Brand Hierarchy

A clear & consistent framework for leveraging the Curtin brand

Content.

- Executive Summary.

  - Overview of the Curtin brand and why a strong brand architecture is crucial.

- Overview of the Curtin brand.

  - Our brand model and attributes – who we are and what we stand for.

- The Brand Hierarchy.

  - Background.

  - The tools – brand matrix, naming convention & analytical framework.

  - The deliverables – assets provided.

  - Process

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Brand Hierarchy – executive summary.

We now have a framework that enables evaluation and application of a Curtin brand identity in a structured and consistent manner.

Situation

- A large number of entities (faculties, schools, research centres & institutes, etc) are linked to the Curtin brand and desire an identity to assist in their positioning.

Complication

- Not all entities have the same relationship with the Curtin brand, and therefore different treatments are needed to signal this.
- Different entities have already looked to establish their own identities, which has led to an inconsistent brand approach across the organisation.

Outcome

- The development of a PM&C and VC approved Brand Hierarchy that provides:
  - a linkage to the Curtin brand in accordance with the entity's level of relationship.
  - a decision-making framework to ensure consistency of application.

We require your help to apply this new Brand Hierarchy across the various entities in a consultative and collaborative manner.

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The Curtin brand – more than just a logo.

Our brand articulates our desired positioning and reputation in the market. A unified and consistent brand gives us the ability to stand out and be heard, and for people to understand our values and believe our promise.

Linkage to Curtin's strategy

- Our strategy provides the foundation for how we will teach and research, while our brand positioning is the reputation we want to create in the collective minds of the marketplace.

Curtin's brand positioning

- Our brand positioning brings our strategy to life for our people, our partners, our students, our community and other stakeholders.

- Our brand articulates our desired positioning in the marketplace, and helps shape our reputation.

- A strong and consistent brand will enable us to stand out and build awareness, and for our overall community to understand our ideals, believe in our vision and bond with us.

Curtin's visual identity

- Our visual identity supports our strategy and the global brand we seek to build. The components of our visual identity reinforce our words and images with meaning and symbolism.

- Words and images, however, are not enough - we need to be disciplined and use the authority we create from year-on-year consistency, so that we all benefit from the leverage of owning a well-managed Curtin brand.

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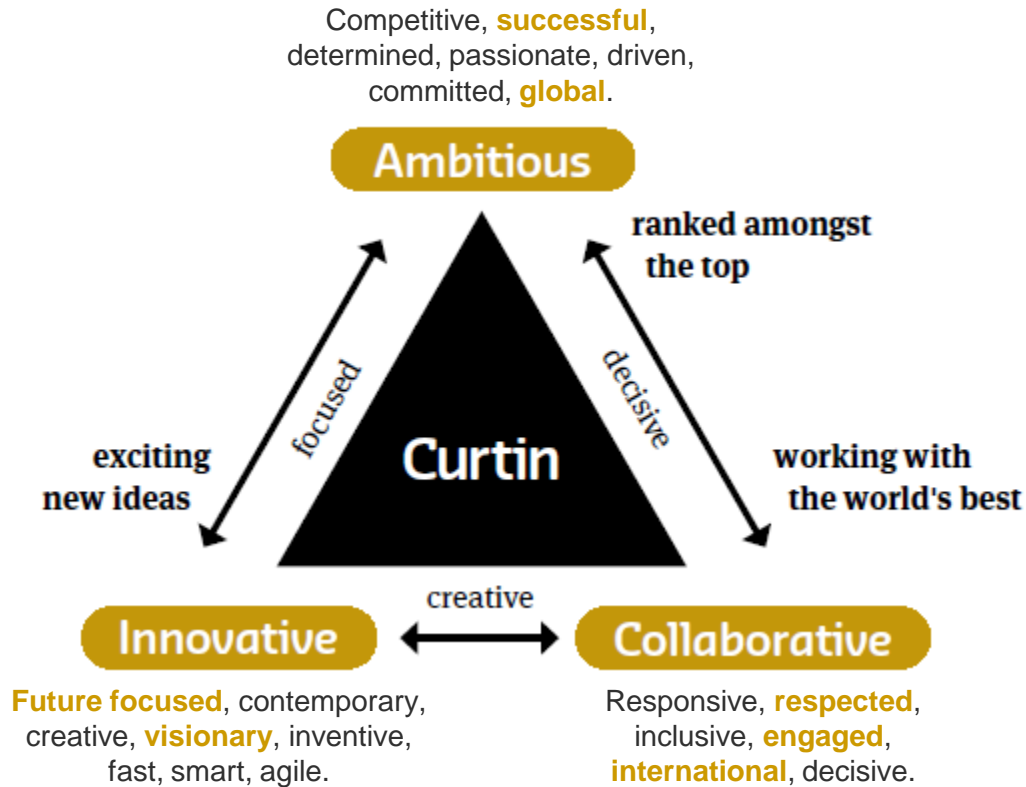
The Curtin brand – our model.

