

BRANDING: PARTNERING TO STRENGTHEN YOUR MARKET PRESENCE



THE POWER OF A STRONG BRAND

Strong brands stir a response. They are recognizable. And they affect—for better or worse—a business’s success. As the leader in dental and orthodontic innovation, Align Technology has made significant investment in its brands — in particular the Invisalign® and iTero® brands. As a result, consumers look specifically for our branded products and ask for them by name.

Because of its strength, the Invisalign brand has the power to bring attention to your practice and help build patient loyalty. If our brand is strong, your practice benefits. This guide is designed to help you use the Invisalign and iTero brands in ways that help strengthen your practice’s brand and avoid the kinds of uses that can hurt us both (known as copyright and trademark infringement).

Our mutual success is the goal. *So let’s get started.*

AVOIDING BRAND PITFALLS

The three primary mistakes that practices make in using Align Technology brands include:

- 1 **BRANDING A PRACTICE USING THE INVISALIGN BRAND**
- 2 **CREATING DERIVATIVE BRANDS**
- 3 **POSITIONING INVISALIGN CLEAR ALIGNERS WITH OTHER PRODUCTS**

In the following sections, we’ll explain the brand principle at work and then dig deeper into each area with real-world examples. You’ll quickly begin to see why it is important to have your materials reviewed by [Align Adproofs](#) before publishing marketing materials.



MISTAKE 1

BRANDING A PRACTICE USING THE INVISALIGN BRAND

Doctors frequently use Align Technology's brand elements incorrectly when they name their practices, register domain names, create social media materials, and incorporate photography in their marketing materials. These errors create confusion among prospective patients and may create a false impression of your practice. For more details and examples, go to page 5.

DO use the Invisalign Provider logo **DON'T** add words or other descriptors to the Invisalign name or use the Invisalign logo as your own



MISTAKE 2

CREATING DERIVATIVE BRANDS

Some doctors who have created new products or procedures in connection with Invisalign treatment have inadvertently given Align Technology credit for their innovation by deriving their product names from the Invisalign brand. This error actually weakens their product positioning while putting the Invisalign brand at risk. For more details and examples, go to page 9.

DO create unique names and visual identities for your products

DON'T use pieces of the Invisalign name or Invisalign visual branding elements



MISTAKE 3

POSITIONING INVISALIGN CLEAR ALIGNERS WITH OTHER PRODUCTS

We often see doctors advertising Invisalign clear aligners with other products. This is not a problem unless doctors promote competing products as if they come from or are approved by Align Technology, or if they use the Invisalign name generically. "Invisalign®" is a unique identifier of Align Technology's proprietary clear aligner system. For more details and examples, go to page 10.

DO use Invisalign brand with copyrighted Invisalign photography

DON'T use other companies' logos with copyrighted Invisalign photography



Build Your Unique Brand



A brand is how your patients feel about your practice.

When defining your own brand, consider these things:

- What do you uniquely offer patients? It could be a specialized skill(s), a convenient location and hours, top treatment brands, or a combination of elements.
- Why do patients choose your practice? Build on your strengths.
- Be noticed and remembered with consistently good first in-person impressions.
- Use a consistent color palette and visual style across all of your signage, business system, website and social media pages, and interior design.
- Develop a distinctive tone and voice across all of your communications.



WHAT IS A BRAND?

What makes a brand strong, and why is it important? Although most people associate “brand” with a visual logo or word mark, a brand is actually much larger than just those two elements.

ELEMENTS OF A BRAND

A brand communicates who you are. It is how you define your business and what you stand for. As a doctor, your brand helps differentiate your practice, the services you offer, and clearly communicates your practice’s attributes and benefits.

Just as Align Technology has several strong brands, your practice also has a brand. Your brand is based on your unique identity and attributes, which can include:

- Your practice name
- Your logo or logotype
- Your chosen color palette
- Your interior design style
- Your clinical experience
- Your specializations
- Your location
- Your services
- Your hours
- Your communication style
- Your community involvement
- Anything unique to your practice!

Clear brand standards help ensure that an organization builds a familiar, consistent experience for every customer.

A LASTING IMPRESSION

Invisalign brand value comprises many things: its position as an industry leader, the fact that Align Technology pioneered the invisible orthodontics market in 1998, high consumer awareness, and the international appeal of Invisalign clear aligner technology as demonstrated by distribution in more than 80 countries. Patients ask for Invisalign treatment by name, which is why patients seek out your practice as an Invisalign provider. We invest millions of dollars into protecting and maintaining our brand to help foster our mutual success.

