Session 1

Course introduction

What is the course about?
What is a brand?
Why do brands matter?

The Menu

Topic 1. Course introduction & admin

Topic 2. What is a brand & why they matter

The Course team

Sofia Kousi
Course instructor

Priya Krishnan
Teaching Assistant

Priya Krishnan

- Priya Krishnan is a PhD student in Management at Nova SBE. Her research focuses on cognitive biases and behavioral science.

- She graduated from Yale School of Management and IE Business School with a dual degree MBA.

- She has over 12 years of work experience in senior management roles with IMAX, PVR Cinemas and Virgin Mobile.

Which car brand repositioned in 2024?

copy nothing

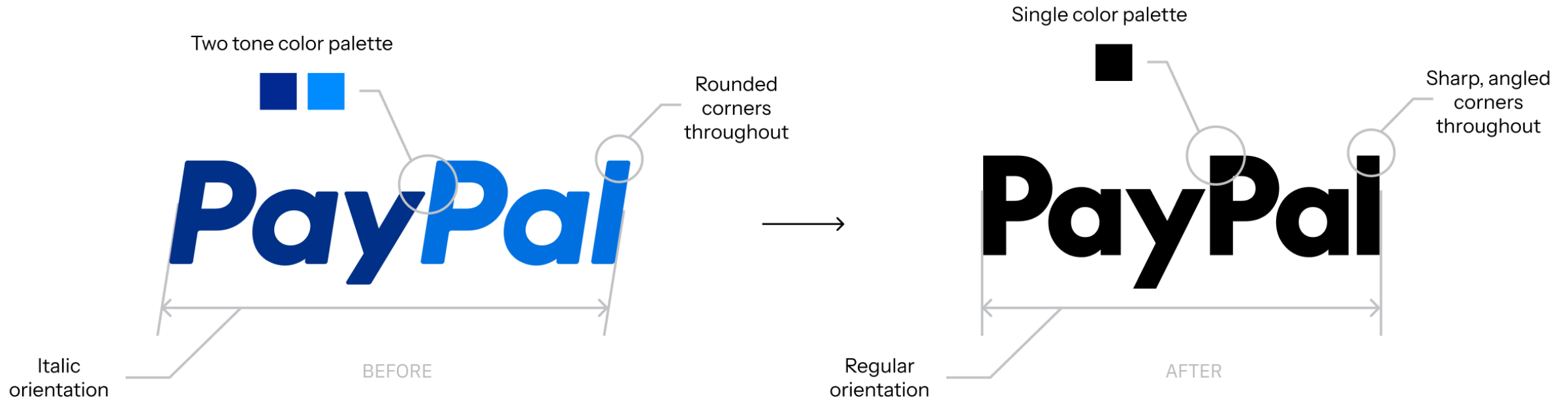# Which payment processing brand updated its visual identity?

Before

After

13

Wordmark Evolution

Two tone color palette

Rounded corners throughout

Italic orientation

BEFORE

Single color palette

Sharp, angled corners throughout

Regular orientation

AFTER

fintech branding studio

Logo Evolution

| 1999	2000	2007	2014	2022	2024

PayPal

Brand Identity

PayPal's new refreshed brand identity marks the next chapter for PayPal in the lives of its customers and signals a new direction for the business and the brand: one that is simpler, cleaner, more modern and more optimistic.

TECH / BUSINESS / DESIGN

PayPal has a new logo that makes it look just like everything else

Introducing the PayPal brand identity

00:09
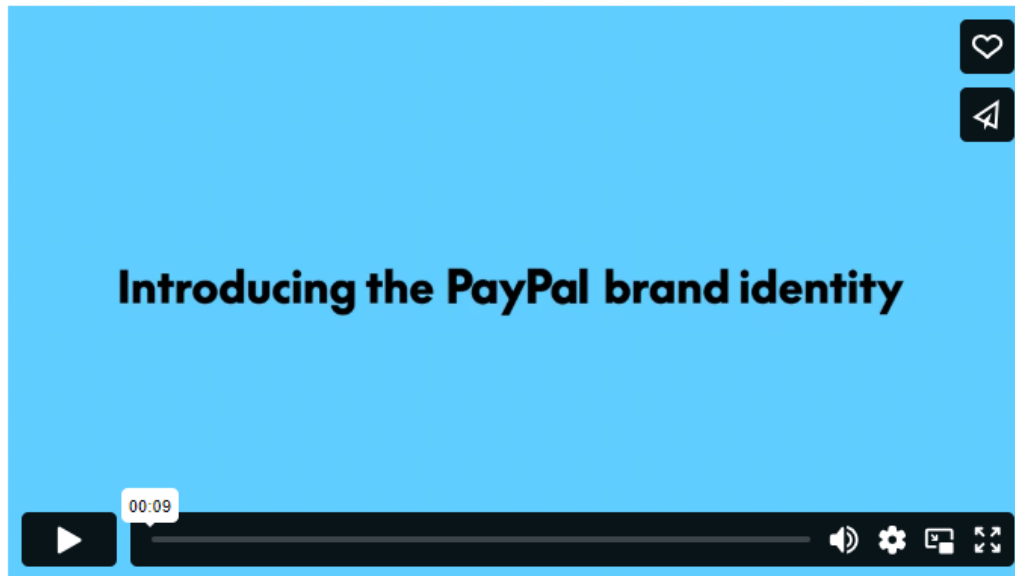
/ Flat, black, and generic.

By Sean Hollister, a senior editor and founding member of The Verge who covers gadgets, games, and toys. He spent 15 years editing the likes of CNET, Gizmodo, and Engadget.