Linking all elements of our brand together to deliver a unified and consistent identity to the marketplace.

Purpose	Positioning	Attributes	Promise	Platform
What do we do?	**Why choose us?**	**Who are we?**	**What do we stand for?**	**What do we do?**
DESCRIPTOR Forward looking International research focused and teaching university	**COMPETITION** Top 20 universities in Asia on a moving target basis	**ATTRIBUTES** **Innovative** Exciting new ideas	**DISCRIMINATOR** **Our vision** An international leader shaping the future through our graduates and research, and positioned among the top 20 universities in Asia by 2020	**NAME** **Curtin University** **VISUAL IDENTITY**
TARGET Alumni, local, national, international and future students	Other research universities in Australia **DIFFERENTIATORS** Internationally recognised	**Ambitious** Ranked amongst the top **Collaborative** Work with the world's best		**EXPRESSION** Make tomorrow better.
Researchers, research students and research partners	Focused R&D programme - knowledge that will shape the future for a better world	**REASON TO BELIEVE** Focused on specific research and quality teaching	**Our Mission** Curtin is committed to innovation and excellence in teaching and research, for the benefit of our students and the wider community	**LEGAL** Curtin University is a trademark of Curtin University of Technology.
International articulation partners	Recognised quality teaching programme - positive graduate outcomes	Focused on Asia and internationalisation	**COMPELLING TRUTH** **Forward Thinking** We excel through collaborating with the best in world	CRICOS Provider Code 00301J (WA), 02637B (NSW)
Governments	Harmonious culture and community benefit	Focused on peer recognition in the SJTU rating (currently ranked in the 402-501 band globally and 68-106 band in Asia region)		© Copyright Curtin University 2012
Industries and professions General and indigenous communities		Focused on peer recognition in Australia (11th in Australia based on research income)		
Academics and professional staff				
Opinion leaders (including media, ranking agencies, academics of other universities and benchmark partners)				

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The Curtin brand – our attributes.

Our brand and brand attributes support and reinforce our strategy and vision to be forward thinking in what and how we teach and research, the graduates we produce and how we innovate.

Competitive, **successful**, determined, passionate, driven, committed, **global**.

Ambitious

ranked amongst the top

focused

decisive

exciting new ideas

Curtin

working with the world's best

creative

Innovative

Collaborative

Future focused, contemporary, creative, **visionary**, inventive, fast, smart, agile.

Responsive, **respected**, inclusive, **engaged**, **international**, decisive.

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Brand Hierarchy

The tools and process within the framework

Brand Hierarchy – background.

Brand architecture is used by many organisations to communicate, align business areas and to enable consistency of decision-making.

- For Curtin, a brand architecture communicates the relationship between the overarching Curtin brand and its faculties, business divisions, facilities, schools, business units, joint ventures, partnerships & alliances and products & services.

- It will serve as a brand roadmap and decision-making tool for many within the organisation.

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Brand Hierarchy – what.

A set of tools to develop the appropriate brand identification of the various entities within the Curtin family.

- Brand matrix.
    - Standardised terminology and relationships between the Curtin brand and other entities.

- Naming convention.
    - Systematic approach to unlock brand value and avoid 'random logos' and representations of the Curtin Brand.

- Analytical framework.
    - Standardized set of criteria for determining best fit with the Curtin Brand.

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Brand Matrix.

A structured framework to apply a logical assessment of an entity's relationship with the Curtin brand.

	Stand Alone	Linked
Organisational Dominant	**Master Brand** This should be the major entities that are core to the Curtin offer – a monolithic brand looks like, sounds like and acts like ONE BRAND. For smaller entities that do not have the resources or the historical reputation – this gives them the best leverage of the Curtin brand.	**Brand Linked** This should be those major entities of strategic importance that need some degree of individuality; they may have an international reputation that could be leveraged for the benefit of Curtin – it is recommended that their names reflect the use of Curtin in them (for when the logo does not appear).
Offer Dominant	**Unlinked** This should be all the bits and pieces that we don't necessarily want to be associated with Curtin OR that we are not (for whatever reason) allowed to associate with – for example something with military or political sensitivity.	**Co-Branded** This should be, those entities that are created out of Curtin in a joint venture with other important institutions (universities, governments or corporates) where the relationship is important to be demonstrated in the identity and/or the nomenclature; this includes support and research areas that have a formal agreement with Curtin. **Brand Endorsed** This should be those entities that we like to be associated with, but are not necessarily entirely funded by Curtin, or need some degree of independence – a simple endorsement line or visual language linkage helps to form the association; this includes teaching, support and research areas.