We are delighted that you have chosen to make Invisalign treatment part of your practice and overall brand value. However, because Invisalign treatment is also part of many other practices, the Invisalign name and brand elements cannot be used as part of your brand.

THE LEGAL ASPECTS OF BRAND

Because they are unique expressions of a company or product, visual brands (the combination of symbols, words, colors, and space relationships) and brand names are trademarked. Trademarks are intellectual property, which means that the brand owner must carefully monitor brand usage and protect the brand’s integrity to ensure long-term brand value. In some cases, this might require taking legal action to protect a brand.

BRAND OWNERSHIP

Having a strong brand for your practice helps you stand out with a unique value proposition for patients. No one else can use your brand unless you license that usage. When you have built a practice over time and invested heavily in its success, you do not want someone else to benefit from your brand reputation or mislead your patients.

Align Technology owns the Invisalign and iTero brands and has created clearly defined standards for how these brands may be used. No one can use Align Technology brands unless they are licensed to do so, and usage must conform to Align Technology's legal brand standards.

As an authorized Invisalign provider, you are licensed to use the Invisalign brand and Invisalign provider logo in your marketing. However, it is important to clearly distinguish between your brand and Align Technology brands.



✓ You can download the Invisalign Provider logo from the Invisalign Marketing Site to designate your practice as an authorized provider of Invisalign treatment.

ALTERING A BRAND

When someone alters or creates a variation of a protected brand or trademark, that action blurs the brand's distinctive nature and diminishes its strength. As a result, it becomes misleading or confusing to customers. By contrast, consistent brand usage conveys a strong promise of consistent quality. It requires all of us working together to ensure that the Invisalign and iTero brands are not blurred or diluted. In the next section, you will see how these brand principles are applied in real-world examples. And you will see how doctors have created headaches for themselves by altering the Invisalign brand and disregarding brand standards.

MISTAKE 1

BRANDING A PRACTICE USING THE INVISALIGN BRAND

Doctors frequently use Align Technology brands incorrectly by including them in their practice names, their domain names, and when creating social media materials.

NAMING YOUR PRACTICE

A practice name that includes elements of the Invisalign brand creates the false impression that the practice is "the official" representative of our brand in an area or region. This mistake can upset other doctors and confuse patients. Always use the Invisalign brand name separately from your practice name.

Below, you see how some practices have used the Invisalign brand as their own brands, which positions it as the "official" location of Invisalign treatment in a specific area. This type of usage can mislead patients to think that Align Technology owns and operates the practice or somehow confers special approval on this practice.



INVISALIGNCENTER
of Palm Springs

✗ Adding a location to the Invisalign name incorrectly infers that the practice has a special relationship with Align Technology.

These practices also are missing a valuable opportunity to promote their own distinctive brands and gain visibility with prospective patients. And relying incorrectly on the Invisalign brand can cause patients to believe that your practice is responsible for the quality of care and treatment outcomes at all other Invisalign practices in your area.

Instead, feature your practice name and logo as the dominant visual. Remember, you can use the Invisalign Provider logo on your marketing materials to identify you as an authorized provider of Invisalign treatment.



Logo Guidelines



Keep the Invisalign brand elements exactly as they appear in the correct example.

- Do not move the elements.
- Do not alter the sizes, stretch or condense them.
- Do not change the colors.
- The Invisalign logo is designed for high readability in a wide range of environments. Do not add drop shadows, special effects, shapes, words, or other graphics. Do not use the Invisalign logo as a watermark, place it on a busy background, take it apart and use elements separately, or create a pattern with the logo.



USING INVISALIGN BRAND ELEMENTS INCORRECTLY

The correct Invisalign logo is shown below. In the examples that follow, doctors altered or misused Invisalign colors, fonts, typestyles, or clear space rules to imply an exclusive relationship with Align Technology.



The Invisalign logo has been created as a horizontal lock-up, which includes the symbol, logotype and registered trademark symbol. The relationships within the lock-up should never be altered in any way. Whenever possible, the logo should appear in its full-color lock-up.

AN ALTERED LOGO

In this example, the doctor's mistake was to alter the Invisalign symbol and logotype, which violates Invisalign brand standards. The "starflower" symbol is placed next to the Invisalign name, implying that it is the Invisalign logo. In addition, the doctor added the word "Master" to the Invisalign name, changed the colors, and modified the letters.



This example altered the Invisalign logo, and violated the logotype.

The best way to maintain your brand strength—and ours—is to not manipulate your logo or ours.

