Branding merging Museums

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Chairman of ICOM Norway
Branding merging Museums

The Norwegian consolidation of museums
The development of a brand hierarchy
Illustrated by examples
A brand

• A brand is a name, term, sign, symbol, or design, or a combination of them, intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of competition.

• But it is much more than that…. 
A brand is more than a symbol
Brand Hierarchy

A brand hierarchy summarizes the branding strategy by displaying the number and nature of common and distinctive brand elements across the firm’s products revealing the explicit ordering of brand elements.
The Norwegian consolidation of museums

- Norway had more than 700 museums.
- This was a challenging situation both for the authorities and the museums.
- The authorities encouraged a process of merging the museums in Norway into bigger units.
- The goal was to have 1-6 museums in each county.
The Norwegian consolidation of museums

• The consolidation process created a huge debate..

• museums and communities felt that the identity connected to local museums was threatened.

• Now, after 15 years, the consolidation is nearly finished.
The Norwegian consolidation of museums

• The process of consolidation called for redefining the identity of many museums

• The identity process had to two important aims:
  – to form a new common organisation.
  – to maintain the strong identity of each museum unit

This is not an easy task, and the authorities did not give proper guidelines for this process.
The Norwegian consolidation of museums

• the consolidation process required changes in the branding of the museums.

• Some museums changed names and profile completely.

• Other made just minor adjustments.

• The most fundamental change of profile was for many the introduction of a **branding hierarchy**.

  A brand hierarchy summarizes the branding strategy by displaying the brand elements across the firm’s products revealing the explicit ordering of brand elements.
Brand Hierarchy

• The brand hierarchy typically has a parent brand covering the whole organisation and individual brands for each unit.

• The core question is to decide the visibility of the brand levels.

• The branded house has only one visible brand.

• The house of brand has different brands for each unit.
Brand Hierarchy

<table>
<thead>
<tr>
<th>Branded House</th>
<th>Dual branding</th>
<th>House of Brands</th>
</tr>
</thead>
<tbody>
<tr>
<td>GE</td>
<td>Kelloggs</td>
<td>P&amp;G</td>
</tr>
<tr>
<td></td>
<td>Corn Flakes</td>
<td></td>
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<td></td>
<td>Frosted Flakes</td>
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<tr>
<td></td>
<td>Tide</td>
<td>Pampers</td>
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Brand Hierarchy in Museums

• Museums have chosen different solutions, for different reasons.
• I have studied the branding strategy of four Norwegian consolidated museums and one Italian.

Great thanks to:
Di Corato, Luigi Maria; Fondazione Musei Senesi.
Mork, Mette Møller; Oslo Museum
Skjæret, Stine Skrutvold; Anno Museum
Wilse, Tone Vesti; Nasjonalmuseet
The National Museum, Norway

NASJONALMUSEET

The National Museum, Norway

• In the first phase (2003) the initial name was used added with: “a part of the National Museum”.

• In the second phase (2005) the name was changed to , the National Museum of Art, Architecture and Design and all units use the same name.

Now the name is Nasjonalmuseet

NASJONALMUSEET
The National Museum, Norway

- In 2018 the new museum building will be finished
Oslo Museum

• Oslo Museum was born 2006 when the former Oslo City Museum merged with the International Cultural Centre and the Theatre Museum. The Worker’s Museum is established inside the consolidation.
Oslo Museum

• The same logo and profile is used by all units
• The Name Oslo Museum is used where the whole museum is meant.
• Separate names are used to locate each unit.
Oslo Museum

• The logo and profile show that all units are part of a common organisation.
• The plan is to move all units to a common location.
• The name Oslo Museum and the common profile are steps towards this situation.
Anno Museum

• Anno Museum is a rebranding of the museums of the county Hedmark

• The idea has been to create a strong brand to show the connection between the different museums, and still preserve the identity of each museum.

• The main task has been to profile the places to visit.
Anno Museum

• Anno Museum consists of some bigger and many small museum.

• Some museums had their own logo and profile, other had only a name.