Sep 18, 2024, 8:42 PM GMT+1

28 Comments (28 New)

Roughly 25 years after it launched payment processing, PayPal is "ushering in a new era for customers" with some generic black text. The company has a new logo, designed by Pentagram, that looks incredibly

MOST POPULAR

1 **Netflix won the streaming**

17

Which entertainment channel changed its logo?
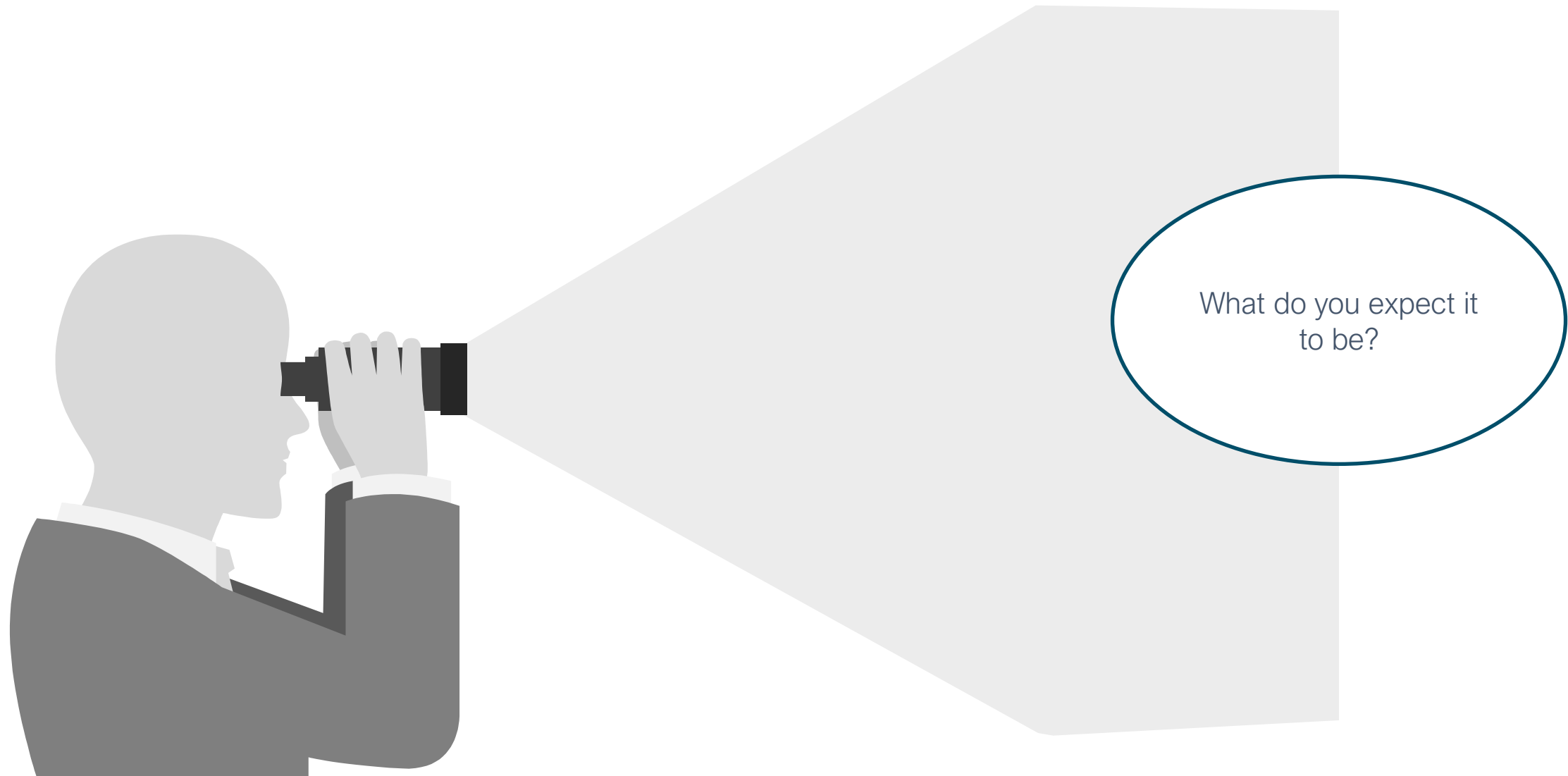
Before

After

Who are you?

If you were a brand, which one would you be?

What does the brand say about you?

What is the course about?

What questions do we aim to answer?

What do you expect it to be?

What is the course about?

Customer-centric approach to explore these questions, examining in depth the theory and practice of Brand Management

What is a brand?

How can a company use it to improve marketing performance?

What is the course about?

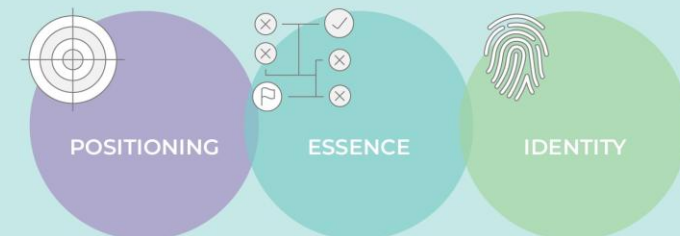

BRAND MANAGEMENT

PERCEPTIONS

EXECUTION

VERBAL IDENTITY

VISUAL IDENTITY

product   price   promotion   place

MARKETING MIX (4Ps)

STRATEGY

THE BRAND PLATFORM

POSITIONING   ESSENCE   IDENTITY

What is the course's content & learning objectives

01 Branding Theory basics

brand equity, awareness, image, identity, positioning, architecture

02 Brand Measurement

qualitative research techniques used in measuring brand performance

03 Brand Strategy Development

how brand managers can craft and implement a solid brand strategy, focusing on the concepts of positioning, brand architecture, brand extensions, verbal and visual identity

- Help you develop a deep appreciation of the power of brands

- Build your skills and knowledge of building and managing world class brands

- Emphasize the application of theory through the completion of a consulting style Brand Audit group project

What skills are we building?

