CHAPTER 4
ESTABLISHING BRAND ARCHITECTURE

4.1 Introduction

Brand architecture is a structure or design of brands of the company. It refers that how a firm structures and organizes its different lines of products and how it names it, positions it and markets it. Different researchers have given different definitions;

Brand architecture deals with structure and designs of brands which are constantly influenced by changing environment [155]. Brand Architecture refers to how a firm structures and organizes its product in terms of naming, positioning and marketing the product [75]. Marketers and managers have to manage a complex structure of brands effectively through an organized structure which is now known as the brand architecture of the organization [3]. Brand structure / architecture would not create any confusion in the minds of the customers and would help in identifying the products and brands easily [155].

Many times, a firm has parent brands and sub brands. Through brand architecture, a firm establishes the relationship between its parent brands and sub brands. Brand architecture is just a blueprint to guide brand building, development and marketing. It also identifies supra brands and sub brands based on geographical and product differentiation (e.g. Cape: South Africa, Cape Garden Route, Cape Wine, etc.). Brand architecture establishes a hierarchical relationship among the various brands of the same company.
In the above figure, figure 4.1, brand architecture of Fed Ex is shown. Brand architecture of Fed Ex shows its various products under the brand Fed Ex. Thus, brand architecture is a blueprint or a design through which a company makes an arrangement of its brands i.e. brands of the company are organized in a clear and understandable way. Brand architecture is very essential to give a proper structure to the parent brands and sub brands of the company.

These days, more and more tourist destinations are establishing brand architecture of their destinations in order to give tourists a clarity regarding its products and brands. Brand architecture would enable the destinations to stay ahead of competitors. When the destination is a country; then city, states and union territories act as sub brands and country is the parent brand. Brand architecture is very important in the case of destinations as it is a device to develop destination’s supra brands/ parent brands and sub brands. E.g. Britain is the destination’s supra brands and all the countries which are a part of Britain, like; England, Scotland, and Wales are the sub-brands.

David Aaker [2] advocated four principal types of branding structures under “brand relationship spectrum” as shown in figure. 4.2.
This ‘brand relationship spectrum’ indicates four different types of brand strategy that can be employed to manage a portfolio of brands. This spectrum consists of four strategies: House of brands, endorsed brands, sub brands and branded house. The brand relationship spectrum (Fig. 4.2) is related to the driver role that brands play [48]. Brand drives the purchase decision and experience of the consumers on the usage of the product [129]. For choosing the most suitable strategy one would have to look at the specific driver role that each brand plays in influencing the purchase intentions of consumers. Figure 4.3 shows four different types of branding strategies in detail.

Source: Dooley and Bowie (2005).
Brand Architecture also helps in the revival, retention or merger of brands that have low market impact and tend to cause organizational conflicts with the strong brands of the company. Also, it can be used to revive weak or dormant brands and launch new brands. Brand architecture approach is also used for overcoming any conflicts in defining the role and level of brands. Fig. 4.3 shows that there are four principal types of brand architecture: House of brands, endorsed brands, sub brands and branded house.

4.2 Types of Brand Architectures

There are four most important types of brand architectures; House of brands, branded house, Endorsed brand and sub brand strategies.

4.2.1 House of Brands Strategy

When each sub brand has a strong driver role then it results in House of brands architecture which is a set of stand-alone brands. This strategy includes a set of sub brands that act
independently of each other and the umbrella brand [48]. This way the ‘House of Brands’ strategy lets the firm to position its brands based on functional benefits and dominate niche segments. Here, each sub brand differentiates itself in a way that attracts a particular niche market. Some of the pros and cons of this strategy are;

**Pros:**

- **Flexibility in messaging** - Having a unique brand independent of the parent company allows the marketer greater freedom in how they position their offering, rather than being locked into the messaging style, values and other attributes of the larger brand.

- **Greater differentiation** through a more focused messaging platform.

- **Enhanced market share** - In cases where overlapping distribution areas act as a barrier to growth, offering a Multibrand strategy can alleviate territorial limitations.

- **Globalization** - Based on cultural differences, sometimes the only way to effectively market to a foreign audience when the core brand does not relate well in that region.

**Cons:**

- **Resources** - Creating and maintaining multiple, distinct brands comes with a price. Identity development, multiple web properties, advertising, literature, legal, brand management time, etc. needs a huge cost for brand maintenance.

- **Brand dilution** - It may not be the best choice for smaller, less established organizations because ‘House of brands’ strategy decentralize a company’s brand portfolio.

P&G’s brand strategy in hair care category illustrates the house of brands strategy. All the shampoos of P&G have their own distinct features, messaging style, differentiation, target market, etc. Head and Shoulders dominate the dandruff control shampoo category. Pert plus combines shampoo and conditioner. Pantene emphasis on enhancing hair vitality. The total impact of these three shampoos would lessen if instead of having three unique brands they were branded under P&G brand. E.g. P&G dandruff control, P&G combo and P&G healthy hair.