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Naming convention.
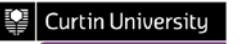
Applying a consistency across all entities to unlock brand value and enable consistency of treatment with the Curtin brand.

	Stand Alone	Linked
Organisational Dominant	**Master Brand** All names to use 'Curtin' as the starting point of entity name, for example: • Curtin University • Curtin University, Sarawak • Curtin Graduate School of Business • Curtin Institute of Minerals & Energy	**Brand Linked** It is preferred (not mandatory) that all names to use 'Curtin' as the starting point of entity name. Duplication of 'Curtin' in logo lock-up is out-weighed by importance of name being clear across all communication, for example: • Curtin Stadium • Curtin Resources and Chemistry Precinct
Offer Dominant	**Unlinked** No use of Curtin in naming of these entities – to protect the Curtin name and brand from exposure to any risk or association with the wrong type of activity.	**Co-Branded** Not applicable. No need for naming convention for these entities. **Brand Endorsed** Needs an appropriate endorsement line, for example: • Curtin College. Pathway Partner of Curtin University. • Curtin FM. Supported by Curtin University

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Analytical framework.
Decision-making criteria for determining best fit with the Curtin brand.

Level		Description	Examples (VISUAL)	Examples (NOMENCLATURE)	Assessment Criteria/Priorities/Level of Importance – HIGHEST, MODERATE, LOWEST				
					Strategic – Is it of strategic importance to Curtin?	Positioning – Does this support our positioning?	Equity – Is it 100% owned by Curtin? NOTE that source of funding is not a contributing factor	Risk/Conflict – Are there any negatives?	Target Audience – commercial or non-commercial?
MASTER BRAND		This should be the major entities that are core to the Curtin offer – a monolithic brand looks like, sounds like and acts like ONE BRAND; this includes corporate, teaching, support and research areas	Curtin University; Curtin Singapore; Curtin University Sarawak Malaysia	• Corporate: Office of R&D, Corporate Communications, Office of the Vice Chancellor, International Office, • Teaching: Faculties, Regional Centres, Engineering Pavilion, Curtin Singapore, Curtin Sydney, Curtin University Sarawak Malaysia • Support: Student Services, Human Resources, Staff Services, Finance, Library, various buildings and facilities (infrastructure), Curtin Future Students • Research: Curtin Institute of Radio Astrology (CIRCA)	High level of importance to Curtin strategy; Tertiary or research based; Totally supports Curtin policies; Heritage to Curtin	Uses the Curtin name; Supports Curtin positioning; Supports overall Curtin direction and adds value to Curtin's offer	Majority owned and/or operated; 100% owned and/or operated; Uses Curtin IP	No risk of association; No conflicts with overall Curtin direction and policies; Needs to conform for regulatory reasons	Both commercial and non-commercial; A very broad base of target audiences (see Brand DNA Model)
BRAND LINKED		This should be, those entities that need some degree of flexibility (for whatever reason); but also rely heavily on the parent brand for credibility – a brand linked entity looks like, sounds like and acts like both components (but more like Curtin if possible); this includes teaching, support and research area	Curtin University CURTIN HEALTH INNOVATION RESEARCH INSTITUTE; Curtin University CURTIN RESOURCES AND CHEMISTRY PRECINCT	• Teaching: Need examples… • Support: Curtin Stadium, Curtin Unilife • Research: Curtin Health Innovation Research Institute (CHIRI), Curtin Resources and Chemistry Precinct	Supports Curtin policies; Tertiary or research based; Entity gains value from scale of university offer versus its ability to stand apart (if it is too small – there is no strategic reason why it should be brand endorsed)	Supports Curtin positioning; Uses the Curtin name; Supports overall Curtin direction and adds value to Curtin's offer	Majority owned and operated; Uses Curtin IP	No risk of association; No conflicts with overall Curtin direction and policies; Needs to conform for regulatory reasons	Both commercial and non-commercial; A very broad base of target audiences (see Brand DNA Model)
BRAND ENDORSED	CO-BRANDED	This should be, those entities that are created out of Curtin in a joint venture with another important entity (another university, government or commercial entity) where the relationship is important to be demonstrated in the identity and/or the nomenclature; this includes support and research area that have a formal agreement with Curtin	bhpbilliton Curtin University	• Teaching: Could be other universities, institutions, colleges • Support: Could be other business partners, like BHP Billiton • Research: CRCs	Supports Curtin in principle, but may need to be seen as JV with other high profile entities; Non tertiary, tertiary or research based	Supports overall Curtin direction and adds value to Curtin's offer; Doesn't necessarily use the Curtin name or logo (except in endorsement line); Needs a level of autonomy or independence in communications	Minority interest – but operated under trusted relationship; Uses Curtin IP	Low level of risk or conflict of association; Needs separation for regulatory reasons	Both commercial and non-commercial; More specific in its target audiences
	BRAND ENDORSED	This should be, those entities that we like to be associated with, but are not necessarily entirely funded by Curtin, or need some degree of independence – simple endorsement line or visual language linkage helps to form the association; this includes teaching, support and research area	Curtin College	• Teaching: Curtin College • Support: Curtin FM	Supports Curtin in principle, but may need to be seen as independent; Non tertiary or research-based; History or legacy issues attached to name, identity or both that are over-riding factors (politics or commercial or audience specific)	Supports overall Curtin direction and adds value to Curtin's offer; Doesn't necessarily use the Curtin name or logo (except in endorsement line); Needs a level of autonomy or independence in communications	Minority interest – but operated under trusted relationship; Uses Curtin IP	Low level of risk or conflict of association; Needs separation for regulatory reasons	Both commercial and non-commercial; More specific in its target audiences – linked to the target audience history or legacy
UNLINKED		This should be all the bits and pieces that we don't necessarily want to be associated with Curtin OR that we are not (for whatever reason – for example political issues) allowed to associate with	curtin student guild	• Gift Shop, Student Guild	Should be kept at arms length due to conflicts with Curtin strategies and/or policies; Not important or significant	Goes against the Curtin positioning; Doesn't use the Curtin name or should not carry the Curtin name	Where equity stake is not key or where Curtin has low or no equity stake; Uses Curtin IP	High level of risk or conflict attached to the association; Needs separation for regulatory reasons	Limited target audiences or different audiences to those mentioned in Curtin's Brand DNA Model

