

Positioning the 'French Goddess'

TEACHING NOTES

The authors prepared this case solely as a basis for class discussion and not as an endorsement, a source of primary data, or an illustration of effective or ineffective management. Although based on real events and despite occasional references to actual companies, this case is fictitious and any resemblance to actual persons or entities is coincidental.

Teaching Plan

The teaching notes of this case are designed to guide the presenter on how to teach the case, facilitate the learning objectives and provide a structure of the presentation. By doing so, the suggestions are formulated in a way that seeks to promote an engaging discussion and ultimately help the students to achieve the learning objectives. The outline of the teaching notes is as follows, initially, a synopsis will be presented and followed by a comprehensive definition of the learning objectives. Furthermore, a presentation of the discussion questions followed by a concluding epilogue and reflection from the author's perspective on the experiences of writing and working with cases.

Case Synopsis

In the operation year 2013, the PSA Group reported a loss of 2.3 billion euros, this was however considered an improvement of the losses in 2012 which was a staggering 5 billion euros. The turbulent results led to a state-backed rescue plan from the EU to keep the PSA group alive and allowing them to restart on a more sound basis. During the same period, Carlos Tavares was appointed the new CEO revealed in April 2014 his recovery intention with the mid-term strategy called "Back in the Race". The promise of Tavares concerned cost-reductions and excess plant capacity to restore the business and halt their major losses. In his own words, Tavares (Reuters, 2014) stated that the reduced lineup will: "focus the creative power of our teams on a more limited number of products that people want to buy". One of the aims of their new strategy is to complete a turnaround by repositioning their brands. As a result of too many car models that cannibalize each other, PSA was in need to abandon unprofitable car segments and avoid oversaturation segments. Hence, the total number of car models is set to fall from 45 to 26. Ultimately, the question emerges how the repositioning of the DS brand can be completed in a way that allows DS to access a position that would be new to the modern-day group.

Learning Objectives

As a complement of presenting the brand strategies and the relevant questions of the DS case, the favorable outcome is to allow the audience or reader, to achieve a set of learning objectives. In the section that follows, the aims of the knowledge contribution will be presented. While this case concerns the specific recovery intentions of the PSA group, primarily focusing on the DS model, it should be underlined that the managerial decisions and the learning objectives can contribute with knowledge of positioning of sub-brands for corporations in general. Therefore, this particular case works as an analytic example that in combination with theoretical knowledge will provide further knowledge in the field of corporate brand identity and brand architecture. By utilizing this previous knowledge, in this case, it seeks to provide a learning outcome concerned with applying theories to gain a deeper knowledge of its practical usage. Furthermore, by analyzing an already existing case

with relevant theoretical literature, it allows for a better understanding of the practical use of the chosen theories. These literature areas concern corporate brand identity and reputation, brand positioning and brand architecture.

Corporate Brand Identity

One implication that the growth of the service industry has made is the differentiation between a company's service and product offerings. Roper and Fill (2012) emphasize that the consequence of this phenomenon had led to the increasing use of the term corporate brand. Aaker (cited in Roper & Fill, 2012) maintains that the difficulty to differentiate one service from a product causes consumers to be faced with a dilemma. In other words, the significant differentiator is to base the brand identity on the company's set of values and culture to deliver a unique product (ibid.). The essence of Aaker's (cited in Roper & Fill, 2012) argument is that it is the corporate brand when reflecting the company's vision and values of the company, which is the ultimate differentiator (Roper & Fill, 2012, p. 137).

These insights have important consequences to the broader domain of managing corporate brand identity. To take a case in point, companies' management has to ask themselves, what is our *raison d'être*? (Urde & Greyser, 2016). To be able to answer this and determine the desired position of the company, the management has to pinpoint its corporate brand with its identity as a source. Consequently, the process of positioning can be managed from an inside-out perspective whereas the management of corporate identity can be used to leverage its resources to gain competitive advantages (ibid.). What is more important, is to see how the concept of corporate brand identity could arguably provide insights into the understanding of the new branding strategy of DS. Concerning the Citroën brand, their core values are based on the keywords optimistic, human and smart (Groupe-PSA, 2020). The human aspect is motivated by placing people at the center and Citroën bases their source of inspiration on societal changes and consumption patterns. What Citroën means by this is that they are guided by the needs and wants of their consumers, therefore being aligned with what Urde and Greyser (2016, p.96) argue as being market-oriented. Citroën's vision and slogan currently is "inspired by you". By adopting an outside-in perspective, they focus on external opportunities (ibid.). Having just said that the DS brand is solely focusing on its exceptional heritage and rather, conveys the values of innovation, excellence, and avant-garde. This sophisticated brand that celebrates the original DS model from the 60s proves to have more of an inside-out perspective. This goes in line with Urde and Greyser's (2016) assumption of being brand oriented that focuses on the internal brand strength in its approach.