Under this strategy, Shadow endorser sub strategy also exists. Shadow endorser is not connected visibly to the endorsed brand but many consumers know about the link [3]. This sub-category in the house-of-brands strategy provides some of the advantages of having a known organization
backing a brand and least association contamination [129]. Shadow-endorsed brand represents a totally different product and market segment. Some of the good examples of shadow brand are banana republic and Old Navy (Gap), Mountain Dew (Pepsi), Touch stone (Disney). Shadow endorsed brands make a totally different product and market segment, operate independently of the mother brand, and generate indirect market impact through parent brand backing [129].

House of Brands can be applied in a place brand context [48]. According to Dooley and Bowie, House of Brands architecture is applied in Spain. Spain is divided into 17 autonomous regions. Each region has its own destination branding strategy where each region is promoting its own brand domestically and globally independently of Tour Spain, the national tourism board (See fig. 4.4). R. Harish [75] pointed out that Northwest China is also doing it’s branding according to House-of-brand strategy where five provinces Xinjiang, Qinghai, Shaanxi, Gansu and Ningxia are promoted under distinct tourism brands.

![Place brand architecture: Strategic management of the brand portfolio](image)

*Figure 4.4: House-of-brand strategy, Spain*

Source: Dooley and Bowie, 2005

### 4.2.2 Branded House Strategy

In this strategy, the master brand is used for all the products with only a descriptive name attached for the individual products [75]. In a branded house strategy, a master brand moves from being a primary driver to a dominant driver role across a multiple offerings [3]. Here, master brand gives an umbrella branding under which most of the company businesses operates. This strategy is like putting lots of eggs in one basket [3].
Pros:

- **Efficiency and consistency** - In a single brand approach the messaging; look and feel of marketing materials is much more consistent and easily embraced through a global organization. This translates to greater economy as less materials and time are required to support the marketing of each offering.

- **Centralized value** - Given that all products and services are centrally branded, recognition and customer loyalty tend to bubble up to the parent company. In turn, this creates a stronger customer relationship that extends beyond the value of the product.

Cons:

- **Inherited “limitations”** - Unlike a house of brands, this approach limits the degree in which a product or service can be uniquely marketed. Inherited attributes can include visual identity, messaging, values and customer perceptions.

- **Liability** - with all products housed under a single brand, the shortcomings of one can have damaging perception effects that ripple across the entire portfolio and corporate brand.

R. Harish [75] has given New Zealand as an example of Branded House strategy. The ‘Silver fern’, New Zealand’s country-of-origin symbol is the key driver in New Zealand’s branding strategy as shown in the below figure, figure 4.5.

![Figure 4.5: Branded House Strategy: New Zealand](image)

In the above branding of New Zealand, the same logo which is used in parent branding has been also used in the sub brands. This shows that there is a same theme used for parent branding as well as sub-branding. This kind of brand strategy is unified branding or branded house strategy.

The above figure, Figure 4.6 is the example of Fed Ex Company where it changed its brand architecture from ‘House of Brands’ strategy to ‘Branded House’ strategy.

Following is the pictorial difference between the ‘house of brands’ and the ‘branded house’ strategies.

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**Figure 4.6: Examples of ‘House of brands’ and ‘branded House’**

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**Figure 4.7: Examples of ‘House of brand’ and ‘branded house’ strategies**
The above figure, figure 4.7 shows the pictorial difference between ‘house of brand’ and ‘branded house’ strategies by taking the examples of Google and Procter & Gamble.

### 4.2.3 Endorsed Brand Strategy

Endorsed brand architecture is made up of individual and distinct product brands, which are linked together by an endorsing parent brand. The endorsing parent brand plays a supportive and linking role, and, in many respects, endorsed brand architecture can be seen as an inversion of a sub-brand architecture (www.distility.com). In endorsed brand strategy, umbrella brand and its sub brands are perceptually linked. Endorsed brands are still independent but are endorsed by another brand. The endorsement provides credibility and usually plays a minor driver role [3].

Here, each product has its own independent distinguishing values that differentiate it from the other products. Despite the distinctness of each product brand, the essential ingredient for successful endorsing brand architecture is that there is a link between (i) the higher-level brand promise of the endorsing parent brand and (ii) the product brand. This link is what provides the assurance to the customer that if they like one product in the family of the endorsing brand, then a sibling brand is also worthy of consideration (www.distility.com). According to Dooley and Bowie [48], this kind of strategy can be applied in Supranational units, like; Britain, Scandinavia, and Europe because they are generally considered as umbrellas for the individual countries within them.

![Figure 4.8: Endorsement brand strategy - Scandinavia](source: R. Harish, 2010)

This strategy works well, as the Scandinavian region is perceived by many tourists and tour operators as a single entity, in view of the climatic, cultural and other similarities [75].
4.2.4 Sub-brand strategy

In the sub brand strategy, umbrella brand is comparatively a stronger driving force in consumer decision making [75]. The master brand here is the prominent brand which is stretched out by sub-brands. The master brand plays the primary driver role leading the sub-brands [155]. While, umbrella brand influences consumer decision making, sub-brands provides distinct identities to the individual product [48].

In tourism sector, example of sub branding is brand Western Australia where a template of brand Western Australia is used for all its sub brands. Several sub-regions’ tourism organizations of Western Australia, like Perth, Northwest, Kimberley, Coral Coast, The Wheat Belt and Pilbara use logos with the same template depicting a brush stroke of the blue sky with a yellow sun and with little bit of their own appropriate versions [75]. In the figure 4.9 below, the example of sub brand strategy by taking the case of Western Australia has been shown.