Knowledge and Understanding

- Understand and use the basic branding theory concepts
- Perform primary research to uncover brand meaning
- Strengthen strategic and critical thinking

Subject-Specific Skills

- Measure brand equity through its components
- Articulate brand meaning, identity and positioning
- Build a data-driven long-term brand strategy

General Skills

- Primary research skills
- Presentation skills
- Team working abilities
- Project management skills

How is the course assessed?

Group and individual components

Assessment Component	Contribution to Final Grade	
Individual: **Final exam (min. grade 9/20)**	**35%**	
Individual: **Individual assignment**	**15%**	
Individual: **Case analysis in-class quiz (1 of 2)**	**5%**	85% Final Presentation
Group: Brand audit project	**45%**	15% Peer Evaluation
Bonus: Nova Behavioral Lab Participation	***Max. +0.4 to the final grade over 20***	

- These lab sessions will be available throughout the term and start from the week of Feb 10.
- To enroll, please visit the Nova Behavioural Lab page on Moodle. The registration process is quick, and spots are allocated on a first-come, first-served basis.
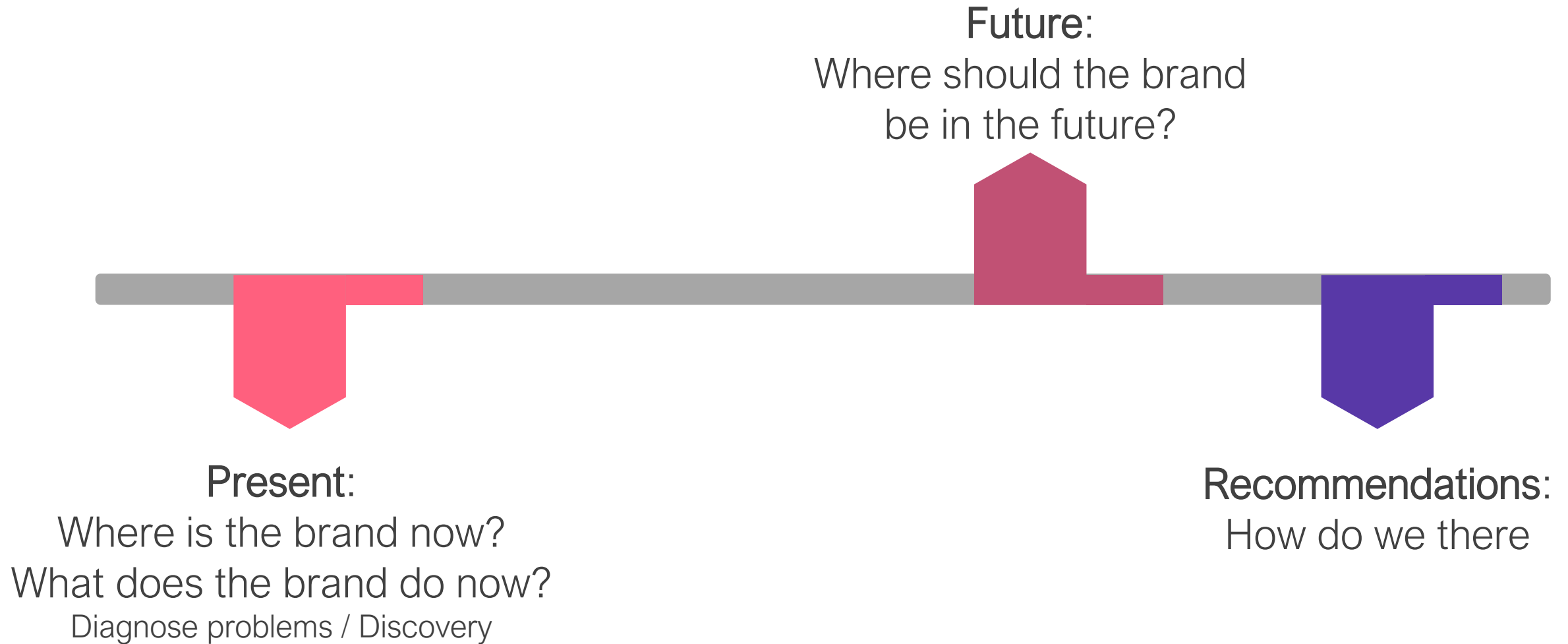
Access the Moodle lab page here:

https://moodle.novasbe.pt/course/view.php?id=6127

Enrollment Key: Lab2425S2

What is the Group Assignment about?

- The ultimate goal of the assignment is to make actionable recommendations to improve a brand of your choice, based on a research-driven **brand audit** that you will perform with your group.

- If you were a Brand Manager / Brand Consultant, how would you go about tackling this challenge?

Intuitive approach

Future:
Where should the brand
be in the future?