Furthermore, the tension between the inside-out and the outside-in perspective is an issue that corporations face in their strategic brand management. This tension manifests itself by calling for management's standpoints on questions regarding where the strategic focus should be while managing the brand (Urde & Greyser, 2016). In extension, the CBRIM framework is a managerial tool that helps to identify and formulate key linkages and alignments among a set of elements that is essential to the identity and reputation of a corporate brand (ibid.). Ultimately, this framework allows us to help identify the appropriate approach in the company's strategic brand

management and provide an overview of how to stay true to its corporate brand identity. The framework consists of a total of 9 different elements that are subsequently categorized as internally oriented at the bottom of the matrix, followed by both internal and external in the middle, and lastly the external elements at the top of the matrix. By applying this matrix, several issues regarding companies' identity is clarified and also help the management to handle a potential "mother and daughter" relationship (Greyser & Urde, 2019). The application of this tool contributes with clarification and also creates a holistic overview which displays the misalignment of how the elements of DS brand differentiates from Citroën.

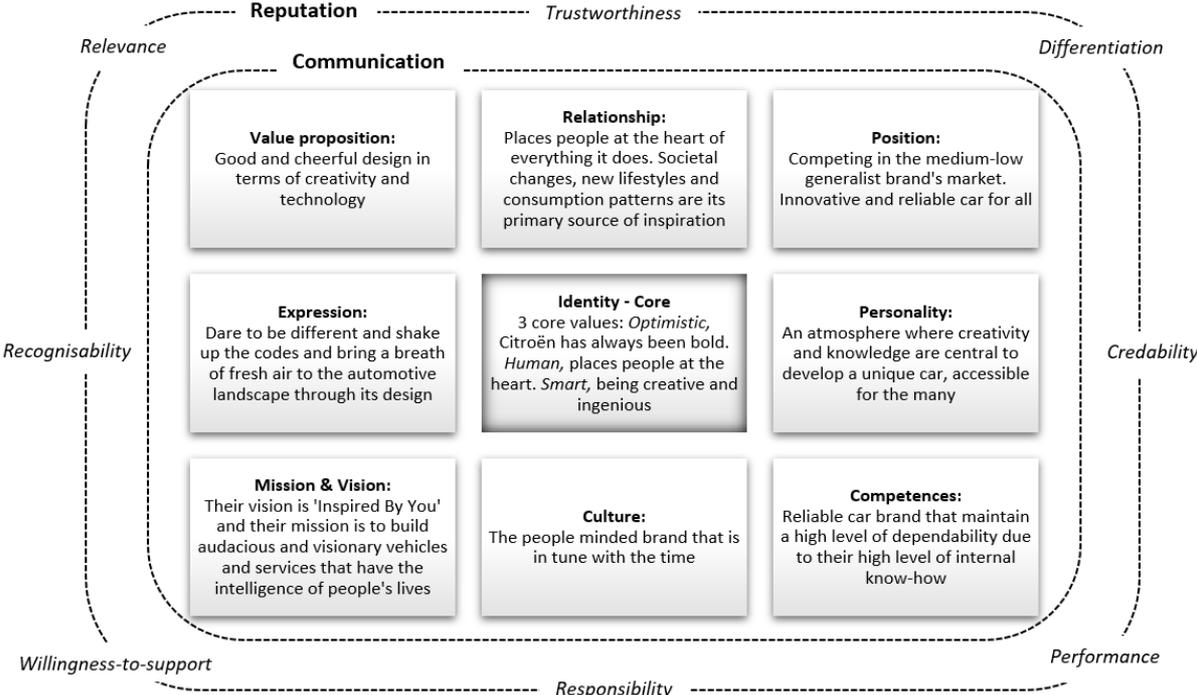


Figure 1 – Corporate Brand Identity & Reputation Matrix

As previously mentioned, the mission and vision of Citroën and DS communicate different values and thus indicate a slight tension whereas the identity of DS not fully complies with the identity of Citroën. When assessing the strategy diagonal (figure 1) from the external element, Citroën is arguably aligned with its vision as it seeks to resonate with the masses and position itself in the medium-low market. However, it contradicts the intended position of the DS brand that seeks to address the niche market. With that being said, continuing to communicate the DS brand under the existing Citroën brand could prove to be inefficient and also, a miss-match regarding how the DS is positioned in the mind of the consumer.

Citroën currently can produce unique quality cars for the many. Among others, this is due to their engineering capabilities. They deliver their promise through their competencies, as they claim to provide the customer with unique and bold car design at reasonable prices (figure 1). Their engineering capabilities link with the core of the company in the sense of the optimistic and smart level as engineering is key for bold and creative design. Citroën is famous for being avant-garde and it is conceivably their

raison d'être. Therefore, it is considered valuable to keep the know-how of Citroën in the DS brand. It is after all this competence that made DS the successful icon of the 50s. Ultimately, from an external perspective, it is expected that the DS offerings are continuing to appeal to its customers with innovative design.

