

Is it better to maintain one global brand or many different local brands?

### **Brand Architecture**

How an organization structures and names brands within its portfolio. There are three main types of brand architecture systems: **monolithic**, where the corporate name is used on all products and services offered by the company; **endorsed**, where all sub-brands are linked to the corporate brand by means of either a verbal or visual endorsement; and **freestanding**, where the corporate brand operates mainly as a holding company, and each product or service is individually branded for its target market.

In favor of the single brand, tremendous economies of scale.

Against the single brand, difficulty in creating personal connection with the consumer.

B2B products seem more susceptible to global branding

Regional band equity often trumps consistency, particularly if the product serves a very traditionally-minded market segment.

How far a brand can scale depends largely on how much the brand touches a *particular culture's values*

Consistent branding around the world seemed a desirable but not essential goal

Of course a global brand would be ideal

The reality is, you cannot write off the equity in your market

While global brand consistency may create more value for the company, it also generates greater risks. For example, it threatens effectiveness of local market recognition.

All public relations challenges are potentially global. A problem anywhere can very quickly turn into problems everywhere. It is important to *react immediately*.

Quality control is a key source of risk for the global company.

Silence is seldom golden, especially in the information world.

"For firms that are second or third in a market, taking risks is a way to get ahead."

Peter Singer, Brookings Institution, July 2004

**Sustainability**- people of all kinds gain productively from a loyal relationship over time  
Volatility- most people lose, and a small number profit by opportunistic behaviors

**UN-accepted definition of Sustainable Development** - development that meets the needs of people today without compromising the ability of future generations to meet their needs.  
Source: Brundtland, former Norwegian PM

## **Valuation of Marketing**

Chris Macrae

1. Biggest customers and exit customers – the strengths of your context's segmentation
2. Most profitable customers and newest strategy implementation customers
3. Average customers and customers it would be most valuable to learn with
4. Most needy customers and most complaining customers – highest risk + responsibility group