Figure 4.9: Sub-brand strategy — Western Australia


Following is the example of sub-brand and endorsed-brand strategies.

Figure 4.10: Examples of Sub brand and endorsed brand strategies

4.3 Case Studies

4.3.1 Case: Malaysia

Malaysia is a country located in Southeast Asia which consists of two distinct territories (regions): the south part (the Malaysian Peninsula and adjacent islands) and the north part (the island of Borneo). The two regions are separated by the South China Sea and are situated at 650 km of each other. Malaysia is located in the heart of Southeast Asia and is known as a land of immense charm. Malaysia is a treasure home of diverse cultures, hospitable people, exotic cuisines, fascinating festivals, quaint villages and modern skylines. Malaysia is a multicultural society formed from Malaysians (60%), Chinese (25%) and Indians (10%), so that everything, from art, continuing with the architecture, gastronomy and daily life is under the influence of these nationalities [81]. Malaysia ranks 9th in the world in its foreign tourist arrivals in 2011 [167] which is pretty good. Also it ranks 35th out of 139 countries in the World Travel and Tourism competitiveness index of 2011 [165]. Malaysia is a colorful amalgam of Southeast Asia's major cultures (Malay, Chinese and Indian plus a rich array of other ethnic races). It is a fascinating land of interesting and colorful places, customs, festivals, arts and delicious cuisines. The rich array of local, oriental, as well as western and continental foods is available throughout the country. Eating is favorite pastime of Malaysians. Delicious dishes are served at street stalls to sophisticated restaurants throughout the day (www.asean-tourism.com). The main city to visit in Malaysia is Kuala Lumpur. This city is bustling metropolis and is the federal capital of Malaysia and a prime center of commerce, politics, entertainment, and international activities. Malaysia is sheered with interesting cultural traditions, arts and crafts, dances, food and architecture. Malaysia is bestowed with endless stretches of beaches, lush tropical greenery, mountain ridges, waterfall, rainforests, numerous species of birds and wildlife. In 1997, foreign tourists in Malaysia decreased from 6.21 million tourists to 5.55 million tourists. There was a rise of unemployment, bankruptcy of a large number of tour operators and travel agents, reduction of the national budget for promotion in this area, and cancellation of many tourism airline routes. Brand campaign of Malaysia started in 1999. Distinct attribute taken for Malaysia’s branding was ‘Pure Asian Culture’ because Malaysia's ethnic diversity (Malay, Chinese and Indian) is the main and most important element that makes this country unique.
Malaysia is an excellent place for adventures and activities, such as trekking, white water rafting, mountain climbing, camping and underwater adventures; like, diving, snorkeling, swimming, yachting, boating, game fishing, underwater photography, etc. The country offers an exotic blend of old and new. In the country, signs of modernity and technological progress are seen in the skyscrapers, high speed urban transportation, advanced telecommunication, and IT revolution but still there is a rustic and rural sight away from the cities. No other country combines the three major races of Asia (Malay, Chinese and Indian) and other ethnic groups into a single destination except Malaysia. Also, no other country offers so many cultural sites, festivals, customs and traditions of these great Asian civilizations. On this philosophy Malaysian brand was created: “Malaysia: Truly Asia which promises to deliver a unique experience, grouping elements from all across Asia”. Also not only diverse culture and racial diversity is found in Malaysia but also a diversity of landscapes is there [81]. Thus, through multicultural branding, Malaysia increased its revenues 8 times in sixteen years. Malaysians made hospitality their profession and tourists are welcomed everyday very nicely as special guests. Today, Malaysia is a very popular tourist destination with a great mix of tourists from all over the world. Malaysia does not have any unique features of its own as it has diversity of nationalities. Malaysia combines three major races of Asia, i.e. Malay, Chinese and Indian. Thus, Malaysia- Truly Asia brand was created.

The ad in (Figure. 4.11) represents five girls representing the nationalities of Malaysia- Malay, Chinese, Indian, Sarawak and Sabahan. The ad represents Malaysia as a land of many cultures and attractions. Also, the ad represents white sandy beaches, lush forests, exotic events, celebrations and festivals of various cultures of Asia.

Thus, Malaysia has **Supra-National brand architecture** which means that it encompasses the branding of many nationalities, and cultures in one single brand like that of Europe, or South America. There is no individual branding of the cities of Malaysia, i.e. cities like Kuala Lumpur or Langkawi which are very important tourist places of Malaysia and have no specific branding of its own. So, Malaysia is branded as a whole. Also, Malaysia uses different attributes to brands itself in the different places. Brand attributes used by Malaysia for branding for Non-Asians are; food, diverse people, and culture and for Asians is: Malay Bertuku, Japanese Shiatsu and Indian Ayurveda. Also, they have different branding strategies for retirees, media persons, front line people, etc. (www.icmrindia.org/casestudies/catalogue/Marketing) [180].
This shows that Malaysia is also doing customized branding in the various places according to the tastes and preferences of the people. Thus, Malaysia’s branding is very clear and discrete in communicating the people that what they should expect before visiting Malaysia.

