

Brand Management

Dr. Sofia Kousi

Session 8

The Menu

Topic 1. Tiffany & Co case discussion

Topic 2. Brand growth strategies



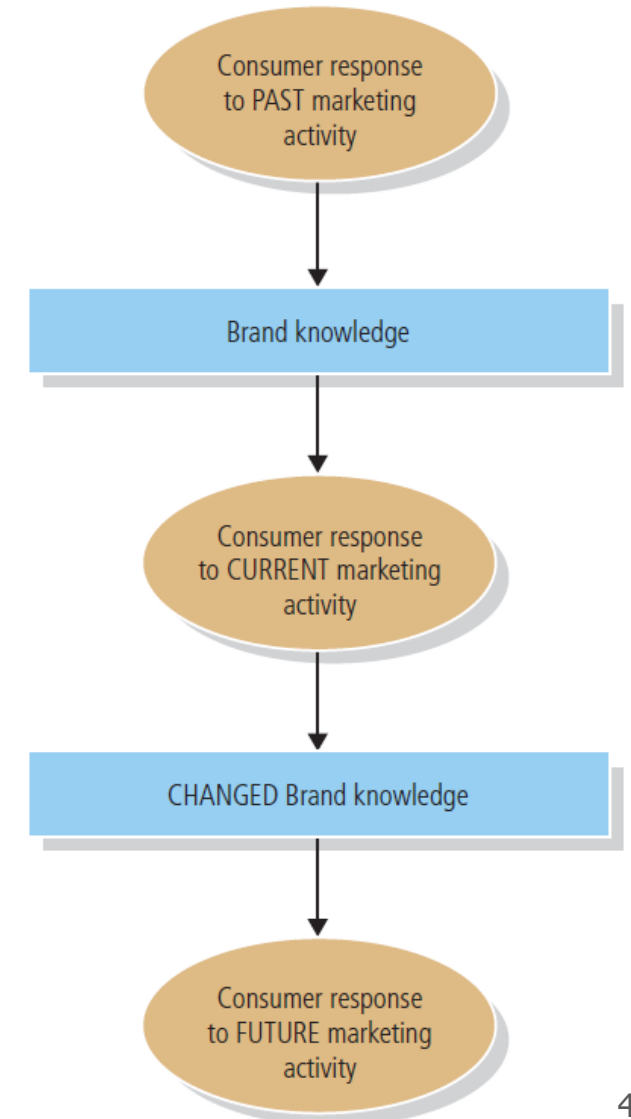
Ansoff Matrix & growth



Keller's Brand Revitalization & Reinforcement Strategies

“...marketers must actively manage brand equity over time by **reinforcing the brand meaning** and, if necessary, by **making adjustments** to the marketing program to **identify new sources of brand equity.**” (Keller, 2013, p. 479)

- Reinforcement vs Revitalization



What is brand management?

