

# Brand culture et développement des marques

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## Objectives :

- Deepening the role of Brands in the marketing approach
- Understanding brand culture in different markets
- Mastering brand management tools

**Brand equity** = notoriété, capital de la marque

Force et faiblesse : on les contrôle

Opportunités et menaces : on ne les contrôle pas

## Introduction :

**Brand** = The set of **shared values, beliefs, behaviors, and symbols** that shape how a brand is **created, expressed, and experienced** by all its **stakeholders** (parties prenantes) both **inside** the organization (employees, leadership) and **outside** (customers, partners, communities)

= the personality of a brand, reflected across :

- What the **brand stands for** (vision, purpose, values)
- How it **acts** (customer interactions, employee behaviors, business decisions)
- How it **communicates** (tone, storytelling, symbolism)
- How it is **perceived** (reputation, associations, customer experience)

## 3 components of a brand

- **Vision** = where the company is going
- **Mission** = what the company is capable of doing
- **Values** = innovation, valeurs qu'elle souhaite refléter

ex : **Google** : Brand culture of innovation and openness, expressed in its playful tone, internal work culture, and product design

ex : **Harley Davidson** : Brand culture of freedom and rebellion, reinforced through its biker community and lifestyle positioning

## *I/ Brand value*

### *1) Value creation*

The brand = value creation

In today's competitive marketplace, brands have evolved far beyond simple logos and slogans

The represent value-creation engines that drive business success, influence consumer behavior and shape cultural meaning

#### *- Selling directly to consumers*

Producer -----> Consumer

#### *- Selling through Retailers (détaillant)*

Producer -----> Retailer -----> Consumer

#### *- Selling through Wholesalers (grossiste)*

Producer ---> Wholesaler ---> Retailer ---> Consumer

### *Types of distribution :*

- *Intensive* (+ quantité)
- *Selectives* (stand sélectif au sein d'un supermarché)
- *Exclusives* (magasin exclusif, le concessionnaire ne veut que cette marque)

Middlemen who perform some work in bringing the product closer to the final buyer are part of a distribution channel

## Why brand value matters ?

Drives consumer preference & loyalty → Enables premium pricing & margins → Strengthens competitive positioning → Creates resilience in crises

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### 2) Sources of brand value

#### - Manufacturers, sources of brand value

Roles :

- **Product Quality & Innovation** : delivering superior performance or innovation builds trust and loyalty
- **Brand Equity & Recognition** : the strength of their brand name translates into customer preference and pricing power
- **Heritage & Storytelling** : long-standing history or strong brand narratives create authenticity
- **Marketing Investment** : brand-building campaigns, endorsements, and sponsorships reinforce brand presence
- **Intellectual Property (IP)** : trademarks, patents (brevet), and design rights protection

ex : **Apple** (Manufacturer)

- > Creates value through product design, software integration, and innovation (iPhone, Mac)
- > Its powerful brand equity allows Apple to command premium pricing and expand into services (Apple Music, iCloud)

Quality Message

ex : **Genblé** → Promesse : aliment sain

- > Preuve : expert de la diététique, composition détaillée du produit
- > Bénéfice : consommateur mange sain et il le sait
- > Ton : ton de l'expert, du conseiller

- *Distributors, sources of brand value*

Roles :

- *Association with strong brands* : distributing well known brands enhances their credibility
- *Reliability & Trust* : delivering brands to market builds reputation with both retailers and manufacturers
- *Exclusive Distribution Rights* : being the only distributor of a brand generates bargaining power (= pvr de négociation, 5 forces de PORTER)
- *Market Coverage & Reach* : the ability to make a brand available across countries adds value
- *After-Sales Support* : Providing warranty or technical support strengthens brand reliability

ex :

**Ingram Micro** (IT Distributor) information technology

- > Gains value by distributing global tech brands like Microsoft, Cisco, and HP
- > Its credibility and global reach make it a preferred partner for both manufacturers and retailers