![Image of Malaysia branding](image-url)

**Figure 4.11: Branding of Malaysia - Supra-National Brand Architecture**

Authors own Interpretation *(Picture source – Irina & Andrei, 2011)*

### 4.3.2 Case: United Arab Emirates

The UAE is a federation of seven emirates each governed by a hereditary emir, who choose one of their members to be the president of the federation. The constituent emirates are Abu Dhabi, Ajman, Dubai, Fujairah, Ras-al-Khaimah, Sharjah, and Umm-al-Quwain. The capital is Abu Dhabi, which is also the state's center of political, industrial, and cultural activities (www.guide2dubai.com). Dubai is the largest city which is also very famous for entertainment and adventures. Islam is the official religion of the UAE, and Arabic is the official language.

The UAE ranks 28th in the Travel and Tourism competitiveness index [165]. According to the World Tourism and Travel Council (WTTC) the UAE ranked 18th in the world in terms of international tourism competitiveness which is benchmarked against the following criteria: safety and security, health and hygiene, infrastructure, information and communication, technology, price competitiveness, human capital, cultural and natural resources, air and ground transport, preordination of tourism and policy rules and regulations [176].

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Islamic ideals and beliefs provide the groundwork of the country’s conservative customs, laws, and practices. The UAE has a modern and well-developed infrastructure, and tourist facilities are widely available (www.travel.state.gov). All the seven emirates are unique amongst them and draw several visitors and tourists throughout the year. Abu Dhabi is the most popular cultural and entertainment hub in the UAE. Dubai is famous for its shopping malls, adventure and entertainment. Sharjah has a rich culture and heritage. It is also very famous for its traditional souqs, mosques, museums, and luxurious hotels. Ras Al Khaimah has a plenty of picturesque desert, ancient sites, local history, nature and culture. It has spectacular scenery and natural and cultural attractions (www.guide2dubai.com). Ras Al Khaimah has its unique identity and it is branded for its variety of landscapes which makes it an excellent place for leisure, adventure and relaxation. Thus, Ras Al Khaimah is positioned as a luxury destination for leisure, adventure and business travel (www.rasalkhaimahtourism.com). Emirate of Fujairah is totally mountainous, and it is famous for clean beaches, mosques, caves and archeological sites (www.uaetourguide.com). As such, Fujairah does not have any exclusive branding for itself but Fujairah in short is very well-known for its natural beauty, beaches, mountains and rich history. It attracts tourists across the world for its mountain scenery, relaxing beaches and resorts. Emirate of Ajman is famous for its culture and shopping luxuries. Emirate of Umm al-Quwain is smaller than other emirates. It’s natural and wildlife attractions make it an excellent place for tourists. There are also several land and water sports facilities here (www.guide2dubai.com). As such, Dubai, Sharjah and Abu Dhabi have a powerful destination branding whereas other four emirates i.e. Fujairah, Ajman, Ras Al Khaimah and Umm al Quwain still need to build their strong branding like Dubai and Abu Dhabi. Therefore, brand architecture of UAE is more like “House of Brand” strategy where all the destinations have its unique and distinct branding under it. Following is the case of Dubai which depicts that how Dubai has made it’s branding so successful.

4.3.3 Case: DUBAI

Dubai is a city-state in the United Arab Emirates, located within the Emirates of the same name. Dubai has tremendously gained popularity in the world with its ambitious projects and unique events. Dubai is situated on the Persian Gulf coast of the United Arab Emirates and is roughly at sea level (16 m/52 ft. above). The emirate of Dubai shares borders with Abu Dhabi in the
south, Sharjah in the northeast, and the Sultanate of Oman in the southeast. Dubai’s identity transformed from an entrepot (meaning warehouse) trade center into an international leisure and tourism destination. Sheikh Maktoum bin Hasher Al Maktoum established Dubai, which was a collection of pearling and fishing villages as a free trade port in 1901 (www.sheikhmohammed.co.ae). He abolished personal taxes, import and export tariffs, and offered land and protection to lure traders to Dubai. Sheikh Rashid bin Saeed Al Maktoum, the ruler of Dubai is actually the one behind the modernization of Dubai. When oil was discovered in Dubai the resultant revenues were invested in infrastructure development unlike other countries which invested their oil wealth abroad [170]. Credit for promoting Dubai as tourism and a commerce hub goes to Dubai Department of Tourism and Commerce Marketing (DTCM). DTCM broad objectives are to increase the awareness of Dubai to global audience and to attract tourism and foreign investments into Emirate by ensuring safety and security to the tourists. There are lots of tourist attractions in the World but Dubai offers most safe and comfortable attractions for tourists [24]. Dubai is branding itself for tourism on the basis of duty free and great shopping, great hotels, great sporty and adventurous things to do, fascinating street life and a great cosmopolitan atmosphere. Sheikh Mohammed, the crown Prince of Dubai is the thrust behind many multimillion dollar projects and promoting tourism. He created the concept of “Dubai Shopping Festival” and “Destination Dubai”.