BRAND MANAGEMENT

PERCEPTIONS



EXECUTION



VERBAL IDENTITY



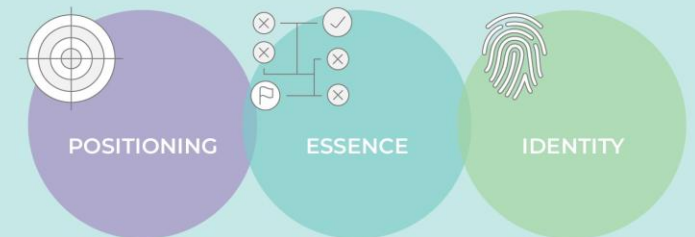
VISUAL IDENTITY



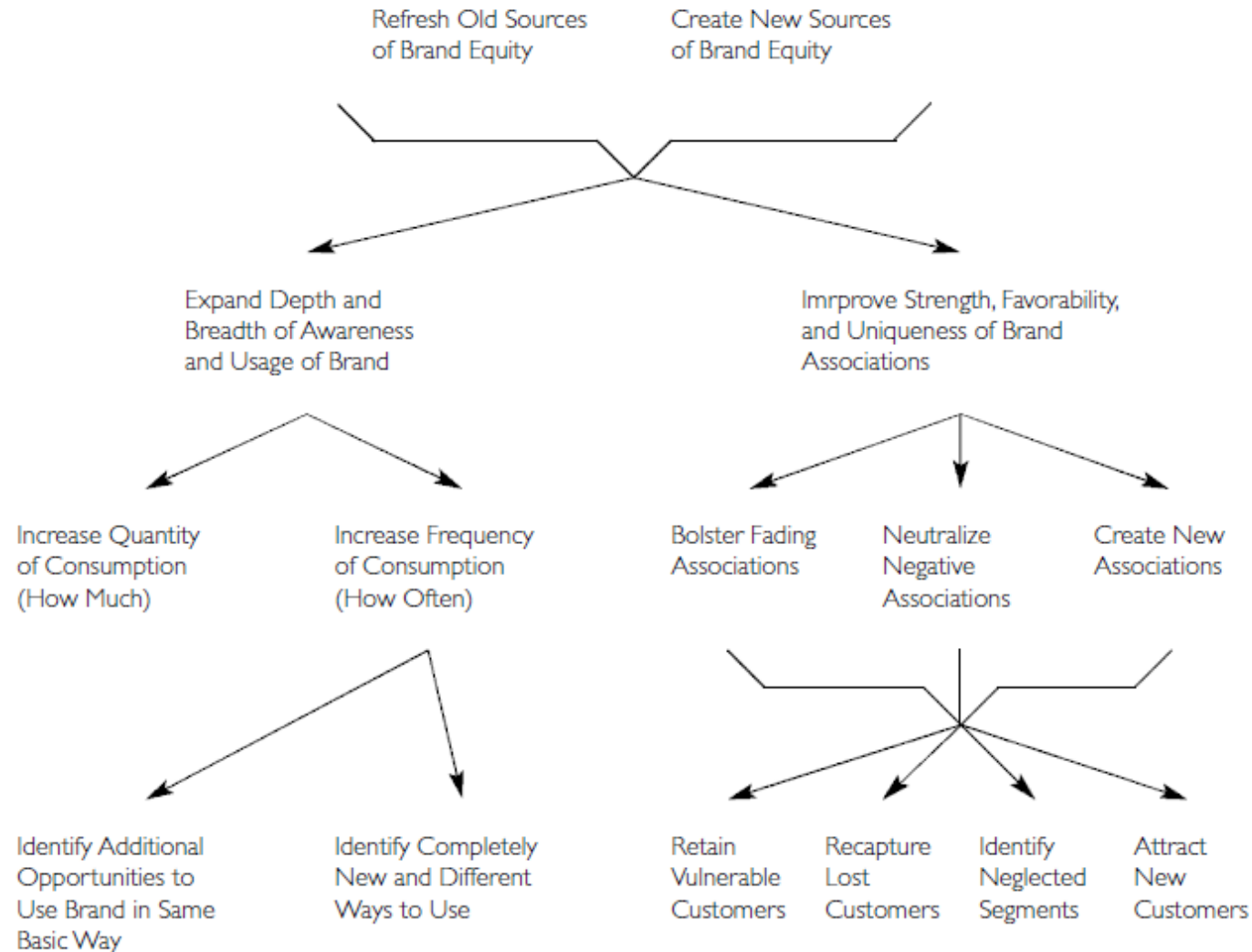
MARKETING MIX (4Ps)