ALTERED LOGO WITH IMPROPER PARTNER DESIGNATION

The "Invisalign Stop" example below illustrates how a doctor altered elements of the Invisalign logo and used them as his own brand. This example creates confusion about who owns the practice—the doctor or Align Technology?

In addition, the doctor incorporated a Premier Provider program designation into the logo. If you're in North America and participate in the Invisalign Advantage Program, you can use the appropriate tier-level logo to complement your practice. But you should never include any type of program designation as part of your logo lockup. Your standing in the Invisalign Advantage program can change from year to year. If you achieve a higher tier status next year, you would have an incorrect statement locked into your logo, which would be an expensive hassle to fix.



Dr. Johnson Premier Provider



In addition to altering Invisalign brand elements, the doctor used the Premier Provider designation as part of his logo lockup. If his Advantage Program status changes, he would have to change his logo. In any case, both issues violate Invisalign brand standards.



If you are an Invisalign Advantage provider, use the appropriate tier-level logo to complement your brand.

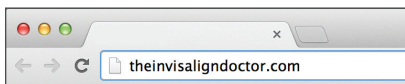
INCORRECT DOMAIN NAMES


The same principle that applies to practice names and visual branding applies to naming your online domains. The rule is simple: *Never use the Invisalign® name in a domain name.* That applies to all extensions:

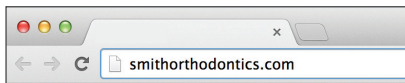


A mistake in obtaining proper domain names and social media handles can be costly. Your practice domain name usually appears on business cards, marketing materials, and signage. Reprinting and changing everything to remove an infringing domain name can be expensive. Save yourself time and money—check with [Align Adproofs](#) before you spend money on a domain name.

Invisalign Top 1% doctors are awarded special permission to use domain names that include the Invisalign name. However, the rights to use these names are licensed by Align Technology to the doctors on an individual basis and with usage specifications.



 *Never use the Invisalign name in a domain name.*



 *Always use domain names as an opportunity to further your unique practice and brand.*

HOW ONE DOCTOR GAVE HIMSELF A PAINFUL DOMAIN HEADACHE

Dr. Smith registered and launched a website with the domain name [www.doctorinvisalign.us](#). Align Technology became aware of the domain name and asked the doctor to take down the website because the name violated Align Technology's brand standards and the doctor's licensing agreement. Dr. Smith turned the matter over to his attorney, which forced Align Technology's legal team to become involved. He ultimately took down the first website but subsequently launched additional new websites using Invisalign domain names. By refusing to comply with the terms of his licensing agreement, Dr. Smith was taking unfair advantage of other Invisalign providers who do comply. He also continued to violate Invisalign Advertising Standards and breached his license agreement with Align Technology. Thousands of dollars in legal fees later, he lost his status as an authorized Invisalign provider.

BRANDING AND SOCIAL MEDIA

We see numerous examples of doctors extending the incorrect use of the Invisalign brand to their websites and social media pages. When these pages look like the Invisalign site, it creates confusion. Patients and prospective patients cannot tell which is the official Invisalign site. These doctors run the risk of patients mistakenly thinking that their pages are fraudulent.

Correct use of the Invisalign brand helps maintain the brand's strength and integrity.

Be Yourself

A brand is how your patients feel about your practice. Use your own practice name and create unique identities for social media accounts without incorporating Align Technology brands.

Also choose distinctive logo elements and color palettes to frame a page or create a page identity. If you display the Invisalign logo, make sure that it does not dominate the page. Do not place it in such a way as to make visitors think that the site is an official Align Technology-managed site. And always run it by [Align Adproofs](#) before you spend money, so that you can avoid launching a site with improper usage.



A NOTE ABOUT USING PHOTOGRAPHY CORRECTLY

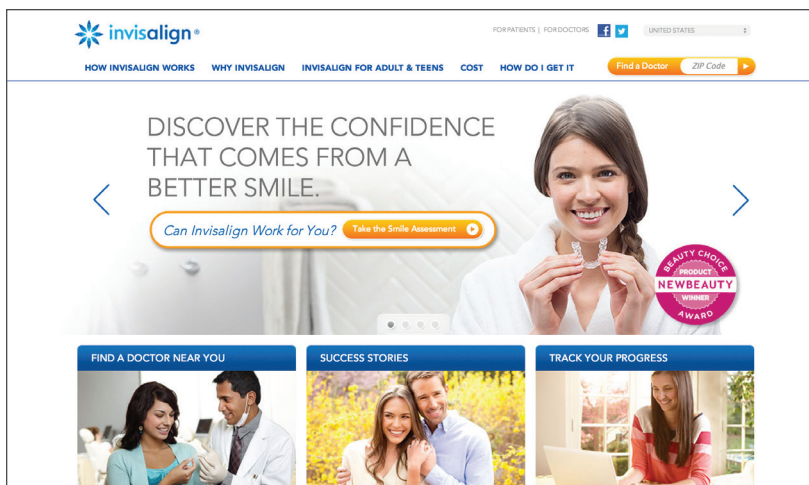
Brands rely heavily on their visual styles, particularly in the ways that they use photography or illustration. The Invisalign brand uses a distinctive photographic style, which should be different than your practice's unique style.

