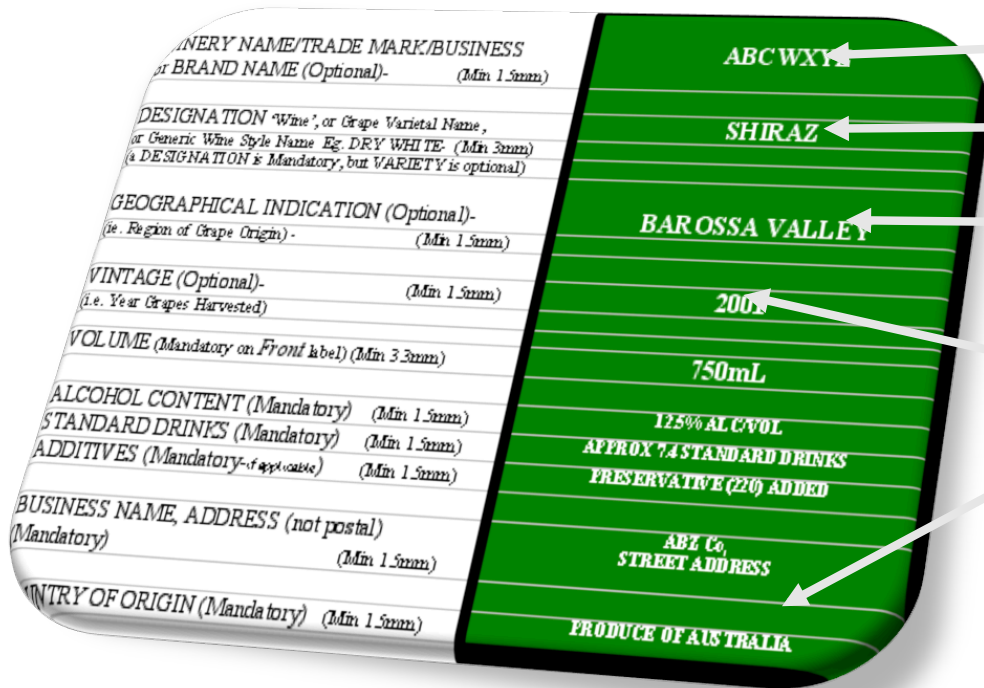


Case Study: Brand architecture for an organisation

- **Three brand elements work in synch in this example.**
 - The circular graphic below first appears on its own.
 - It combines with a name and descriptor (“oxygen” + “accounting”).
 - Finally it works with a tag line (“a breath of fresh air”).
- **Each module fits with the other.**
- **This illustrates how a graphic, organisation name and tag line build and integrated.**



Case Study: Brand architecture for a product (wine label)



The **winery** may be a brand, eg LAKES FOLLY

The **variety** can also be a “brand”, eg SHIRAZ

The **geographic region** may be a brand eg BAROSSA VALLEY

The year of **vintage** is a brand for wine buffs, eg 2001

The **country** of origin as a brand, eg AUSTRALIA

Case Study: Australian Government's Re-Branding

BEFORE - Rejected by
Howard Government



AFTER - Adopted by
Howard Government



Australian Government
Australian Taxation Office



Australian Government
IP Australia



Australian Government
Department of Immigration and
Multicultural and Indigenous Affairs



Australian Government
Department of Agriculture,
Fisheries and Forestry

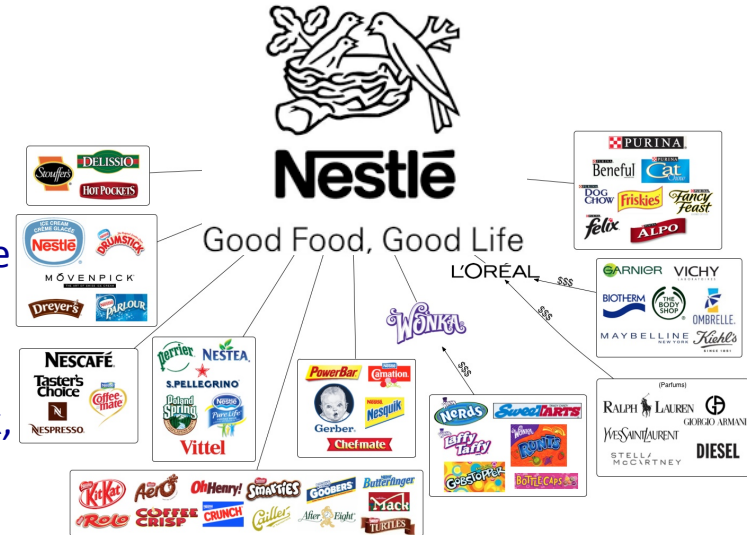


Australian Government
Department of Defence

Nestle's brand architecture

Nestle is very sophisticated in its branding. It is both a monolithic brand and an endorser brand.

- Nestle is a food conglomerate, a house of brands with both diet and non-diet products.
- Nestle used brand architecture in its famous Nestle Branding Tree.
 - On **global** products the Nestle brand appeared, eg Carnation, Maggi, Perrier, Quick, Kit Kat.
 - On 7,640 **regional or local products** the word Nestle did not always appear, eg Lifesavers, Allens, Findus, Lean Cuisine.