STRATEGY

THE BRAND PLATFORM

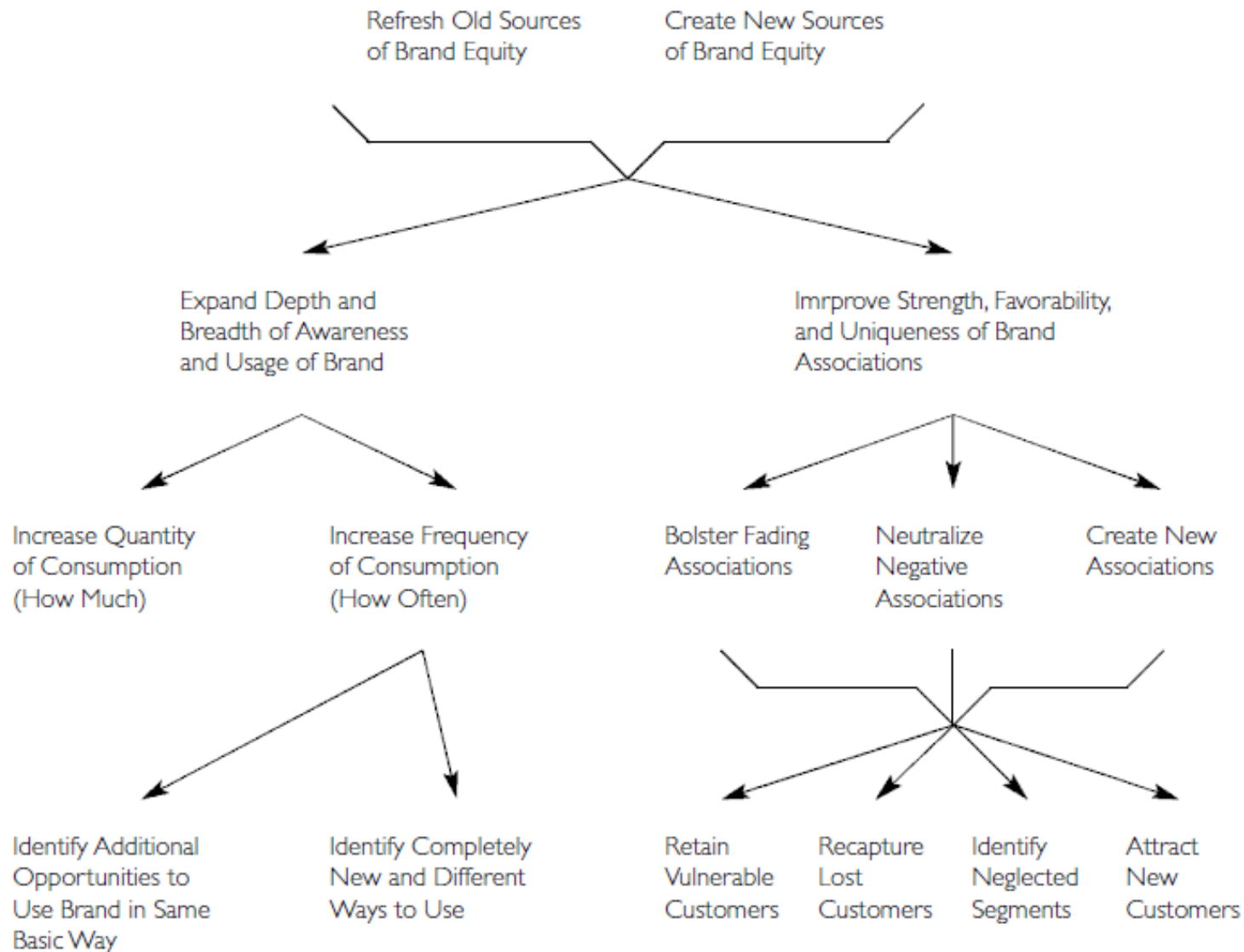


Keller's Brand Revitalization Strategies



Source: Keller, 1999

Brand Revitalization Strategies: Tiffany's



Which of these strategies did Tiffany's use?

Which of these strategies could you use for your brand?

Brand Revitalization Strategies: Burberry



Angela Ahrendts,
CEO, 2006

- Known as “raincoats for the middle-aged”
- New Leadership in 2006
 - By the end of 2012, revenues and operating income had doubled to \$3 billion and \$600 million, respectively