Business owners often copy photographs, illustrations, and videos from online sources, not realizing that these images are copyrighted and owned by their creators. Artists negotiate specific usage rights for each image. Align Technology has secured photographers' and models' rights specifically for each image on the Invisalign.com website, and each has an expiration date. These copyrighted and/or licensed materials must not be used in your website and social media profile. Doctors who use these licensed images put themselves in danger of legal action.

Instead, use images from the Invisalign Marketing Site, which Align Technology provides as a resource and with proper licensing rights already negotiated for you. When Align Adproofs reviews your marketing materials, we can tell you if an image is no longer available so that you can avoid potential legal headaches.

THIS IS NOT WHAT THE DOCTOR EXPECTED

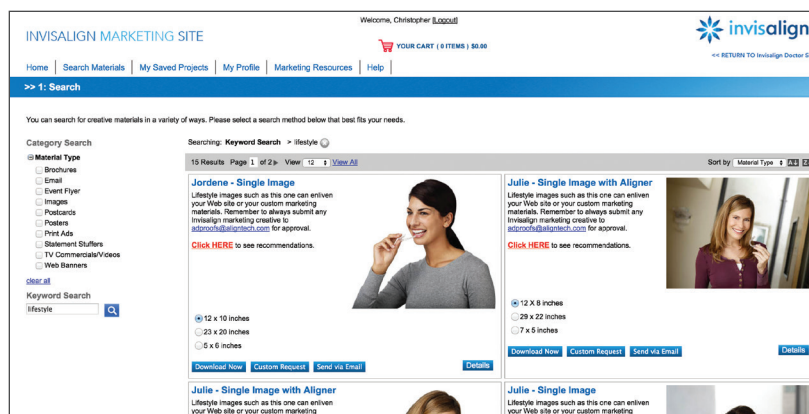
A doctor saved a photograph from the Invisalign website. Several years later, the model in the photograph had become a celebrity, so the doctor then used the photograph in his advertising. Unfortunately, Align Technology's licensing agreement for that photo had expired. The doctor was unpleasantly surprised by a cease-and-desist letter from the model's rep, accusing him of copyright infringement and violating the famous actress's publicity rights. This could have been easily avoided by using current, pre-approved images from the Invisalign Marketing site. Before publishing anything, have it reviewed by [Align Adproofs](#).



The invisalign.com website uses photography with specifically negotiated usage rights for each image.



Do not copy photos from the Invisalign.com website and use them on your own practice's website.



Align Technology owns or negotiates broad usage rights for the images on the Invisalign Marketing Site, and they are free for you to use.

MISTAKE²

CREATING DERIVATIVE BRANDS

We love that some of our most creative doctors develop new products or procedures for use with Invisalign products. But great ideas don't mean that Invisalign brand standards no longer apply. Derivative product names and misuse of Invisalign brand visuals are the most common mistakes in this category. Align Adproofs can help prevent these kinds of mistakes.

DERIVATIVE PRODUCT NAMES

It is always permissible to say that you designed your product for use in connection with Invisalign treatment. But any time that you use part of the Invisalign name in a product name, it creates the false impression that the product is offered or endorsed by Align Technology.

Deriving a product name from the Invisalign brand also can lead to unnecessary cost and headaches. Originality is always the best idea—both to build your own strong product brand and to avoid the complications associated with trademark infringement, as this doctor learned.

ALL OVER A SIMPLE NAME

Dr. Jones approached Align Technology with a concept for a new mobile app called Invisamobile. Align Technology did not approve the name because it infringed on the Invisalign trademark. What Dr. Jones didn't say was that he had already filed a trademark application with the U.S. Trademark Office for the name. He began to market the app through a website, Twitter, Facebook, and Google Play. Align's legal team became aware of the violation and had to intervene. The doctor lost tens of thousands of dollars in his marketing investment, had to pay significant legal fees, and incurred wasted time and much stress. He still had to change his app's name in the end.