Present:
Where is the brand now?
What does the brand do now?
Diagnose problems / Discovery

Recommendations:
How do we there

The Brand Audit approach – how we will work

Phase I: Preparation	Phase II: Audit / Research		Phase III: Recommendations
Team & brand choice	Part A: Brand Inventory	Part B: Brand Exploratory	Part C: Recommendations

The course is structured around these 3 parts, giving you all the theoretical knowledge to complete the assignment + the opportunity to complete each step sequentially and get feedback prior to the final presentation

The Brand Audit
Weekly schedule

Weekly Schedule

Session / Date	Topic	Due	Required Readings
1. Feb 5	Course introduction What is a brand?	Select into groups by Feb 7 by 7pm (Moodle)	Keller: 1
2. Feb 12	Brand Equity Brand Audit (A): Inventory	Submit on Moodle: Feb 14, by 7pm: Team Brand Top 3 choices	Keller: 2 (p. 68-78), 3, 4, & 8 (p. 293-299)
3. Feb 26	Brand Platform: Positioning, Identity, Essence, Values		Keller: 9
4. Mar 5	WORKSHOP: Brand inventory & Brand Platform		Materials from session 2 & 3
5. Mar 12	Brand Audit (B): Exploratory & the CBBE model	Due: Sampling plan and discussion guide by March 14	• Keller: Building Customer-based Brand Equity (Moodle) • Keller: 2 (p. 79-end) • Kapferer: 7
6. Monday 17/3 MAKE UP	Brand loyalty and engagement	Case study: Taylor Swift In-class quiz	• McKinsey Consumer Decision Journey (2009) (Moodle) • Ten years on the consumer decision journey: where are we today? (Moodle)
	No class 26/3 – exam period	Submit on Moodle: Individual Assignment, by March 28, 7pm	
7. Apr 2	• Brand Architecture & extensions		• Keller: 11 & 12 • Kapferer: 12 – 14 • Aaker & Joachimsthaler: The Brand Relationship Spectrum (on Moodle)
8. Apr 9	Brand growth strategies • Group project check-in	Case study: Tiffany & Co In-class quiz	Keller: 5 – 7 & 13
9. Apr 23	Brand Purpose & brand activism	Mark Ritson (2017) article (on Moodle)	
10. Apr 30	**Final Team presentations:** Full Brand Audit	Upload presentation slides by April 29, 7pm (all groups)	
11. May 7	**Final Team presentations:** Full Brand Audit	*Peer evaluations: Due May 8, 7pm (link to be provided)*	
12. May 14	Course wrap up & exam info		
May 23	Final exam, 14:30. Room TBD		

NOVA SCHOOL OF BUSINESS & ECONOMICS

2327 Brand Management
Spring Semester 2025
Professor Sofia Kousi

The Brand Audit group project description

Overall Goal & Assessment

The goal of the assignment is to make actionable recommendations to improve a brand of your choice, based on a research-driven brand audit that you will perform with your group. You will select a real brand to work on and conduct a Brand Audit, in order to identify the brand's main sources of brand equity and differentiation, but also weaknesses that must be improved. The Brand Audit is

Moodle Enrolment key:

brand2025

2327-Brand Management-2425_S2

Welcome to Brand Management!

What is a brand, and how can a company use it to improve marketing performance? Through a customer-centric approach, the course explores these que depth the theory and practice of Brand Management. It aims to provide students with a deep appreciation of the power of brands, and to develop their ab managing world class brands.

The course emphasizes the application of theory through the completion of a consulting style Brand Audit group project. The course is geared towards stu knowledge of marketing, and interest in working in brand management, brand consulting or advertising.

Instructor: Sofia Kousi (sofia.kousi@novasbe.pt)
Teaching Assistant: Priya Krishnan (priya.krishnan@novasbe.pt)

📣 Announcements

Important documents

📁 Course Admin Folder (syllabus, group project, etc)

Assignments submission

📄 March 28 by 7pm | Individual Assignment. Topic to be announced 14/3

📄 April 29 by 7pm | Final group presentation

May 8 by 7pm: Peer evaluations due (please look for an email from "TEAMMATES" in your email or spam folder)

1. September 2: Intro

Slides & Required reading
Additional resources (optional)

2. February 12: Brand Equity & Brand Audit A (inventory)

Slides & Required reading
Additional resources (optional)

3. February 26: Brand Platform

Slides & Required reading
Additional Resources

4. March 5: Workshop: Brand Inventory & Brand Platform

Slides & Required reading
Additional resources (optional)

How should you choose your brand?

- It can be any type of brand (B2C, B2B, Product, Service)
- Keep in mind that you have to research what the brand's consumers/clients think of the brand
  - This means you need to have access to these consumers to conduct your research
- Pick a brand that interests you a lot
  - Try to avoid mega-brands that are doing an excellent job (harder to diagnose problems & make improvement recommendations)
- Pick a brand that perhaps you'd like to work with in the future
  - Management input is not a requirement, but it is welcomed

- Upload a list of 3 top choices on Moodle by Feb 14th 7pm, for approval
  - First-come first-served
  - Final feedback from me by February 17th

How should you choose your brand?

Previously chosen brands (can't be re-used):

Abercrombie & Fitch	Farfetch	Nespresso	Skechers	H&M
Adidas	GAP	New Balance	SportZone	Sezane
Aperol	Giovanni Rana	Nova SBE	Starbucks	Gymshark
Babolat	GoPro	Oatly	Subway	Lisbon Metro
Bandida do Pomar	Gorila	Pandora	Sumol	Xiaomi
Ben & Jerry's	IKEA	Pangaia	Swatch	Rituals
Benetton	Kinder	Parfois	TAP	Clinique
Beyond Meat	Kodak	Pedigree	Timberland	Levi's
Birkenstock	Labelo	Puma	ToysRUS	Lululemon
Body Shop	Lindt	RayBan	Under Armour	Smirnoff
Calzedonia	Lush	Ryanair	Urban Decay	
Cerave	M&Ms	Sagres	Vaseline	
ChupaChups	Maggi	Seaside	Victoria's Secret	
DeltaQ	Magnum	Shein	Zoom	

How will you form your team?

- Each group will have max 6 members

- **If you know** who you'd like to work with, arrange a group, and self-enroll into 1 of the 11 groups on Moodle. By Feb 7, 7pm

- **If you don't know** who you could work with, you will be assigned to a group

- <u>Additional members may be added to your group</u>
- <u>Some groups might have to be combined – max 6 members</u>

Time to select into Teams

The Menu

Topic 1. Course introduction & admin

Topic 2. What is a brand & why they matter

What is a brand?