In Dubai Shopping Festival, Dubai shops offer heavy and huge discounts on their merchandise and offers duty free shopping for the foreign visitors. This festival offers discounts on almost everything such as jewellery, perfumes, cars, cosmetics, textiles, handicrafts, etc. All the World’s best brands are at the cheapest rates. Dubai is also famous for its gold markets as it offers good quality and duty free gold to the tourists. Along with this, there are so many sports and adventurous activities such as camel racing, desert safari, sand skiing and wadi-bashing and golf in the “The Desert Miracle”. Dubai has most spectacular and luxurious hotels, shopping malls, commercial buildings in the world. Also, ‘Palm Islands’ where roads are built in the shape of a palm tree which is made on three islands together. Those three islands have 60 luxury hotels, thousands of expensive villas and apartments (www.visiting.definitelydubai.com). Many celebrities like, David Beckam, Tiger Woods, Anna Kournikova, Shahrukh Khan, etc. have
owned a property in Palm Jumeirah. Thus, Dubai has been branded from desert to dreamland through adventure, excitement activities, great shopping and great infrastructure.

The seven emirates of UAE are very distinct and different from each other and famous for very different and unique things.

Dubai has its own distinct branding i.e. Dubai brands itself for shopping festival, sports, entertainment, and adventures. Abu Dhabi brands itself for culture and traditions. Sharjah is about history, heritage and culture. Ajman is famous for fishing and dhow building industries. Umm Al Quwain brands itself for sightseeing, infrastructure, markets, natural reserves and clean beaches and lagoons (www.landor.com).

All the emirates of UAE are quite distinct and unique from each other. Here, parent brand which is UAE is quite recessive and product brands i.e. all the seven emirates are quite visible. All the seven emirates together maximize the potential market for UAE portfolio. The role of the parent brand i.e. UAE here is just to strengthen all the individual emirates in terms of cultural, economic and political stability (www.landor.com). Therefore, the brand architecture of UAE is ‘House of Brands’ architecture because each sub unit of UAE has its own unique branding and parent branding of UAE is less dominant.

Source: Authors own interpretation (Picture Source: Meloden Stephens and Kerr Greg, 2013)
4.3.4 Case: Australia
The first inhabitants of Australia were the Aborigines, who migrated there at least 50,000 years ago from Southeast Asia. Australia was then invaded by Britain in 17th Century. Gold was discovered in New South Wales and central Victoria in 1851. The wealth from gold brought immense investment to Melbourne and Sydney and by 1880s; they were transformed into stylish modern cities. Australia’s six states became a nation under a single constitution on 1st January, 1901. Today, Australia is home to people, from more than 200 countries (www.australia.com). Australia is the sixth largest country in the world. It is an island, surrounded by water. It is located on the smallest continent in the world. Australia has varied landforms. It has large areas of grasslands, mountains, plateaus, beautiful coastal beaches and, the Great Barrier Reef, located on the northern coast of the continent. Today, Australia has been ranked 11th by the World Travel and Tourism competitiveness index [165] and ranks 10th in the world international tourism receipts by UNWTO [168], which is quite good. Tourism of Australia relies heavily on sites like, Australia.com, to promote its tourism [76]. Tourism Australia evolved its tourism campaign as “There’s nothing like Australia” in May 2010. This campaign was designed to focus on quality and highlight the very best products and experiences that Australian tourism offers. This branding of Australia is done to show energetic, inspiring and adventurous Australia (www.australia.com).

Australia is very unique from other destinations and brands itself in terms of its natural beauty, adventure, coastal lifestyle, aboriginal Australia, food and wine. Australia tourism branding says that by visiting Australia, one becomes relaxed and forgets his worries and tensions. Thus, it embodies lifestyle, adventure, relaxation, food & wine and nature as its branding attributes.

In case of Australia, a formal agreement exists between brand actors at the state level, the tourism organizations of the state governments, which manage state destination brands and the Australian Commonwealth government, which is responsible for national destination branding [70]. There is a perfect coordination between the Australian government and state branding actors [71]. All the six states of Australia, Western Australia, Northern Territory, South Australia, Queensland, New South Wales and Victoria, brand themselves on similar attributes, in which Australia’s national branding is done. New South Wales brands itself in
terms of nature, national parks, beaches, food & wine, culture, and activities. Western Australia brands itself as an extraordinary holiday destination due to its extraordinary beaches, forests, vineyards, activities, landscapes and most importantly as an extraordinary experience. Similarly, South Australia, Northern Territory, Queensland, and Victoria have branded their destinations in terms of similar attributes i.e. food & wine, lifestyle, relaxation, natural environment, adventure and aboriginal culture, which are also used to brand Australia as a tourist destination. Figure 4.13 represents the umbrella branding of Australia, where all its states are branded under the same theme as that of national branding of Australia. This strategy is more like umbrella brand strategy, where all the states have their own individual branding themes and all the themes have been taken from the common parent brand of Australia. All the states share the same attributes for their individual branding and they take these attributes from their parent brand, Australia.