Brand Revitalization Strategies: Burberry

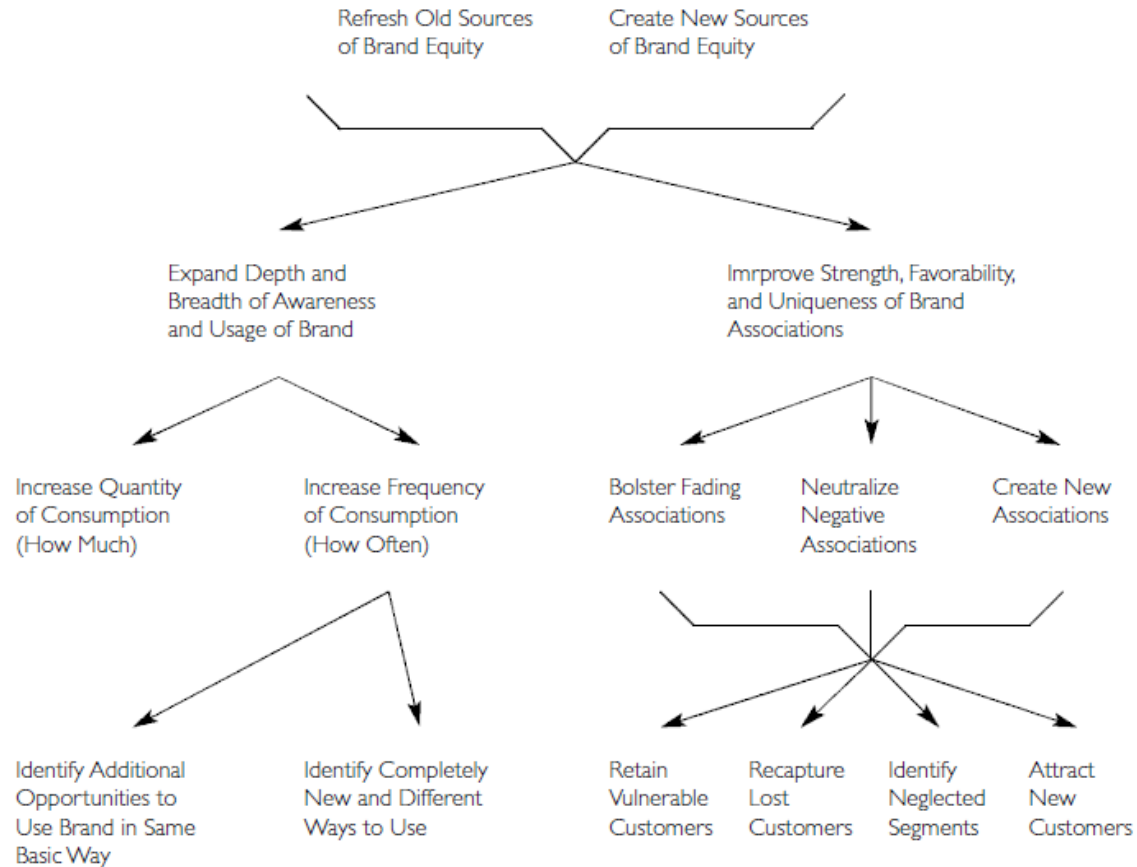


- Looked to its heritage and key associations: Centralized design and focused on innovating core heritage products
- Leveraged its iconic imagery:
 - The classic beige-check plaid by introducing accessories: handbags, scarves, and headbands.
 - Trench coat and the Prorsum horse insignia.



- Rejuvenated the check itself by using different colors, patterns, sizes, and materials.
- Refreshed its advertising: Mario Testino & Kate Moss featuring the Burberry raincoat
- Reflected the contemporary feel of the product line into the retail stores, by redesigning them

Brand Revitalization Strategies: Burberry



Growth through partnerships

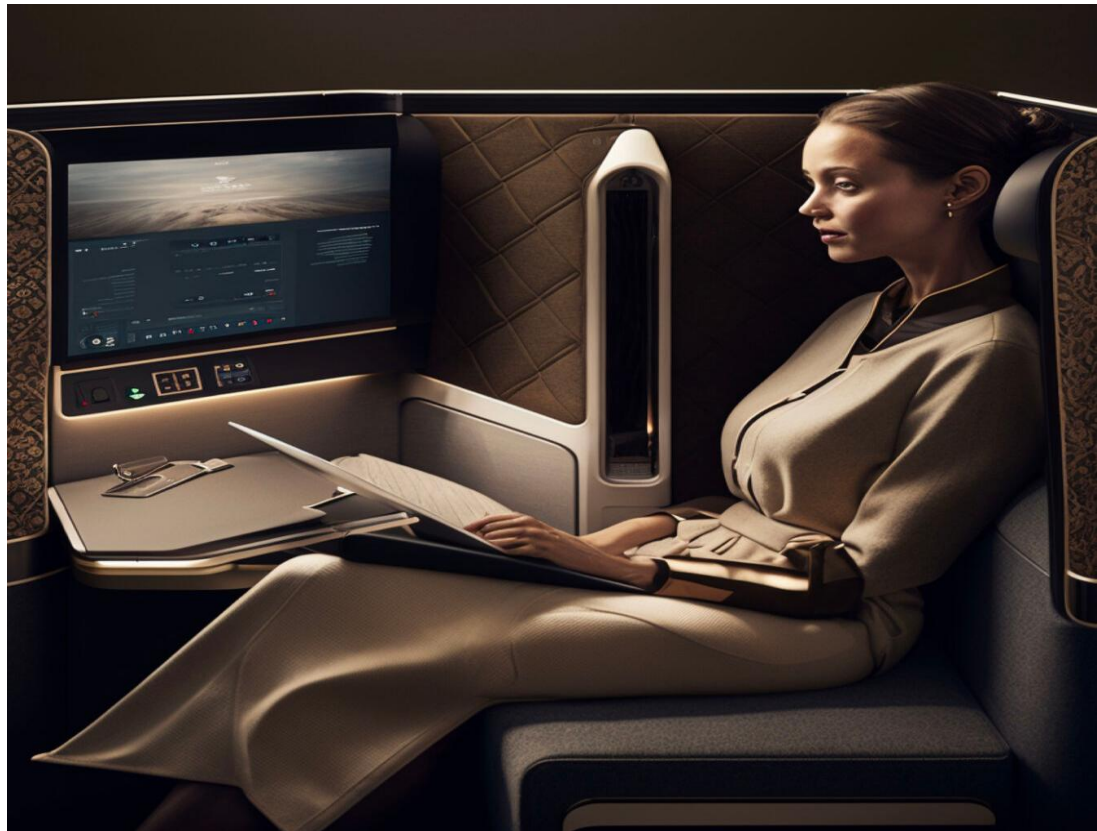
Proposed by Eric Groza

“A luxury brand needs to guard its legacy but also embrace innovation. Collaborating with British Airways could be the kick which both brands need to stay fresh and increase sales

- Premium class seats could be the perfect showroom for luxury shoppers. Airlines usually earn more from 10 first-class seats than they do from 100 economy seats.
- So how do we sell more premium class tickets? This could be the answer.
- British Airways X Burberry”