- *Retailers, sources of brand value*

Roles :

- *Shelf Space & Visibility* : premium placement in-store or online boosts brand
- *Customer Experience* : a retailer's ambiance, service quality and digital UX elevate the perceived value of brands they carry
- *Private Labels* (marque distributeur) & Co-Branding : retailers create their own brand value (Walmart's Great Value, Amazon Basics)
- *Consumer Trust & Loyalty Programs* : strong retailer brands (Sephora) amplify the brands they sell (competitive advantage -> sustainable)  
-> Qualité : "on améliore que ce qu'on mesure et on mesure que ce qu'on définit"
- *Channel control* : exclusive launches or collaborations (sneakers drops at Foot Locker enhance desirability (scarcity = rarefaction du produit)

ex : **Sephora** (retailer)

- > Elevates luxury beauty brands by providing experiential retail (sampling, expert advice, loyalty programs)

-> Sephora's own strong retail brand also boosts consumer trust in new niche brands it introduces

Niche = O de PS destinée à un segment très spécifique de consommateurs aux caractéristiques uniques, par opposition à une O destinée au grand public

3 positionnements : leader, follower, nicher

Segmentation (clients mêmes caractéristiques) -> Cibler -> Positionnement

### - *Consumers (end-users, decision-makers)*

Rôles :

- *Perceived Quality & Status* : the brand's image (luxury, eco-friendly, affordable) drives personal identity expression  
-> Unique selling proposition
- *Emotional Connection* : stories, values and social causes resonate and build loyalty
- *Word of Mouth & Social Proof* : positive reviews, social media posts and influencer advocacy amplify brand equity  
-> Les bouches-à-oreille négatifs se propagent + que les positifs  
-> Preuve social : qu'est ce qu'on fait les autres qui me donnent envie de faire pareil
- *Community & Belonging* : some brands foster tribes (Harley Davidson riders, Apple users)
- *Price Sensitivity & Loyalty* : Willingness to pay a premium or remain loyal underlines brand strength

ex : *Nike* (Consumer Lens)

-> Nike's brand value grows as consumers embrace it not only for product performance but also for identity ("Just Do It"), alignment with social causes

-> User-generated content on Insta or Tiktok further co-creates brand equity

**Empowerment** : responsabilisation, autonomisation, donner le pouvoir

**To delegate** : on a pas la responsabilité, on exécute la tâche

ex : *Tesla*

**Manufacturer :**

= Builds brand equity through innovation  
technological innovation

Tesla, Inc. (based in Austin, Texas, USA)

EV's : Electric vehicles

Autonomous vehicles

**Distributors :**

= Tesla bypasses traditional distributors with direct-to-consumer, reinforcing exclusivity  
Tesla distributes its vehicles directly, it does not use third-party distributors. The company manages its own logistics and delivery network.

DTC = Direct to Consumer

**Retailers :**

= Tesla's retail stores elevate the premium brand perception

Tesla operates company-owned stores and showrooms (both physical and online). There are no independent car dealerships.

Shopping experience = expérience client (ex : faire toucher, faire goûter, faire sentir)

= Customer relationship management (platform to collect information)

**Consumers :**

= Act as brand evangelists, sharing experiences online strengthening the community and adding credibility (advocacy, défendre les droits de la marque)

Individual customers and businesses who purchase Tesla vehicles for personal or commercial use, typically tech-savvy, eco-conscious consumers interested in electric mobility. Personal use Emotions, feelings Buy products

**DTC** = business model where companies sell their products directly to the consumer

without a third-party wholesaler or retailer

Don'ts in brand names :

- Difficult spelling
- Hard to pronounce

ex : *Napapijri, Tag Heuer*

**Packaging** : it plays an important role in the consumer's purchasing decision

→ Anything from print to online and physical assets, such as logo, brand colors and even the font you use on your website