Write down your own definition

What is a brand?

- A brand is not a company

- It is not a product or a service

- It is not a logo

A brand is a **fusion** of the
emotional and **functional**
components of a product or service...

...the **relationship** that
secures future earnings by
securing **preference** and **loyalty**

What is a brand?

"A brand is a mixture of attributes, **tangible** and **intangible**, symbolized in a trademark, which, if managed properly, creates value and influence" (*Interbrand*)

"A name, term, design, symbol, or any other feature that identifies one seller's good or service as **distinct** from those of other sellers" (*American Marketing Association*)

"A brand is a cluster of **functional** and **emotional** values that enables organizations to make a **promise** about a unique and welcomed experience" (*Chernatony et al., 2011*)

"A brand is a set of expectations, memories, stories and relationships that, taken together, account for a consumer's decision to choose one product or service over another" *Seth Godin*

"It's a promise"

What is brand management?

Logo
Name
Marketing communications

Core competencies
Positioning strategy
Culture
Personality strategy
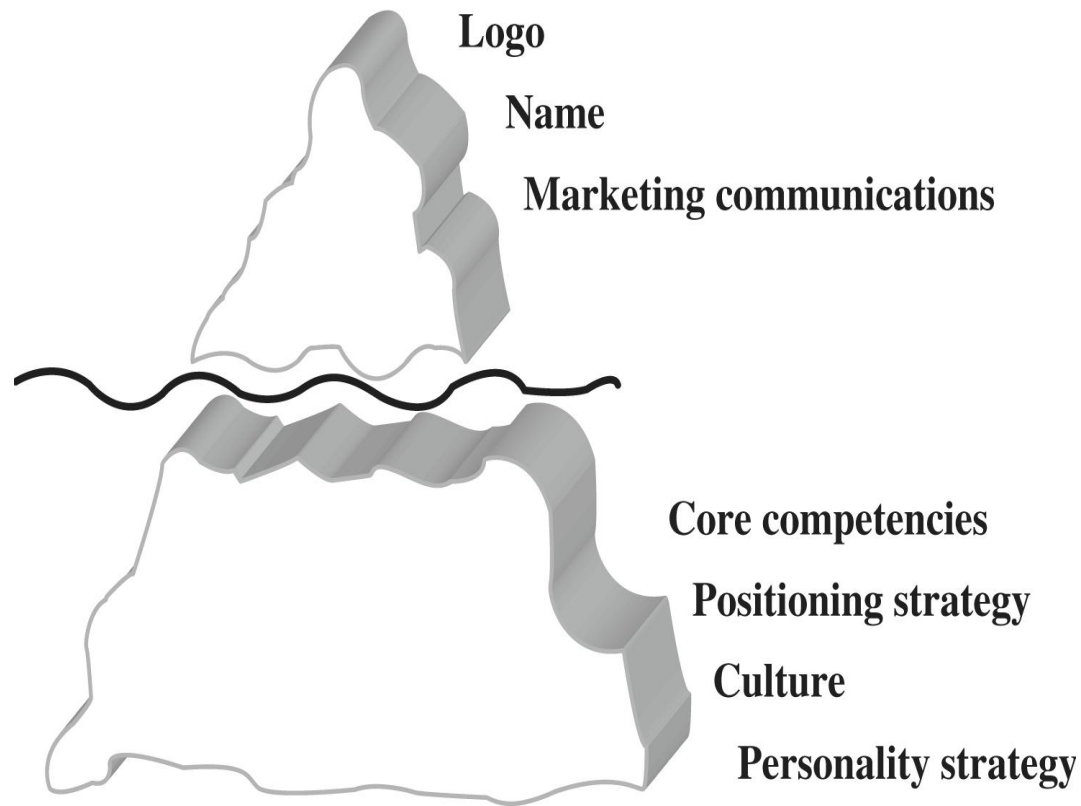
Strategic Brand Management is a **long-term** and **integrative** approach that the company adopts in **creating, developing** and **managing** its brand.

It allows the company to **differentiate** itself from its competitors, and **communicate** its message and **market position** in a **consistent** and **holistic** manner. (Kapferer, 2014)

"It's a promise"

What is brand management?

BRAND MANAGEMENT

PERCEPTIONS

EXECUTION — VERBAL IDENTITY — VISUAL IDENTITY — MARKETING MIX (4Ps) (product, price, promotion, place)

STRATEGY — THE BRAND PLATFORM — POSITIONING, ESSENCE, IDENTITY

Everything you do defines your brand and builds equity in the long-term

Virtual Experience

Identity

Public relations

Real World Experience

Advertising

Touch Points

Brand

Direct Marketing

Employees

Product Design

Product Performance

Financial Performance

Partner Reputation

Messaging

Why do brands matter for companies?

Why do brands matter?