Disclaimer: The images generated are the results of experimenting with AI. The results do not reflect the views or plans of either brand. This post is meant for educational purposes. Please don't sue me. [Eric Groza](#)









Brand Revitalization Strategies: Lacoste



- In 2010, introduced tighter-fitting shirts for women and opening own-brand boutiques in fashionable shopping areas to showcase its new look.
- Expanded the portfolio beyond the polo shirt, which is the brand's main association, and provides 30%–40% of U.S. sales.
- Introduced a new sub-brand Lacoste Live, targeting a younger, more contemporary customer.
 - Worked with U.S. tennis star Andy Roddick and introduced a seven-style signature collection of performance apparel featuring polos, jackets, tennis shorts, track pants, and track jackets.
 - Lacoste also expanded its collaboration with independent designers and top specialty retailers.

Brand Reinforcement Strategies: Lacoste



NOVAK DJOKOVIC

RENÉ LACOSTE

Le site est un sport magnifique depuis 1933 © TF1 News / Agf. Images

LACOSTE 

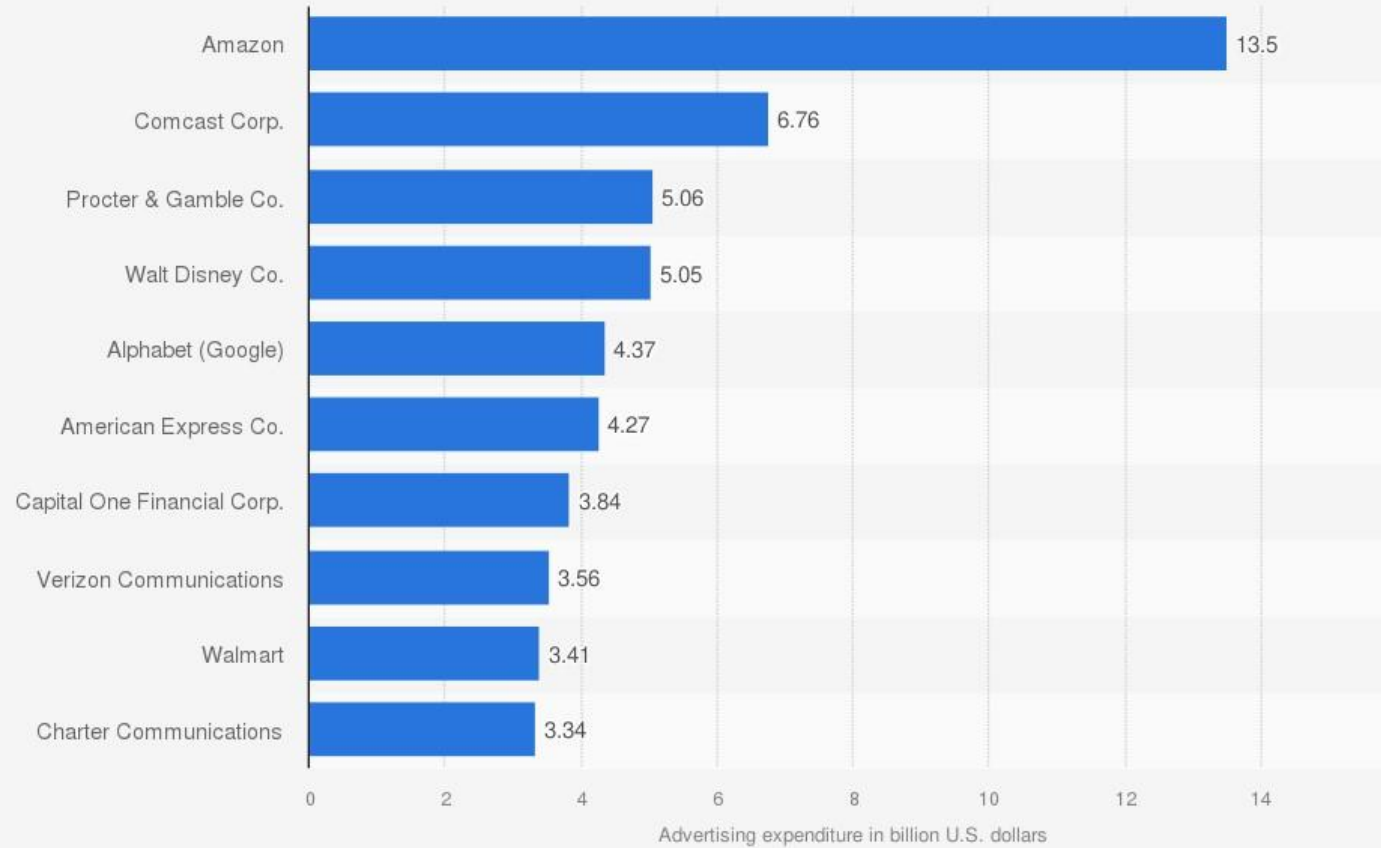
LIFE IS A BEAUTIFUL SPORT SINCE 1933

Brand Reinforcement Strategies: Lacoste - 2024



Keller's Brand Reinforcement Strategies

Largest advertisers in the United States in 2022 (in billion U.S. dollars)