**Synthesis** : Interplay across market players : sys intégré

- *Manufacturers* : create and nurture the brand promise
- *Distributors* : ensure brand availability and credibility in the supply chain
- *Retailers* : shape the consumer's buying experience and amplify brand desirability
- *Consumers* : validate, reinforce and extend the brand through adoption and advocacy

|           | Sector          | Brand meaning = signification                                                                                   | Customers' interpretation & experience                                      |
|-----------|-----------------|-----------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|
| Apple     | technology      | think different<br>high tech, high quality, design                                                              | innovation, design, premium experience                                      |
| Nike      | sport clothes   | just do it<br>quality, motivation,                                                                              | performance, motivation, empowerment, quality, athletic style               |
| Patagonia | outdoor clothes | we the power<br>quality, environmental                                                                          | quality, sustainability, environmental and ethical commitment               |
| Starbucks | Drinks          | To inspire and nurture the human spirit – one person, one cup and one neighborhood at a time<br>american vibes, | friendly atmosphere, american lifestyle, social experience, personalization |
| Lego      | Toys            | only the best is good enough                                                                                    | creativity, playful learning, imagination                                   |
| L'Oréal   | Cosmetics       | Because you're worth it                                                                                         | beauty, self confidence, high quality                                       |

## II/ Brand management

### 1) Brand life cycle & architecture

#### Introduction : Corporate culture vs Brand culture

Definition :

**Corporate Culture** : The internal environment of an organization (values, norms, leadership style, work practices that shape how employees behave and interact) = structure de l'E

**Brand Culture** : The externalized identity of a company (the values, beliefs, and behaviors that are consistently expressed through the brand and experienced by customers, employees and the wider public)

Focus :

**Corporate Culture** : Employee experience, organizational structure, decision-making, management style

**Brand Culture** : Customer experience, brand promise, marketing, storytelling, and how the organization shows up in the marketplace

Audience :

**Corporate Culture** : Primarily internal stakeholders (employees, managers, leadership)

**Brand Culture** : Both internal and external stakeholders (customers, employees, partners, communities)

Drivers :

**Corporate Culture** : Driven by leadership values, HR policies, internal norms, office environment

**Brand Culture** : Driven by brand purpose, consumer expectations, market positioning, and cultural relevance

Outcomes :

**Corporate Culture** : Impacts employee engagement, productivity and innovation

**Brand Culture** : Impacts consumer perception, loyalty, advocacy and brand equity

ex : *Patagonia*

-> Corporate Culture : employees empowered to take environmental stands, even go surfing during work hours

-> Brand Culture : environmental activism, sustainability, outdoor adventure

## **Corporate strategy**

3 components :

- **Vision** : where are we going, **long term goal**
  - > prepares for your future
  - > provides you with a destination
  
- **Mission** : what are we capable of **doing better than others**
  - > gives the competitive advantage
  - > provides the distinctive route to take

- **Values** : **what do we believe in**, people's action and define their business. They are a set of principles to guide a company's activities
  - > shape of your actions
  - > give your identity and DNA

E font souvent ces questions aux entretiens !

A la fin de l'entretien : faire une synthèse des vision, mission, valeurs

-> repartir sur ce que le recruteur a dit plusieurs fois, ce qui lui tient à coeur

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ex : **Amazon**

Mission : lowest possible prices

Stratégie visible par tous (en toutes les langues)

### **Cycle : Brand life cycle**

Start from scratch = *partir de rien*

- **Introduction** : Build **awareness and identity** (Tesla early years)
  - > *conscience*
  - > Require clear value propositions, target audience identification, and marketing campaigns. Research shows 95% of new products fail due to poor brand positioning and market misalignment
- **Growth** : Expand **market share and loyalty** (Apple iPhone adoption phase)
  - > *part de marché*
  - > During growth phases, brands must balance expansion with consistency (cohérence). KPIs include brand awareness, consideration rates, and customer acquisition costs.
- **Maturity** : Maintain **differentiation and emotional engagement** (Coca-Cola)
  - > Mature brands focus on loyalty retention and profitability optimization. Strategies include premium positioning, brand extensions, and customer lifetime value maximization.
- **Decline / Renewal** : **Rebrand or reposition to regain relevance** (Burberry)

→ Each stage demands tailored communication, investment, and innovation strategy.