SIMILAR VISUAL TREATMENTS

Similar shapes, color palettes, and typestyles in a name also violate Align Technology's brand standards and diminish the uniqueness of your idea. When your brand looks like an Align Technology brand, you don't get full credit for your product. At the same time, you can cause patients to believe that they can get your product from any Invisalign provider.



 *This use incorrectly implies that Align Technology sponsors, approves, or controls this product.*



 *Notice that this product's name and logo treatment is unique and in no way will confuse patients that this app is from Align Technology.*

Tips for Product Naming



An innovative product deserves its own name. Here are some tips for creating a defensible name:

- **Be original:** Generate numerous naming options or engage a firm that specializes in product naming.
- **Be aware of connotations:** If you plan to market the product globally, the name should be free from negative connotations in other languages.
- **Check the legality:** Use an intellectual property attorney to vet the name for trademark eligibility. Give your lawyer complete information about your relationship with Align Technology.
- **Check for available domain names:** Conduct a domain name search before committing to a name. If you can't find one that works, consider choosing a different name.

MISTAKE 3

POSITIONING INVISALIGN CLEAR ALIGNERS WITH OTHER PRODUCTS

We often see advertising examples in which doctors promote Invisalign and a competing product at the same time. We understand wanting to offer multiple forms of treatment, but you must be aware of how you present those options to the market.

“INVISALIGN” IS A UNIQUE IDENTIFIER

The Invisalign name uniquely identifies Align Technology’s proprietary clear aligner system. It is not the name of an entire class of products, and it is not interchangeable with other clear aligner brands. For example, competing clear aligner products are not equal to each other. Each product is uniquely positioned and marketed by its manufacturer. Therefore, to present them as equal is misleading to your patients.

In the above right example, the doctor has positioned Invisalign/OtherClear Aligners as equals, yet the supporting content is copied and pasted from the Invisalign website. Instead, say “Dr. Jones provides Invisalign treatment.” Do not say “Dr. Jones provides Invisalign/OtherClear Aligners.” Also, do not copy marketing content from the Invisalign website and associate other logos or brands with that content.

You can effectively communicate that you offer Invisalign treatment together with other products by using a listing of other brands associated with services you offer, as shown on the bottom right. Presenting other products in this way makes it clear that those products do not come from or are approved by Align Technology.



 *Do not position Invisalign and competing clear aligner products as equal. Do not copy content from the Invisalign site, and associate it with other brands.*



 *You can offer Invisalign treatment together with other products in a listing of services you offer.*

“Invisalign” is an adjective.

Always use the Invisalign name as an adjective that modifies a noun. For example, say “Dr. Smile provides Invisalign treatment.” Do not say “Dr. Smile does Invisalign.”

LET US

HELP YOU SUCCEED

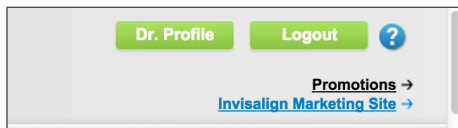
Building your own brand takes time and effort, but it is well worth it. We can help you easily avoid the pitfalls of incorrect brand usage—and save you time and potential loss of investment.

PRIOR REVIEWS

Marketing materials cover a wide range of media types. Social media pages, domain names, broadcast advertising, coupons, websites, and signage are all examples of marketing presence. Before you print, publish, develop, or launch any marketing materials using Align Technology brands, have us review them at adproofs@aligntech.com. We'll either provide written approval or information about how to fix an error, giving you a safety net. Allow at least 15 days prior to any publication deadline to allow time for revisions if needed.

INVISALIGN MARKETING SITE

You can access the Invisalign Marketing Site from the Invisalign Doctor site. This is the fastest, safest way to obtain approved templates, images, and brand guidelines. Simply download and use the materials—and know that the copyright issues have already been handled for you.



You will find the link to the Invisalign Marketing Site, just under your Dr. Profile on the Invisalign Doctor Site.

HAVE QUESTIONS?

We have legal and branding specialists available to answer your questions on how to use the Invisalign brand before you sink time and money into practice names, domain names, product names, or advertising materials. Avoid the challenges associated with having to rework materials. You can reach us at adproofs@aligntech.com.

A strong, unique brand leads to a strong practice. Our brand can help you increase the number of Invisalign cases that your practice treats, but, ultimately, it is your brand that builds patient loyalty over time.

Keep this guide available to answer Invisalign brand questions and provide basic branding assistance. Together, we look forward to your continued—and growing—success.

MAKE SURE IT'S RIGHT THE FIRST TIME
adProofs@aligntech.com