Figure 4.13: Brand Architecture of Australia (Umbrella brand strategy)

Source: Author’s own representation

4.3.5 Case: Singapore

Singapore is a Southeast Asian city state. It is an island country made up of 63 islands. Singapore had been a part of various local empires since it was first inhabited in the second century AD. Modern Singapore was founded as a trading post of the East India Company by Sir Stamford Raffles in 1819 with permission from the Sultanate of Johor. The British obtained full sovereignty over the island in 1824 and Singapore became one of the British Straits Settlements in 1826. Singapore was occupied by the Japanese in World War II and reverted to British rule after the war. It became internally self-governing in 1959. Singapore united with other former
British territories to form Malaysia in 1963 and became a fully independent state two years later after separation from Malaysia. Since then it has had a massive increase in wealth, and is one of the Four Asian Tigers (www.congressmed.com).

Singapore ranks 23rd in the global peace index (Global Peace Index 2012) and ranks 9th in the Business competitive index (World Economic Forum, Global Competitiveness Report 2007-2008). Singapore ranks 10th in travel and tourism index by World Economic Forum (Travel and Tourism index, World Economic Forum, 2011). Singapore is a multicultural country with three main racial groups, Chinese, Malays and Indians. Most residents are multilingual.

By the late 19th Century, Singapore was prospering at a tremendous rate as the expansion of trade was at a fantastic rate. The prosperity attracted immigrants from areas around the region. In 1941, Japanese attacked Singapore, and renamed “Syonan” meaning “light of the South” for three and a half years. The British forces returned to Singapore in 1945 and it came under the British Military Administration during that time. After a long struggle, Singapore achieved independence in 1959. In 1963, Malaysia was formed by merging Malaya, Singapore, Sarawak, and North Borneo (Now, Sabah). The merger was not very long lived as Singapore separated from the rest of Malaysia in 1965 [147].

Singapore witnessed many failures and challenges during 1980’s, like; tight labor market, upward pressure on wages, and in mid-1980’s, it faced resource constraints, rising costs, and more intense competition from both developed and developing countries. The period of 1997-98 was marked by Asian financial crisis and Singapore was affected by the crisis. Singapore had a highly industrialized economy; agriculture and mining were of minimal importance. By, 2004-05, Singapore enjoyed brilliant economic growth. During this time, Government tried to raise the contribution of the services sector to improve economic growth. As part of this strategy, Government continued its efforts to boost tourism [147]. During this time only, in 2004, Government created the tourism brand for Singapore, ‘Uniquely Singapore’. Singapore has very unique features of its own, which is very warm, enriching and unforgettable. She just have a unique set of offerings like; Cruise, Zoo, Sentosa Island, Singapore bird park, little India, Singapore Night safari, shopping, etc. Therefore Singapore was first branded as “Uniquely Singapore” due to the unique set of offerings that make her very unique from the attractions of
other destinations (www.yoursingapore.com). Findings indicate that brand was not quite successful in communicating the intended image of the country to the target audience. Then over the years marketers did the task of rebranding Singapore. Then Singapore was rebranded from ‘Uniquely Singapore’ to ‘Your Singapore’ in March, 2010. “Your Singapore” was chosen as the destination brand, because one would always focus on the personalization of every visit and experience (www.app.stb.gov). Attributes used in this branding were; dining, shopping, natural and cultural attractions making it easy for a user to mix-and-match multiple experiences.

![Image of Singapore Tourism Board's graph](image)

**Figure 4.14: Case Singapore: Rebranding strategy**


The above figure, i.e. fig. 4.13 shows the pattern of the tourist arrivals over the years from 2004 to 2010. After rebranding Singapore in 2010, tourist arrivals started growing.

### 4.3.6 Case: Britain

Great Britain is an island in the North Atlantic off the north-west coast of continental Europe. It is the largest island of the British Isles, the largest island in Europe and the ninth-largest island in the world with a population of about 61 million people in 2011, it is the third-most populous island in the world. Following are some of the key facts of Britain’s tourism strategy.

**Britain tourism campaign:** Britain is full of contrasts, whichever direction one travels one would find a wide variety of landscapes and diverse cultures to explore. England, Wales,
Scotland and Northern Ireland are all unique countries with their own customs, cultures and tradition. ‘Visit Britain’ is the tourism campaign of Britain.

**Distinct attributes used:** Heritage, Traditional & Contemporary culture and Sport are some of the unique attributes used by Britain in its campaign.

**Target:** It has a target to achieve 40 Million FTAs every year.

**How:** Through Customized Marketing for each Country; Published Strategies for Brazil, China, France, Germany, Gulf Region, India and USA.

**Britain’s strategy for Brazil:**

**Britain’s Image in Brazil:** Expensive and Uncertain

**Factors identified for branding**
- Football (popular among men, shows passionate side of Britain)
- Shopping (major Brazil past time)
- Music & Nightlife (Fun part of Brazil)

**Segments identified for tourism branding:**
- Gen Y born b/w 1980 & 1992
- Luxury
- New International Travelers
- Students

**Geographical markets in Brazil:** Rio de Janiero, Salvador, Porto Alegre, Brasilia, Belo Horizonte, etc.

**Britain’s strategy for India**

**Britain’s Image in India:** Despite Britain being a well-regarded brand, competitors such as France & Italy outperform on perceptions of offer, Negative images because of media coverage of Britain’s stance on treatment of Indian students and racism.
Factors identified for branding: Bollywood: Can take advantage of Bollywood to present an attractive image of UK. Adventure theme parks for family tourists.