Brand Hierarchy framework for R&D.

Starting point for applying the framework to our research entities.

Research entity	Description	Brand relationship
Strategic Research Institutes	If this entity is established as a strategic initiative of Curtin under the Research Management Plan. **For example: Curtin Institute for Minerals and Energy**	Brand Linked
University Research Institute or Centre	If this entity is a unit within Curtin and is not a legal entity in its own right; there maybe other universities / partners involved. **For example: Curtin Institute for Biodiversity and Climate**	Brand Linked or Brand Endorsed (if Curtin is not the dominant player)
University Research Institute or Centre	If this entity accommodates a major research activity significant to Curtin; research centres have a term of 3 years. **For example: John Curtin Institute for Public Policy**	Master Brand
Government-Funded Institutes & Centres	Externally funded research centre – this entity has several universities / partners involved and is outside the direct control of Curtin. **For example: Centre of Excellence for Science, Seafood and Health**	Co-Branded
Industry and Multi-Institutional Research Centres	Externally funded research centre – this entity has several universities / partners involved and is outside the direct control of Curtin. **For example: Rio Tinto Centre for Materials and Sensing in Mining**	Co-Branded
Cooperative Research Centres (CRC)	Externally funded research centre – this entity has several universities / partners involved and is outside the direct control of Curtin. **For example: CRC for Sustainable Resource Processing**	Co-Branded

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Brand Hierarchy deliverables.

We will develop assets for each entity based on the approved brand relationship, and provided via the online Brand Asset Manager (BAM).

Brand relationship	Assets delivered / available
Master Brand	Curtin University Master Brand logo in mono and colour versions.
Brand Linked	A customised kit for each entity to be developed.
Co-Branded	Curtin University Master Brand logo in mono and colour versions, to be used as per the current brand guidelines for co-branded entities.
Brand Endorsed	Curtin University endorsement line.
Unlinked	No deliverables.

- It is important that all assets are used in accordance with the appropriate brand guidelines to maintain consistency and strength in the Curtin brand.

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Brand Hierarchy process.

A structured decision-making framework to enable speedy turn-around of an entity's request.

Start

Application

By the entity applying for Brand Identification supplying all relevant information required for consideration.

Consultant

Receives the application, and ensures all information is provided and ready for assessment.

CMO

Assesses the application and, where necessary, consults with the Consultant and Entity before making recommendation to VP.

VP

Assesses the application and, where necessary, consults with all parties before making decision.

Marketing

Will prepare or outsource the necessary naming and design work required. Identity Kit supplied based on approved Hierarchy.

Marketing

Decommission old identities and upload new Identity Kit onto BAM and provide to User.

User

All materials in place for administration and marketing communications.

Consultant advises entity on incomplete documentation

Consultant advises entity of rejection due to business case OR other reasons from senior levels

Chief Marketing Officer rejects request if it does not meet criteria.

VP rejects request based on strategic situation that is outside the normal Criteria.

| **Consultation process** | **Decision process** | **Production process** | **User process** |

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