

BRAND
MANAGEMENT
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Strategic Brand Management Process – IV

- **The step – 4 of the strategic brand management process is**
 - **Growing and Sustaining Brand Equity**
- **And there are three key components of this step i.e.**
 - **Defining Brand Architecture**
 - **Managing Brand Equity Over Time**
 - **Managing Brand Equity Over Geographic Boundaries, Cultures and Market Segments**

Brand Architecture

- **As the term suggest it is the building plan the blueprint of the structural framework or arrangement of all the brands within the organisation.**
- **It is the way in which the brands within a company's portfolio are related to and differentiated from one another.**

Role of Brand Architecture

- **The role of brand architecture is twofold:**
 - **To clarify brand awareness:**
Improve consumer understanding and communicate similarity and differences between individual products and services.
 - **To improve brand image: Maximize transfer of equity between the brand and individual products and services to improve trial and repeat purchase.**

Brand Architecture Systems

➤ **There are four brand architecture systems:**

- **Umbrella**
- **Product**
- **Endorsed**
- **Monolithic**

Umbrella Brand Architectural System

➤ If a brand name spans across a range of sub-brands, then the umbrella brand architectural system is used so that all the sub-brands will fall within the category.



Product Brand Architectural System

- Under this system, each good or service is branded individually
- But, the corporate or organization brand get de-emphasized.



Product Brand Architectural System



AXE	Surf excel	kissan	RIN	Dove	Knorr	Red Label
Lifebuoy	Lipton Greentea	LUX	POND'S	Pepsodent	CLEAR NOTHING TO HIDE	Vim
sunsilk CO-CREATIONS	Vaseline	TRESemmé USED BY PROFESSIONALS	wheel	CLINIC PLUS+	Brooke Bond TAJ MAHAL	CAMAY
closeup	Domex	Fair & Lovely	LAKMÉ	Pears	wheelok	Liril

Endorsed Brand Architectural System

➤ In this system the sub-brand is the dominant brand, backed up by the strength of the parent corporate brand. (3M Logo is printed for signal)



Monolithic Brand Architectural System

➤ In this system a single brand name is used which is generally the organization or corporate name across products and categories.



Monolithic Brand Architectural System

➤ This system is best suited for brands with optimal levels of recognition delivering a brand promise strong enough and where extending into multiple un-related categories has minimal risk. So, here even organizations or corporate scan be promoted in ads as brands.



Mahindra



ClubMahindra

Tech
Mahindra

Hybrid Brand Architectural System

- **We have already discussed that there are four types of brand architectural systems i.e. umbrella, product, endorsed and monolithic.**
- **But, in real world it may also so happen that there can be a combination of the features from more than one brand architectural systems.**
- **This is called 'hybrid brand architectural system'.**

The Case of Microsoft



➤ Since Microsoft has hundreds of products in numerous markets, it uses the hybrid strategy of branding.

➤ Like we have discussed since brands like Word, Excel, Powerpoint,

Windows uses reputation of the parent brand MS as the fuel, these are coming under endorsed system.



➤ But, brands like SkyDrive, Visual Studio and Zune seems like free standing brands and



that is why it is product architectural system.

The Case of Disney



➤ Similarly, we have Walt Disney with several brands with which its name appears and several other brands that seem like parent brands within themselves

➤ Brands where its name clearly appears



include Disney Nature, Disney Store, Walt Disney Animation Studios, DisneyToon Studios, etc. Brands that look standalone brands but are children of Walt Disney are FreeForm, ESPN, ABC, etc.

Why a Hybrid System ?

- There can be a variety of reasons why an organization chooses to go with hybrid system of brand architecture.
- When Coca Cola started, it only had one brand and that brand was a carbonated soft drink that refreshes people. It offered this drink to the mass market for a long period of time.



Why a Hybrid System ?

➤ But when it came to target different market segments the Coca Cola brand designed for the masses was not suitable for the job. As a result, various standalone brands launched or acquired.



Benefits of Hybrid System

➤ This means hybrid structure helps companies penetrate into new market segments without putting the parent brand's reputation on the line.

➤ The hybrid architecture also serves as a shield to the effects of mergers and acquisitions.

➤ Take for example the acquisition of Jaguar by Tata. Now, both the brands here have a great reputation and brand equity.

Renaming the brands could alienate their respective customers.



JAGUAR

When Hybrid System Works?

- **A hybrid brand architecture works because it allows for the peaceful coexistence of old and new products, or the merger or acquisition of different types of brands. For firms that are primarily masterbrands, introducing a trade-marked sub-brand can help when:**
 - **Descriptive product names would be too long**
 - **Descriptive names would confuse the audience**
 - **A major innovation justifies its own name like iPod or Laserjet**

When Hybrid System doesn't Work?

- **For firms using the sub-brand or endorser brand architecture, introducing a descriptive master brand name can help when:**
 - **There is a corporate initiative to market, like a loyalty program**
 - **A descriptive name will work just as well as a new trade-mark**
 - **There is no time or budget to create a new trade-mark**

Managing Brand Equity Over Time

- **Effective brand management also requires taking a long-term view of marketing decisions.**
- **A long-term perspective of brand management recognizes that any changes in the supporting marketing program for a brand may, by changing consumer knowledge, affect the success of future marketing programs.**

Managing Brand Equity Over Time

- **A long-term view also produces proactive strategies designed to maintain and enhance customer-based brand equity over time and reactive strategies to revitalize a brand that encounters some difficulties or problems.**
- **Times of India : 1838 for Newspaper**
- **Britannia : 1892 for biscuits**
- **Shalimar Paints : 1902 for industrial paints**



Managing Brand Equity Over Geographic Boundaries, Cultures & Market

- **It is another important consideration in managing brand equity is recognizing and accounting for different types of consumers in developing branding and marketing programs.**
- **International factors and global branding strategies are particularly important in these decisions.**
- **In expanding a brand overseas, managers need to build equity by relying on specific knowledge about the experience and behaviours of those market segments.**

The Case of Old Monk

- **Very few Indians know that Old Monk is not only made in India, but the company prides itself on having spent zero money to promote the brand.**
- **The 150+ year old (Estd. 1855) brand has retained its iconic bottle design taste over all the years.**
- **Moreover, not only is Old Monk a staple alcohol amongst India youth, it is the third largest selling rum in the world.**



Thank You