Segments identified for India: Affluent urban Indian Middle Class Family, Millennial/Young India, and High Net worth Individuals

Geographical Targets: 4 Metros, Ahmadabad, Surat, Pune in West, Chandigarh, Amritsar and Jaipur in North, Hyderabad and Chennai in South.

Britain’s strategy for the USA

Britain’s Image in America: Crowded Tourist Place, Perception of France & Italy are more positive on attributes such as romance, luxury, history and cultural attractions.

Factors identified destination branding: Need to emphasis Cost and Value as these are important factors influencing America’s holiday decisions, owing to economic downturn and stagnating incomes.

Segments Identified in the USA: Double incomes no kids (DINKS), Single Income no kids (SINKS), Millennial Generation and High Net worth Individuals

Geographical Targets: California, Florida, Illinois, New Jersey, New York, Texas
(Source: www.visitbritain.org)

Through the above case of Britain, it is seen that Britain’s campaign is very clear and unique. Britain has very clearly identified its markets where it sees potential to bring tourism. Apart from that, Britain has also identified the attributes for specific nations to do tourism campaign, it has also identified that which segments to target, and also which geographical areas to focus. This case is a good example of successfully branding your nation through customizing the branding strategies in various nations according to the tastes and preferences of the people.
Table 4.1: Summary of the above cases

<table>
<thead>
<tr>
<th>Country</th>
<th>Tourism Rankings (WTTC, 2011)</th>
<th>Rankings FTA’s (UNWTO, 2011)</th>
<th>Brand architecture</th>
<th>Attributes</th>
<th>Targeted Segments (Examples)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Australia</td>
<td>11th</td>
<td>40th</td>
<td>Umbrella branding architecture</td>
<td>Scenic beauty, cuisines, beaches, adventure and lifestyle</td>
<td>Same theme globally.</td>
</tr>
<tr>
<td>Singapore</td>
<td>10th</td>
<td>22nd</td>
<td>Mix of sub brand and endorsed brand architectures.</td>
<td>Shopping and multi cuisine</td>
<td>Same theme globally.</td>
</tr>
<tr>
<td>UAE</td>
<td>30th</td>
<td>32nd</td>
<td>House of brand architecture</td>
<td>Culture, infrastructure, shopping.</td>
<td>Same theme globally.</td>
</tr>
</tbody>
</table>

All these countries are very successful in achieving their targets of tourist arrivals, and tourism rankings. These countries are also very successful in creating impeccable and ideal brand architectures. Therefore, brand architecture of India has been compared with these countries.
which are successful in attaining substantial tourism figures in the following section of the chapter to understand the flaws of India’s brand architecture.

4.3.7 Case: India

India is a country in south Asia with seventh largest area, second most populated country and with the largest democracy in the world (www.saarc-sadkn.org). India was once known as the Golden Bird as it was the richest country in the world both in terms of money and culture. There was a point of time in history when India itself was a brand name and it didn’t require any branding. Today, India ranks 68th in travel and tourism competitive index (The Travel & Tourism Competitiveness Report 2011, World Economic Forum) [165] and ranks 41st in the World Tourism ranking [169].

Presently, our Central Government has carried on a tourism campaign, “Incredible India”. Incredible India was started in 2002 and tourism grew from 2.38 million to 6.58 million from 2002 to 2012 [169]. Although, Government claims that it is a very successful campaign but through primary survey and secondary information and tourism rankings of India, it is found that India is way behind many countries in foreign tourists arrivals and tourism world rankings.

Presently, India’s brand architecture is “branded house” [141], [75] where there are descriptors along with main brand: Here, main brand is India and it has 13 descriptors in it. Descriptors are like; beaches, forests, wildlife, deserts, wellness, etc. So, branding of India is done like; India’s beaches, India’s forests, India’s wildlife, etc. The brand architecture of India’s tourism branding is branded house or umbrella branding where all the attributes of India are branded under one roof or under one campaign, i.e. ‘Incredible India’ (www.incredibleindia.org). ‘Incredible India Campaign’, (IIC) was started in 2002 by Amitabh Kant, Joint Secretary at the Ministry of Tourism (Ministry of tourism, Government of India)

All the states of India have distinct branding of themselves but under the same parent brand “Incredible India” (Figure. 4.15). Incredible India campaign is branding India on the basis of almost all the attributes i.e. mountains, wildlife, culture, dances, beaches, etc. IIC is doing mass marketing worldwide. The same IIC campaign with all tourism factors are showcased worldwide in all the countries [180].
This branding does not give any unique or distinctive attributes which distinguishes India from its competitors. Figure 4.15 shows the image of the umbrella branding strategy of India. It is quite clear through this image that India is showcasing almost all the attributes, say; wildlife, culture, history, mountains, etc. under the brand “Incredible India”.

![Incredible India Campaign](image)

Figure 4.15: Incredible India Campaign (Branded House strategy/ Umbrella branding strategy)

Source: official website of Incredible India.