Brands are estimated to represent at least 20% of the intangible value of businesses on the major world stock markets. Brands combine with other tangible and intangible assets to create value

Developed Markets
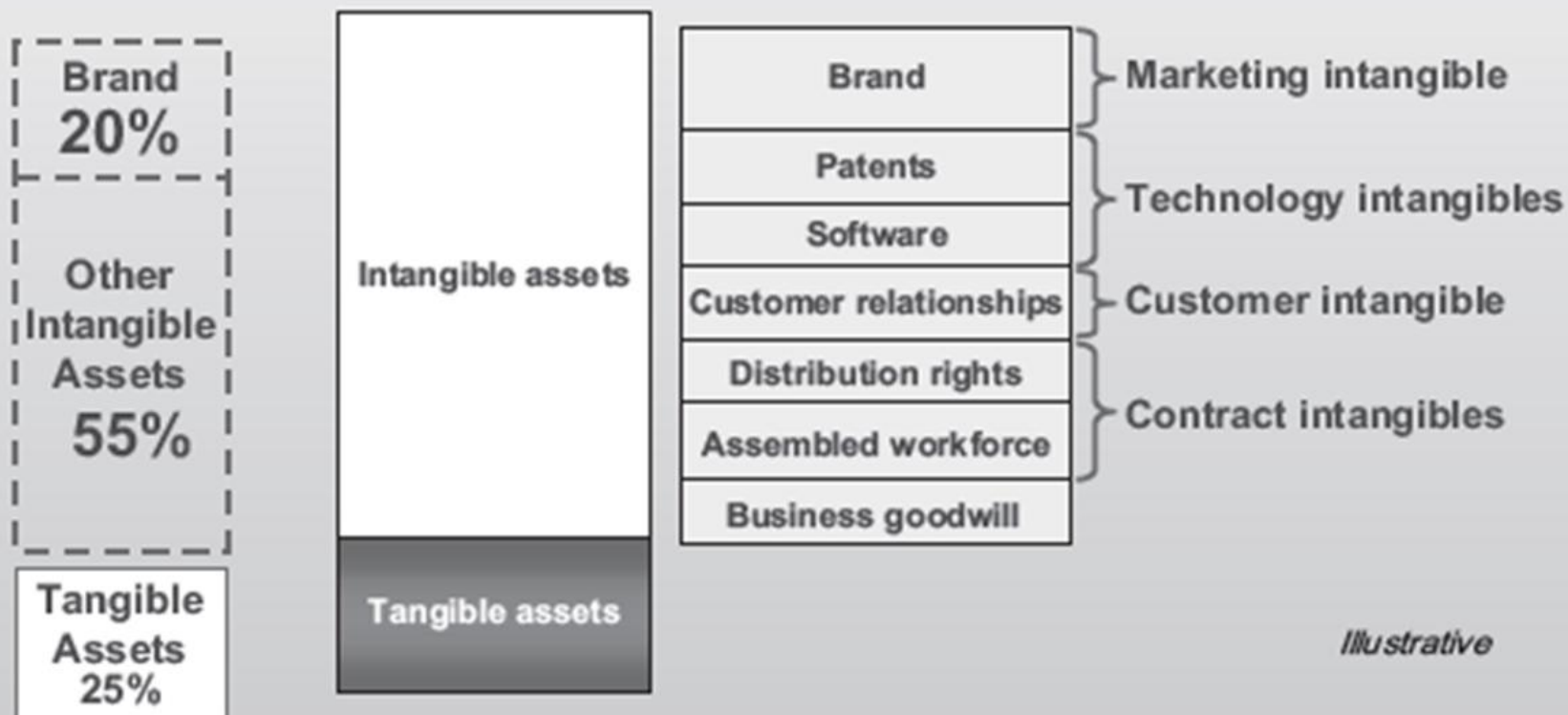
Brand **20%**	Intangible assets	Brand — Marketing intangible
		Patents / Software — Technology intangibles
Other Intangible Assets **55%**		Customer relationships — Customer intangible
		Distribution rights / Assembled workforce — Contract intangibles
		Business goodwill
Tangible Assets **25%**	Tangible assets	*Illustrative*

In 2006, P&G paid £31 billion for Gillette, of which only £4 billion was accounted for by tangible assets

Interbrand

Best Global Brands   Top 100
2024

≡

01
Apple

–3%
488.9 $B

02
Microsoft

+11%
352.5 $B

03
Amazon

+8%
298.1 $B

04
Google

+12%
291.3 $B

05
Samsung

+10%
100.8 $B

06
Toyota

+13%
72.8 $B

07
Coca-Cola

+5%
61.2 $B

08
Mercedes-Benz

–4%
58.9 $B

09
McDonald's

+4%
53.0 $B

10
BMW

+2%
52.0 $B

11
Louis Vuitton

+9%
50.9 $B

12
Tesla

–9%
45.5 $B

13
Cisco

+5%
45.5 $B

14
Nike

–5%
45.4 $B

15
Instagram

+15%
45.1 $B

16
Disney

17
Adobe

18
Oracle

19
IBM

20
SAP

Top 10 Most Valuable Portuguese Brands 2024

1 =

edp

€2.5 bn

2 =

galp

€1.9 bn

3 =

pingo doce
sabe bem pagar tão pouco

€1.1 bn

4 ▲

CONTINENTE

€1.0 bn

5 ▼

Millennium bcp

€1.0 bn

6 ▼

€1.0 bn

7 =

€0.9 bn

8 ▲

NOS

€0.5 bn

9 ▼

FIDELIDADE

€0.5 bn

10 =

SUPER BOCK

€0.5 bn

Most Valuable brands

Germany 150 2024

⤓ Download CSV

Monetary values shown in **Euro** ⌄

2024 USD / EUR 1.0714
2023 USD / EUR 1.0375

2024	2023	Logo	Name	Country	2024	2023	2024	2023
1 =	1	**T**	Deutsche Telekom	🇩🇪	€68,438M	€58,737M	AAA-	AA+
2 =	2	Mercedes-Benz	Mercedes-Benz	🇩🇪	€55,478M	€54,881M	AAA	AAA-
3 =	3	Allianz ⑪	Allianz Group	🇩🇪	€43,766M	€45,131M	AA+	AA+
4 ▲	5	Porsche	Porsche	🇩🇪	€40,246M	€34,311M	AAA	AAA
5 ▼	4	BMW	BMW	🇩🇪	€38,257M	€37,679M	AAA	AAA-
6 =	6	VW	Volkswagen	🇩🇪	€31,540M	€31,696M	AAA-	AA+
7 ▲	8	SAP	SAP	🇩🇪	€23,489M	€19,690M	AA+	AA
8 ▼	7	SIEMENS	Siemens Group	🇩🇪	€22,771M	€19,987M	AAA-	AA+
9 =	9	Lidl	Lidl	🇩🇪	€14,512M	€16,531M	AA+	AA+
10 ▲	13	ALDI	Aldi Süd	🇩🇪	€13,756M	€12,202M	AAA-	AAA-