**BCG matrix** assumes that profitability and market share are highly related.

A useful approach for making business decisions.

An analysis on products according to growth and relative market share.



**Choose the unit (Portfolio)**

Key products.

Nespresso is a premium coffee brand owned by **Nestlé Group**, positioned in the **single-serve coffee capsule** segment. It operates primarily through its proprietary machines and capsules, targeting both **household consumers** and **professional customers** (offices, hotels, restaurants).

## Key Products

- **Nespresso Original Line:** Espresso-based capsules compatible with Nespresso machines; focuses on traditional Italian espresso profiles.
- **Nespresso Vertuo Line:** Uses centrifusion technology, offering multiple cup sizes (espresso to mug) with barcode recognition.
- **Nespresso Professional:** Machines and capsules designed for offices, hotels, and restaurants (e.g., Aguila, Momento lines).
- **Sustainable Ranges:** Limited editions, organic and Fairtrade blends, aluminum capsule recycling initiatives.

**Define the market (Market overview)**

Get segment market data for Europe.

**Calculate relative market share**

Use market share estimates from sources like Statista, Euromonitor, Nestlé annual report....

**Find out market growth rate**

Use JDE Peet's and Lavazza financial statements...

**Provide strategic implications**

Based on Product positions.

## Architecture : Different Brand architecture

**Architecture** = Defines how brands, sub-brands and products relate within a portfolio

→ How the company presents itself to markets

→ The way in which the brands within a company's portfolio are related to, and differentiated from, one another

Types of brand architecture :

- **Monolithic** (Branded House) : **One identity** (e.g., Virgin)
  - One master brand drives all products (unified identity)
  - ex : Porsche can sell branded clothing, gloves, sunglasses, luggage, paper clips and baby products
- **Endorsed Brands** : Sub-brands backed by master brand → **Endorsed by the master brand** (credibility + differentiation)
  - ex : Courtyard by Marriott, Dacia made by Renault
- **Freestanding** (House of Brands) : **Independent brands**
  - Each brand operates independently with targeting positioning
  - ex : Procter & Gamble
- **Hybrid** : **Combination**
  - Hybrid corporate structure
  - ex : Alphabet / Google

Align structure with diversification, risk and clarity.

## Portfolio : Complex management portfolio

**Portfolio** = managing multiple brands to maximize synergy, coverage, and profitability

- **Challenges** : defining brand roles, managing resources, avoiding cannibalization
  - *Risque que le nouveau produit cannibalise les anciens produits*
- **Portfolio optimization** : Audit → Map → Rationalize → Leverage
  - *Faire un point de situation* → *Représentation visuelle des tâches* → *Prendre du recul* → *Leviers*
  - ex : Unilever aligns 400+ brands under unified sustainability goals.

Mapping out a process and eliminating no-added value tasks

### *Pragmatic insight :*

- Balance focus (efficiency) with breadth (market reach)
- *La concentration (efficacité) et l'étendue (couverture de marché)*

### *Resource optimization :*

Balancing investment across multiple brands while maximizing overall portfolio returns.

- *Répartir les investissements entre plusieurs marques tout en maximisant le rendement global du portefeuille.*

Successful managers use portfolio matrices to identify stars, cash cows, and sunset candidates for strategic resource allocation (BCG matrix)

- *Les gestionnaires performants utilisent des matrices de portefeuille pour identifier les valeurs vedettes, les vaches à lait et les candidats au déclin en vue d'une allocation stratégique des ressources.*

### *Reputation : e-reputation*

**E-Reputation** : Online perception shaped by social media, reviews, and influencers

Components :

- *Owned Media*
  - Official brand websites
- *Earned Media*
  - User-generated content
- *Shared Media*
  - Collaborations and influencer partnerships
- *Paid Media*
  - Online advertising and sponsored content