India’s national branding is ‘Incredible India’ i.e. India as a whole is branded under the IIC. All the states of India have their own individual branding which have no relation with the national campaign, IIC [140]. Therefore, Central campaign of India is IIC and states have their own individual campaign with their own respective themes. The following table 4.2 shows that states have their own individual tourism campaigns on the basis of their own states’ attributes. In this table, examples of branding of 10 states have been taken. It is very clear from the table below that all the states have their own individual and distinct branding which is independent from Nation branding, IIC.

Table 4.2: Individual branding themes for respective states of India

<table>
<thead>
<tr>
<th>S. No.</th>
<th>States</th>
<th>Themes for tourism branding</th>
<th>Attributes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Kerala</td>
<td>God's Own Country</td>
<td>Nature</td>
</tr>
<tr>
<td>2</td>
<td>Rajasthan</td>
<td>The Incredible State of India</td>
<td>Rich culture and Heritage</td>
</tr>
<tr>
<td>3</td>
<td>Maharashtra</td>
<td>Maharashtra Unlimited</td>
<td>Beaches, caves, forts, temples.</td>
</tr>
<tr>
<td>4</td>
<td>Karnataka</td>
<td>One State Many Worlds</td>
<td>Diversity</td>
</tr>
<tr>
<td>5</td>
<td>Tamil Nadu</td>
<td>Enchanting Tamil Nadu - Experience Yourself</td>
<td>Heritage, culture, spirituality, and peace</td>
</tr>
</tbody>
</table>
4.4 Problems identified in IIC branding

India ranks 68th in the World travel and tourism competitiveness index, 2011 [165]. India is not amongst top holiday destinations, forget about the World but not even in the Asia region as well despite India has too much to offer to the foreign tourists. Thailand, Singapore, Malaysia being amongst top destinations [177]. Incredible India projects itself as a unified brand structure i.e. Umbrella branding [85], [75], [142]. Through Individual states campaign, it is seen that states are doing their own respective campaigns which are altogether different from Central Campaign and has no relation with central branding. Information about India through Incredible India campaign lacks clarity [181] as there is no coordination in promoting tourism between states and center [140]. Branding is also not focused and clear. There is a lack of focused message in the present branding [179]. Benefits offered can’t be compared with other competitive countries, as there is no uniqueness in the present branding [141]. Since, branding means to differentiate oneself from competitors, therefore present branding lacks uniqueness from its competitors [140]. Segment specific and Geographic specific products need to be made [182]. IIC is confusing a foreign tourist through its incoherent branding. Present branding is not successful for the long run as it is an umbrella branding where a mixed up or confusing picture of India is represented [75]. Moreover, present branding is not perfectly related with the foreign tourists as it requires being more unique and significant [178]. There is a lack of segment specific branding. Since, India is branding on the basis of all the attributes; therefore, India’s branding is losing a strong message. India lacks a clear and focused message for its target market [179].
4.5 Conclusion

Countries, like, Malaysia and Australia have umbrella brand architecture for their respective country’s branding. Unlike Malaysia, India is geographically very large and therefore, it cannot have a common theme or a brand for all its states because all the states are very diverse in terms of landscapes, cultures, climates, people, wildlife, etc. Due to this huge diversity, it is not possible to have the same common theme or common branding for the entire nation, like Malaysia has. In the case of Australia, Australia is geographically large like India but at the same time, all its states share same common attributes, i.e. adventure, food and wine, lifestyle, nature and landscape. On the contrary, all the states of India are so much different from one another that they do not share anything common amongst themselves, thereby making the branded house approach weak. Another problem in the branded house approach is that the central government is not in a proper coordination with the states’ governments for tourism branding of India [141]. Whereas, there is a strong coordination between central government and states’ governments in terms of tourism branding in the case of Australia [70]. Therefore, Umbrella branding approach is not feasible and ideal in the case of India.

In UAE, all the states have their own distinct branding independent of Nation branding. In UAE, all the seven emirates have their own individual branding on the basis of their own unique attributes. Here, sub brands i.e. all the seven emirates are more powerful than the parent brand, i.e. UAE. Similarly, all the states of India also have their own individual branding on the basis of their own important attributes independent of the parent brand. India could have “House of brands” strategy like that of UAE where nation branding is different from all its states’ branding. ‘House of brands’ strategy could be one of the proposed brand architectures for India. Another, Proposed brand architecture could be ‘Endorsed brand’ architecture where parent theme remains the same and all the states within that parent theme can brand their own individual and unique attributes. Thereby, this kind of branding could also be better in terms of clarity and understanding to the foreign tourists.

Presently, India is doing mass marketing. India is being branded universally through IIC all over the world. There is no segment specific or geographic specific marketing through IIC. So far, no target markets have been identified by India’s marketers that would enable the marketers to focus
on the required markets where there is more potential of tourism. Britain has done customized marketing campaign. Britain has been successful in doing segment specific as well as geographic specific marketing campaign as discussed above in the case. Similar strategy can be used by India. It is very important for India to identify her key target segments as well as Geographic segments so that it can focus its marketing campaign on those specific segments only. This would help in improving FTA’s in India.

Thus, it can be concluded that ‘branded house’ brand architecture is very weak for India. India needs to restructure its branding. India need to identify its unique and distinct brand attributes for destination branding. Also, India should identify its target segments as well as geographic segments to focus its marketing strategies.