Most Valuable brands

2024		2023	Logo	Name	Country	2024	2023	2024	2023
1	=	1	GUCCI	Gucci	🇮🇹	€13,874M	€17,194M	AAA	AAA
2	⌃	4	GENERALI	Generali Group	🇮🇹	€10,804M	€8,249M	AA	AA-
3	⌄	2	enel	Enel	🇮🇹	€10,369M	€11,305M	AA	AA+
4	⌃	6		Ferrari	🇮🇹	€9,876M	€7,155M	AAA+	AAA+
5	=	5	Poste Italiane	Poste Italiane	🇮🇹	€8,669M	€7,475M	AAA-	AAA-
6	⌄	3	eni	Eni	🇮🇹	€7,778M	€9,664M	AA-	AA-
7	=	7	INTESA SNNPAOLO	Intesa Sanpaolo	🇮🇹	€7,454M	€6,423M	AA+	AA+
8	⌃	9	CONAD	Conad	🇮🇹	€6,636M	€5,388M	AAA-	AAA-
9	⌃	10	PRADA	Prada	🇮🇹	€5,614M	€4,613M	AAA-	AAA-
10	⌄	8	TIM	TIM	🇮🇹	€4,838M	€6,019M	AA	AA+

Strong brands drive shareholder value

A portfolio of the 50 strongest gaining brands, as measured by our brand metrics, consistently outperform NASDAQ and S&P 500
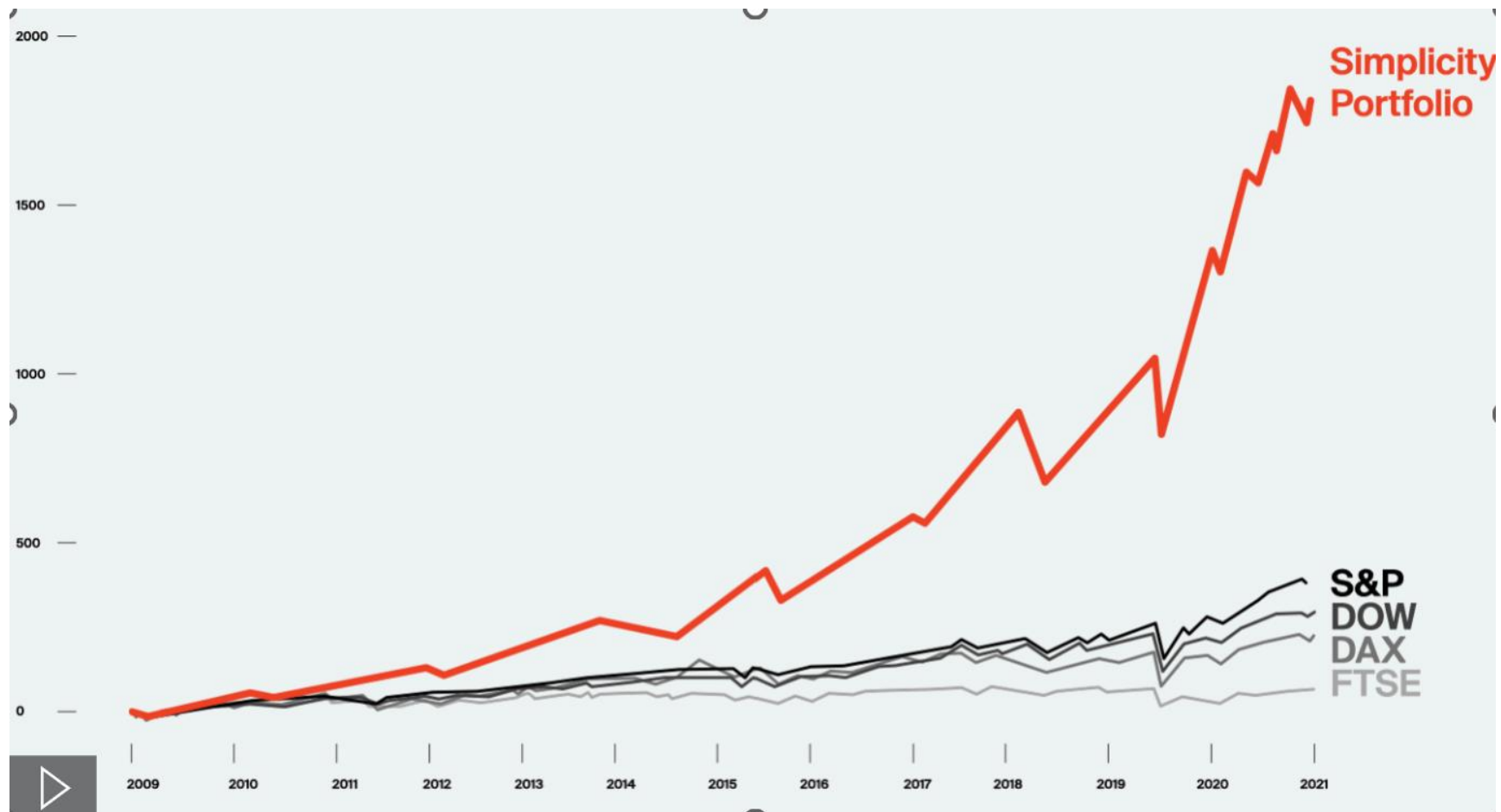
Legend: BEX Top 50 Weighted Index — NASDAQ — S&P 500