Priorities :

- *Monitoring* : Use social listening tools to track mentions, feelings  
ex : Brandwatch, Hootsuite

- *Engagement* : Give authentic, timely responses to consumers
- *Crisis Management* : Establish Proactive digital response plans
- *Advocacy* : Build communities of loyal brand ambassadors

### *Real-time brand perception*

- E-reputation includes [search results](#), [social sentiment](#), [review platforms](#), and [digital word-of-mouth](#)
- [A single viral incident can impact years of brand building](#), while positive digital engagement can accelerate brand growth exponentially  
ex : airbags takata

### *Statistics*

- **Online research** → 90 %Of consumers research brands online before purchase decisions
- **Review influence** → 72% Of consumers trust online reviews as much as personal recommendations
- **Response time** → 24hrs expected maximum response time for brand social media engagement  
ex : répondre à un mauvais commentaire et se justifier

### *Case example*

Integrated brand management framework

1. *Lifecycle Management* : Sustain brand relevance over time
2. *Architecture Design* : clarify identity and hierarchy
3. *Portfolio Optimization* : maximize synergy and reduce overlap
4. *E-Reputation* : Maintain trust and engagement online

Modern Brand Management

→ authentic, agile, digital

### *Key takeaways*

- Brands evolve through distinct lifecycle stages requiring tailored strategies.
- Brand architecture provides structural clarity and risk management.
- Portfolio management ensures market coverage without internal conflict.
- E-reputation is the frontline of modern brand trust.

⇒ Brand managers must orchestrate consistency across all dimensions.

## 2) Brand portfolio & e-reputation

### III/ Brand development

#### 1) Brand Levers: Revolutionizing sales through Tech

- *Online brand referencing*
  - Strategic content across digital platforms guides consumer decision-making through every stage of the purchase
- *ICT Integration*
  - Information and Communication Technologies enable brand experiences from AI customer service to personalized product recommendations
- *Channel Optimization*
  - Multi-channel strategies maximize reach, ensuring cohesive messaging whether customers engage online, in-store, or through mobile applications

#### 2) Bridging: online and offline experiences

Synergy of on and offline actions

This synergy involves click-and-collect services, where customers order online and pick up in-store, creating opportunities for additional purchases and personal interaction.

Unified customer data allows brands to track interactions, enabling personalized experiences whether customers are browsing on mobile, visiting stores, or engaging through social media.

ex : the Starbucks app is the 2nd most popular mobile payment platform in the US after Apple Pay.

#### 3) Interactive: Consumer engagement

2-way communication

- Traditional one-way brand messaging has evolved into dynamic, interactive

dialogues

- Social media platforms, live streaming, and interactive content create opportunities for real-time engagement and feedback collection

→ Feedback 360° (boss, colleagues, customers, suppliers)

1. Listen and monitor
2. Engage
3. Create together

#### *4) Strategy: Co-branding opportunities*

Successful co-branding efforts can boost revenue by an average of 20% and have a success rate of over 60% when values align.

ex : Successful partnerships like Nike x Apple demonstrate how strategic alliances can create entirely new product categories “Tune your run”

→ These collaborations work best when brands share similar values and targets while offering complementary capabilities

→ Innovation and connectivity

#### *5) Branding as meaning providers: Western Societies*

In Western societies, brands become cultural symbols that help individuals navigate identity, belonging, and meaning-making in increasingly complex social environments

How Brands Provide Meaning

Brands act as :

- *Cultural symbols*  
→ beliefs and lifestyles
- *Social identifiers*  
→ belonging or status
- *Moral or ideological references*  
→ embodying values or causes
- *Emotional anchors*  
→ comfort, nostalgia, or inspiration

## 6) Key Takeaways

Brands operate as cultural meaning systems that help people

- Express who they are
- Join communities
- Live moral or ethical values
- Pursue aspirations
- Structure daily life
- Connect with nostalgia or emotion