Sources

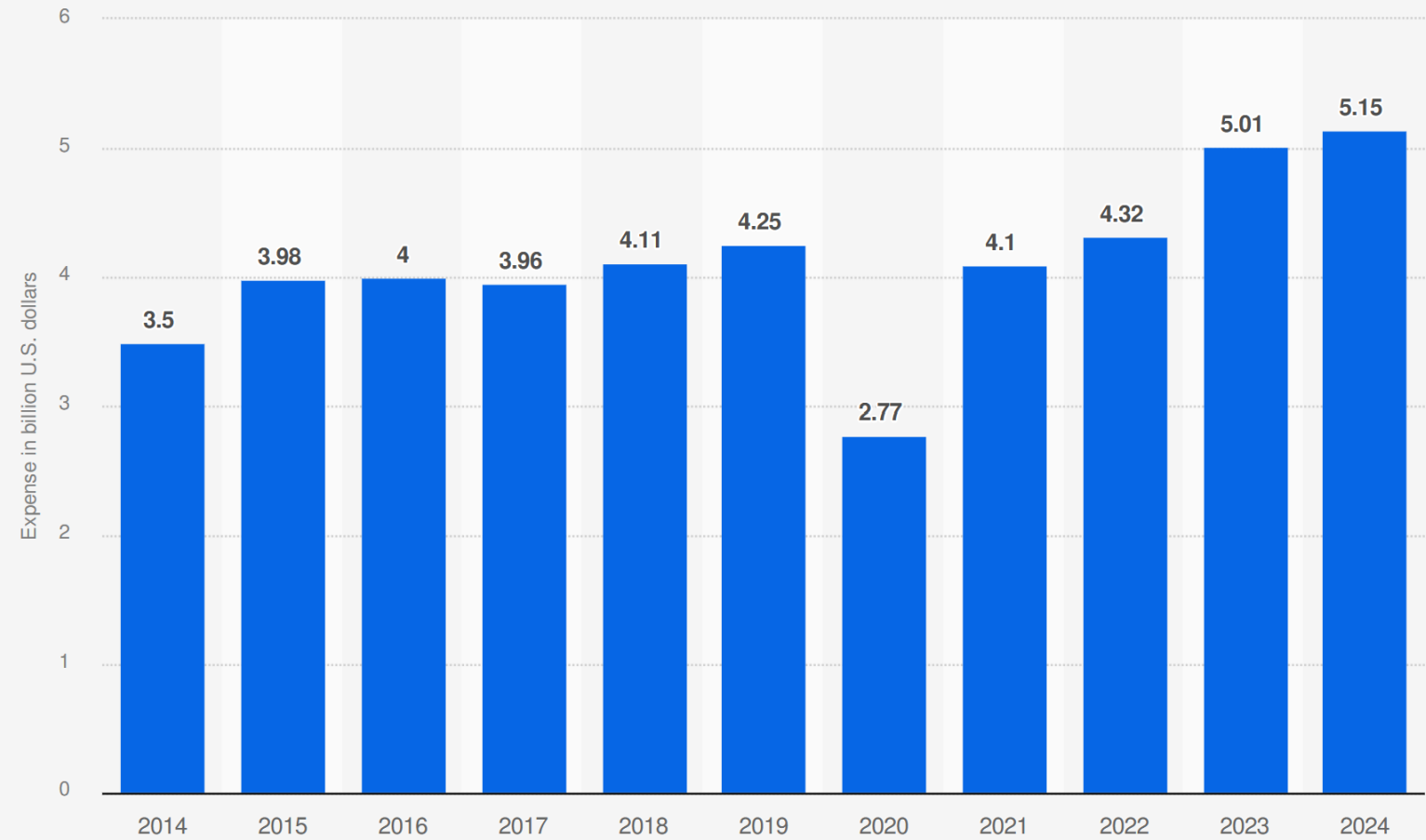
Advertising Age; Pathmatics; Vivvix
© Statista 2023

Additional Information:

United States; Advertising Age; Pathmatics; Vivvix; 2022

Keller's Brand Reinforcement Strategies

Coca-Cola Company's advertising expense from 2014 to 2024 (in billion U.S. dollars)