• Museums without a logo got the logo of Anno Museum in combination with the name of the museum.
Anno Museum

<table>
<thead>
<tr>
<th>Eidskog Museum</th>
<th>Kirsten Flagstad Museum</th>
<th>Domkirkeodd</th>
<th>Nordestdal Museum</th>
<th>Bull Museum</th>
<th>Oddentunet</th>
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</thead>
<tbody>
<tr>
<td>Odalstunet</td>
<td>Norsk Skog Museum</td>
<td>Kvinne Museum</td>
<td>Glomdals Museum</td>
<td>Dølmotunet</td>
<td>Husantunet</td>
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<tr>
<td>Kongsvinger Museum</td>
<td>Trysil Engerdal Museum</td>
<td>Trysil Bygdetun</td>
<td>Sørlisua Fløtemuseum</td>
<td>Follidal Gruber</td>
<td>Uppigard Streitlien</td>
</tr>
<tr>
<td>Skinnarbøl Skolemuseum</td>
<td>Sagstua Skolemuseum</td>
<td>Blokkoden Villmarksmuseum</td>
<td>Kleivfoss Industrimuseum</td>
<td>Tyldalen Bygdetun</td>
<td>Rendaen Bygdemuseum</td>
</tr>
<tr>
<td>Aamodtgården</td>
<td>Skåbergsætra</td>
<td>Migrasjonsmuseum</td>
<td>Norsk Senteret</td>
<td>Tynset Bygdemuseum</td>
<td>Museumssenteret Ramsmoen</td>
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</tbody>
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2. mai 2014 – Leidar
Anno Museum

• The main goal has been to preserve the values of each individual museum.

• At the same time, they saw the need of building a strong profile of the consolidation.

• By endorsing the parent brand in the profile of each museum, the idea is to draw values from both brand levels.
Musei Senesi

• The foundation was established in 2003, based on a cooperation of museums in the region of Siena in Italy.
• The museums were grouped regionally and not by topic, with seven regions and 43 museums.
• The brand that binds them all together is the stylistic drawing of the Etruscan bowl.
Musei Senese

• The symbol, combined with defined fonts and colours visualise the connection to the foundation.

• Each region fills the symbol with a landscape image representing the region.

• For each museum a typical object is used to symbolise the museum.
Musei Senese

• the foundation visualises its presence in all regions and museums without dominating the qualities of each museum.

• An important aim was to underline the connection between the different museums of the foundation.

• At the same time, the museums should have their own names and market their own collections and activities. The etruscan bowl could be filled with this content.
Norsk Folkemuseum

• Norsk Folkemuseum has merged with The Ibsen Museum, Eidsvoll 1814, Bygdø Kongsgård and Bogstad Manor.

• All names had already strong values.

• The name Norsk Folkemuseum should be the name of the consolidation.

• We wanted to keep the names and separate profiles for each unit
Norsk Folkemuseum

• To manage this, we looked at the branding architecture of the Coca-Cola Company.

• Coca-Cola is the biggest brand and has given name to the company. Other products have their own brand with completely separate profiles.

• Somewhere “A part of the Coca Cola Company” is stated.

The Coca-Cola Company

Coca-Cola | Fanta | Sprite | bon-aqua
Norsk Folkemuseum

• Branding strategy; Each unit market themselves with separate logos and profiles. “a part of the Norsk Folkemuseum foundation” is stated somewhere.

• Norsk Folkemuseum is the name of the organisation, The term “Norsk Folkemuseum foundation” differentiates the museum from the organisation.
Brand Hierarchy in Musems

- The examples show that there is no single true answer in developing a brand hierarchy.
- The examples place themselves differently on the line between a branded house and a house of brands.

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Brand Hierarchy in Museums

• The National Museum and also Oslo Museum are closer to a Branded house strategy.

• Common for them are that they are planning to move to a common location.

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NASJONALMUSEET

om;
oslo museum
Brand Hierarchy in Museums

• Anno museum and Fondazione Senesi consist of many small museums.

• They draw benefits from a common profile, but also retain separate profiles, to locate the museums.
## Brand Hierarchy in Museums

- The Norsk Folkemuseum foundation has sites which are better known than the parent brand.
- The advantages of separate brands are stronger than those earned by a common brand.

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![Diagram showing brand hierarchy](image)
Brand Hierarchy in Museums

To build a brand hierarchy is not a task with only one true answer. The choice of solution depends on the situation of the organisation.

I have shown five examples of museums merging into a bigger family. They have chosen different strategies for their rebranding, as their situations and goals for the future are different.

References
Keller, Kevin Lane (2003, 1998), Strategic Brand Management – Building, Measuring and Managing Band Equity.
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  Mork, Mette Møller; Oslo Museum
  Skjærø, Stine Skrutvold; Anno Museum
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