Sub-brands - legal recognition

Beecham Group Plc v Colgate-Palmolive Pty Ltd 66 IPR 254

- The use of sub-brands enables the owner of the parent brand to market a range of different products or services, competing in different market segments, but retaining the values of the parent brand.
- A parent brand is often used together with a sub-brand so that the positive attributes of the parent brand are attributed to the sub-brand, without the need to create an entirely new set of brand values for the sub-brand, which would cost the company time and money and may not succeed.
- Sub-brands are also used to communicate to consumers specific and differentiating values pertaining to the sub-brand, which often appeal to different market segments while still having the benefit of attributing to each sub-brand the brand values of the parent brand.

7. Implementing your brand architecture

[Your venture company name
product name and trade mark
methodology or product features name]



What are the future objectives for each?

What are the key messages for each?

Brand architecture serves the need of positioning an organisation and its offerings in the minds of its audience or customers and stakeholders.

Below is a simple **positioning statement** matrix. What would be the answer on the right hand column for your organisation?

Positioning Statement	Who	<Target customers>
	What	<Venture/product/service offerings>
	Why	<Compelling reason to engage or buy>
	Value-add	<Key benefit – value proposition>
	Unique Selling Proposition	<Differentiation – from competition>

What is positioning?

Positioning is a marketing concept, for differentiation of an organisation and its offerings, by building perceptions about what is on offer for customers and stakeholders.

Differentiation is one of four mechanisms for competitiveness:

1. Price
2. Timeliness
3. Quality
4. Differentiation

Tools for positions include the **positioning statement (right)**, **brand architecture** and other marketing communication tools.

- Left on its own, a company or product label, domain name, trade mark or logo does not create a powerful brand.
- More is needed to create branding which sings and stays on message:
 1. **Associated elements**, eg descriptor, tag line, labels, swing tags
 2. **Graphic design**, eg logo, fonts, colour palette, symbols, characters, layouts, formats
 3. **In-house guides**, eg templates, guides, house style guide.
 4. **Legal decisions** as regards what to register, where to register, in which name to register and how to register.

**Items 1, 2, 3 and 4 are key tools to build a strong brand architecture.
Develop them to get better outcomes, including from legal advice.**

8. Brand collateral or formats

Product Sale Collateral

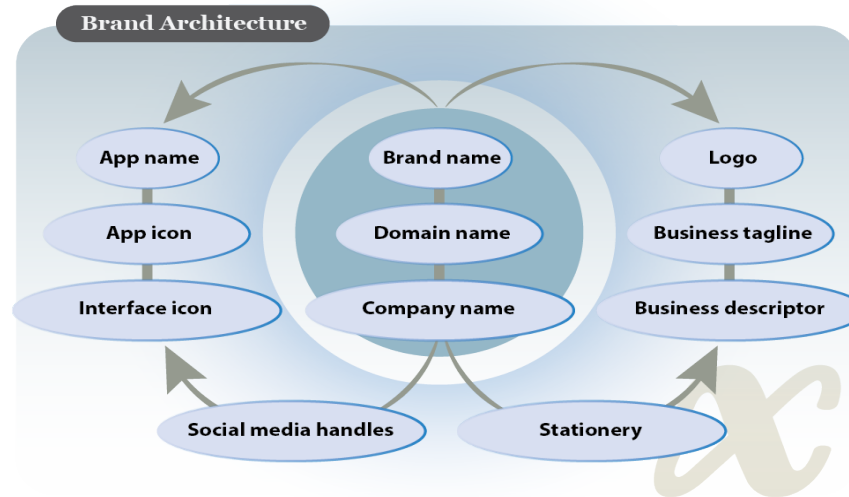
- Email Footer
- Website Banner
- Letterhead
- Tax Invoice
- Statement
- Receipt
- Business Card

Communication Collateral

- Brochures
- Forms
- Letters

Marketing Collateral

- Social Media
- Publications
- Blog Articles
- Packaging
- Labels
- Banners
- Swing tag
- Training materials
- Guides



8. What we do: services for intellectual assets

1. We identify, shape, contract & protect your assets

Intellectual Property Law

- Patents and copyright
- Trade mark registration
- Branding and trade practices
- Confidential information
- Technology licensing
- Internet and e-commerce law
- IT and communications law
- Entertainment law
- Franchising law

2. We structure businesses, deals & transactions for your assets

Business Law

- Business transactions
- Business contracting
- Structuring enterprises
- Human resources law
- Deal negotiation
- Securities law
- Sale of business
- Dispute resolution
- Commercial litigation

3. We build strategies for wealth creation for your assets

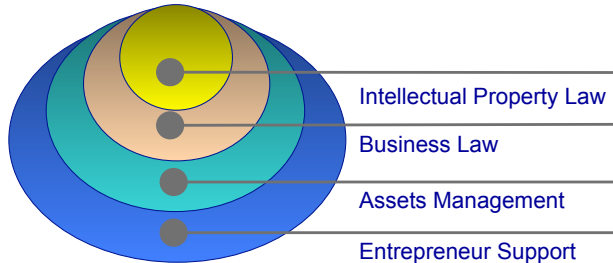
Assets Management

- Intellectual property management
- Intellectual capital management
- Valuation of intellectual assets
- Knowledge management
- Document management
- Project management
- Strategic planning

4. We provide tools & training for you to standardise your processes and add value to your assets

Entrepreneur Support

- Management consultancy
- Deal making training
- Management training
- Marketing support
- Fundraising



9. Connect



Intellectual Property Law

Business Law

Intellectual Assets Management

Entrepreneur Support

Innovative > Integrated > Solutions

Dilanchian is a firm of specialist lawyers and consultants with over 30 years experience in business law, emphasising technology, contracts, capital raising and intellectual property protection and commercialisation.

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