Source
Coca-Cola Company
© Statista 2025

Additional Information:
Coca-Cola Company; 2014 to 2024

Keller's Brand Reinforcement Strategies



Slogans for Coca-Cola From 1886 to 2021

1886 - Drink Coca-Cola	1942 - The Only Thing Like Coca-Cola is Coca-Cola Itself	1982 - Coke Is It!
1904 - Delicious and Refreshing	1948 - Where There's Coke There's Hospitality	1985 - We've Got a Taste for You
1905 - Coca-Cola Revives and Sustains	1949 - Along the Highway to Anywhere	1985 - America's Real Choice
1917 - Three Million a Day	1952 - What You Want is a Coke	1986 - Red, White & You
1922 - Thirst Knows No Season	1956 - Coca-Cola... Makes Good Things Taste Better	1986 - Catch the Wave (for Coca-Cola)
1923 - Enjoy Thirst	1957 - Sign of Good Taste	1988 - You Can't Beat the Feeling
1924 - Refresh Yourself	1958 - The Cold, Crisp Taste of Coke	1989 - Official Soft Drink of Summer
1925 - Six Million a Day	1959 - Be Really Refreshed	1990 - You Can't Beat the Real Thing
1926 - It Had to Be Good to Get Where It Is	1963 - Things Go Better with Coke	1993 - Always Coca-Cola
1927 - Pure as Sunlight	1969 - It's the Real Thing	2000 - Coca-Cola. Enjoy
1927 - Around the Corner from Everywhere	1971 - I'd Like to Buy the World a Coke	2001 - Life Tastes Good
1929 - The Pause that Refreshes	1976 - Coke Adds Life	2003 - Coca-Cola ... Real
1932 - Ice Cold Sunshine	1979 - Have a Coke and a Smile	2005 - Make It Real
1938 - The Best Friend Thirst Ever Had		2006 - The Coke Side of Life
1939 - Thirst Asks Nothing More		2009 - Open Happiness
1939 - Whoever You Are, Whatever You Do, Wherever You May Be, When You Think of Refreshment Think of Ice Cold Coca-Cola		2016 - Taste the Feeling
		2021 - Real Magic

Keller's Brand Reinforcement Strategies



First polar bear print ad, 1922,
France



Keller's Brand Reinforcement Strategies



**Santa Has Been Featured in
Coke Ads Since the 1920s**

Keller's Brand Reinforcement Strategies



Keller's Brand Reinforcement Strategies



Coca-Cola® Store

Create Memories with Custom Bottles.

Whether you're celebrating a birthday, watching the big game, or toasting the newlyweds, custom bottles make the occasion special.

[SHOP NOW](#)

Keller's Brand Reinforcement Strategies



Coca-Cola Collaborates with Tech Partners to Create Bottle Prototype Made from 100% Plant-Based Sources

Keller's Brand Reinforcement Strategies



OUR PRODUCTS

SHOP

WHERE TO BUY

COKE STUDIO



The Future Is Here

Coca-Cola® Y3000 was co-created with artificial intelligence to help bring the flavor of tomorrow to Coke fans today.

TASTE THE FUTURE



"We have a bias to invest behind our brands in marketing innovation."

James Quincey, Coca-Cola

James Quincey, CEO of Coca-Cola said the company saw "strong sales" across all operating segments, "driven by marketing investments".

"Our accelerated agenda in marketing and innovation is tying our beverages to daily consumption occasions, adding and creating value for brands," he added.

Keller's Brand Reinforcement Strategies

Brand Awareness

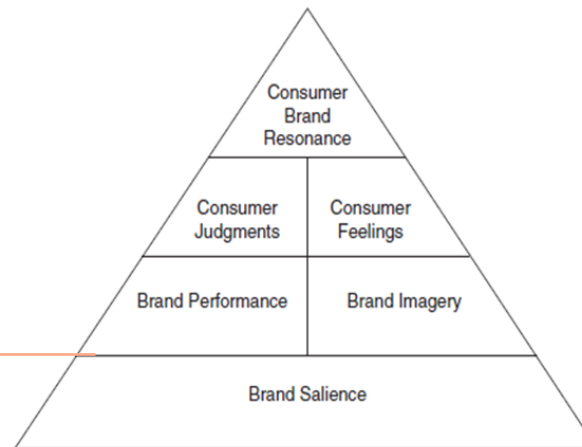
- What products does the brand represent?
- What benefits does it supply?
- What needs does it satisfy?

Brand Image

- How does the brand make products superior?
- What strong, favorable, and unique brand associations exist in customers' minds?