190%
74%
40%

Source: USA All Adults Half Years, 2001-2013

*Dollar value based on half year returns of the BEX, NASDAQ and S&P 500 on a hypothetical $10,000 initial investment
*BEX Index returns weighted by change in Brand Strength for each period

Y&R | BAV

Strong brands drive shareholder value

Why do brands matter?
For companies

- Financial value
- **Sustainable competitive advantage & driver of growth**, by
  - influencing choice
  - adding value to the product & differentiating
  - commanding a premium
  - securing loyalty
  - trade leverage

- Efficiency and effectiveness of marketing programs
  - Brand extensions

Source: Aaker, 1991

Influence choice: identification

Influence choice: identification

Influence choice & competitive advantage: differentiation

Why do brands matter for consumers?

"Products increase customer choice; brands simplify it."
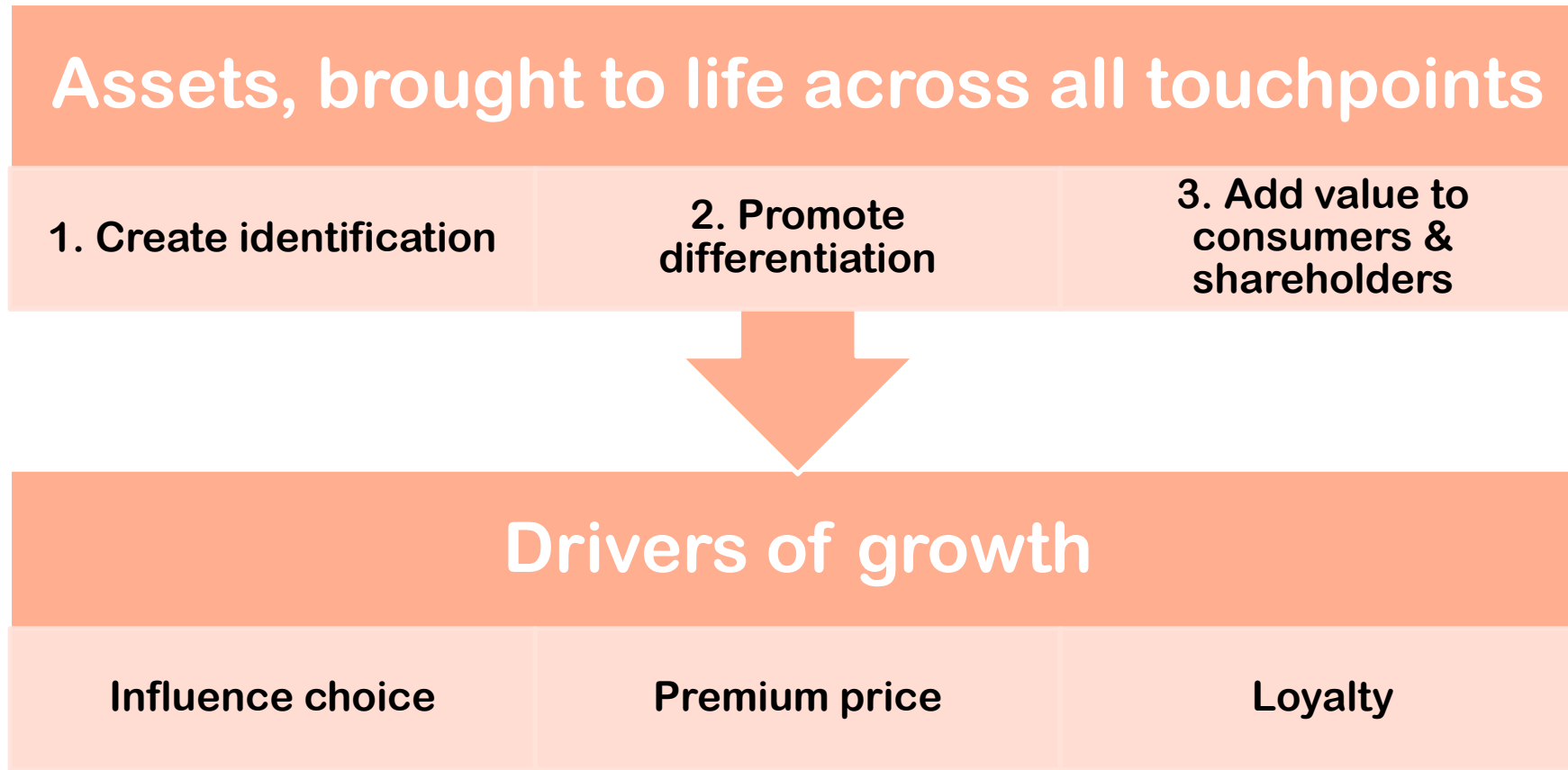
J.N. Kapferer

Why do brands matter?

For consumers

- They simplify the decision-making process
  - Identification
  - Differentiation
  - Trust

- Products better customized for consumers' needs

Source: Aaker, 1991

Why do brands matter?

Assets, brought to life across all touchpoints

1. Create identification	2. Promote differentiation	3. Add value to consumers & shareholders

Drivers of growth

Influence choice	Premium price	Loyalty

For next time

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	No class 26/3 – exam period	Submit on Moodle: Individual Assignment, by March 28, 7pm	

- **Form teams (Feb 7)**
- **Upload your 3 brand choices on Moodle (Feb 14)**