Image

Awareness



- “...we reinforce brand equity by marketing actions that **consistently convey the meaning** of the brand to consumers in terms of brand awareness and brand image” (Keller, 2013)
- “The most important consideration in reinforcing brands is **consistency in the nature and amount of marketing support** the brand receives. Brand consistency is critical to maintaining the strength and favorability of brand associations.” (Keller, 2013)

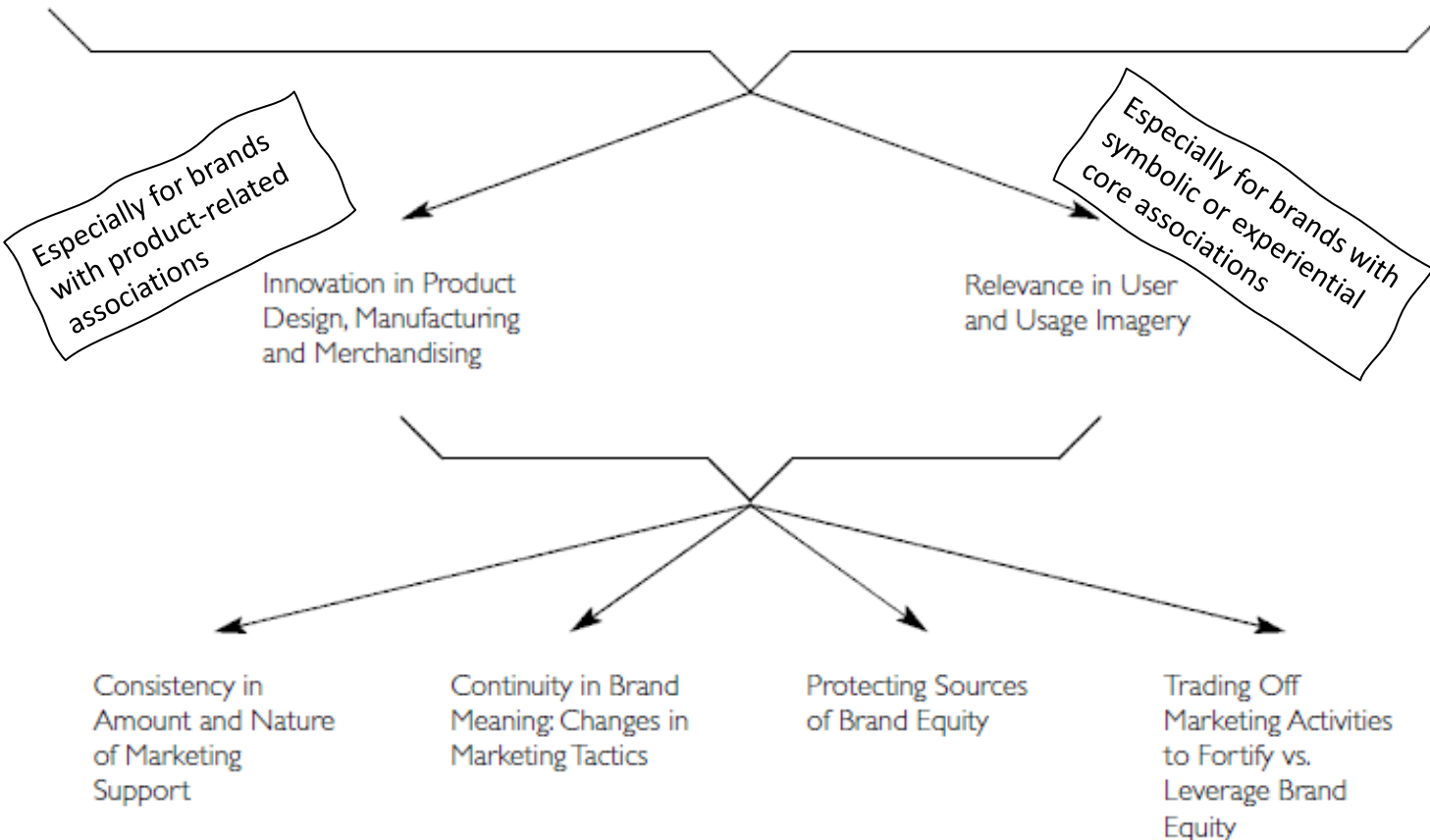
Keller's Brand Reinforcement Strategies

Brand Awareness

- What products does the brand represent?
- What benefits does it supply?
- What needs does it satisfy?

Brand Image

- How does the brand make products superior?
- What strong, favorable, and unique brand associations exist in customers' minds?



- Although the specific tactics may change, marketers should preserve and amplify the key sources of equity for the brand where appropriate.
- **Product innovation and relevance are paramount in maintaining continuity and expanding the meaning of the brand.**
- What have we done to innovate our brand and its marketing and make them more relevant?

For next time

	No class 26/3 – exam period	Submit on Moodle: Individual Assignment, by March 28, 7pm	
7. Apr 2	<ul style="list-style-type: none"> Brand Architecture & extensions 		<ul style="list-style-type: none"> Keller: 11 & 12 Kapferer: 12 – 14 Aaker & Joachimsthaler: The Brand Relationship Spectrum (on Moodle)
8. Apr 9	Brand growth strategies <ul style="list-style-type: none"> 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		