Looking closer at the interaction vertical (figure 1), Citroën is advocating its brand as being accessible for the many, which is considerably more market oriented in its approach than what is intended for DS. In contrast to Citroën, the organizational values of DS originate from the spirit of the avant-garde of its debut back in the 50s where the attitude is more focused on embodying the craftsmanship found in the French luxury industry. The luxurious setting for DS is also transferred into the relationship whereas, in contradiction to Citroën, the nature of their relationship is far more exclusive. The customer base of Citroën has predominantly addressed the big general crowd which does not go in line with the favorable relationship DS has with its key customers. Therefore, for DS to attract the niche market, their external relationship is in strong need of adapting to the niche and more luxurious customers. Furthermore, introducing DS as an independent brand would indicate some tension to the way Citroën is currently communicating its personality. The communication horizontal (figure 1) represents the personality and its expression of the brand. The corporate personality of Citroën is currently addressing accessibility for the many, DS is rather communicating luxurious characteristics and expresses it by the feelings for the small details in its design. Hence, the corporate character of Citroën and the way they express it does not go in line with DS and could therefore possibly harm the development of the DS brand.

Having just argued the consequences of the internal elements, let us now turn our attention to external perspective. While the corporate brand identity concerns the management's perceptions, reputation regards the perception of the stakeholder. In other words, reputation and brand identity can be considered two sides of the same coin (Urde & Greyser, 2016). The alignment of these perspectives and identification of potential gaps are of utmost importance, and the implication of mis-matches are crucial in the case of repositioning (ibid.). To take a case in point, the strategy diagonal concerns the differentiation element of reputation and there is a distinct difference in which the position of Citroën and DS differentiates. This indicates a potential gap between the brands, whereas DS would profit from repositioning themselves as independent.

Brand Positioning

Peugeot and Citroën have been known to cannibalize each other in the years leading up to 2014 (PSA, 2014). There were simply too many similar models on the market, which provided the group to position DS as a completely separate brand that would not interfere with the other models of the PSA group. Business objectives were identified to make the group more profitable, one of which is further differentiation of the brands and improve the net pricing (ibid.). Roper and Fill (2012 p. 220) explain that the positioning of the brands and the future direction it has to take are decisions that firms could make easier when taking a holistic and stakeholder overarching perspective. In firms where short-term wins are prevailing, determining the position

and direction are often foregone as its importance is misunderstood (ibid.). With the losses that the group has faced in the last couple of years, it was essential that the group does not misunderstand the importance of the positioning and direction. Some challenging situations call for positioning or repositioning to overcome these situations and to communicate to the stakeholders how they should perceive the brand and in what way they should value it compared to other firms (ibid.).

Arguably taking this to heart, the group's executives argued that DS had to become an autonomous premium brand. Citroën was deemed to be a car for usage or experience and Peugeot for experience or image. DS was going to be positioned to be a brand only focused on image (ibid.). A way how this was done is explained by DS' CEO Yves Bannefont: "Like in the 1955 DS, today's DS vehicles combine remarkable styling with technology, comfort and performance, premium materials and refinement" (DS Automobiles, 2020). The cars needed to get rid of the image that French cars are not reliable, so it was decided that new cars should feel and look as new after 3 years. Reliability, service, and appeal were the new focus points. 'Appeal' can, for instance, be seen in the following quote on the DS' site: "DS devotes great attention to refinement, with every detail sculpted to the extreme. It is inspired by excellence in craftsmanship from a number of fields including jewellery-making, saddlery and haute couture" (DS automobiles, 2020).

The pricing gap of the DS had to be closed which was -12% in 2013, -10% in 2016 and estimated for 2020 to end between -3 and -7% (PSA 2014). The sales outside of Europe would increase from 13% to 50% and 60% in the same years (ibid.). The way this is projected to be achieved is through devoted marketing practices of DS to its target market to reinforce DS products and subsequently the brand. Since DS was going to position itself as a premium car brand, it would be introduced in the 200 wealthiest cities in the world (ibid.).

Brand Architecture

Brand architecture is a discipline created due to the challenges brand managers face on a regular basis. These challenges are intrinsic in a variety of complex and changing situations, involving market fragmentation, global realities, dynamic channels and business environments, which has put a lot of pressure on brand managers to leverage brand assets. In addition, the prohibitive costs of creating new brands have forced brand managers to create and manage brand teams to deal with multiple brands, brand extensions and complex structures such as sub-brands and endorsed brands. Brand architecture is essentially defined as the management of the structure in a brand portfolio to establish brand roles and specify the nature of the relationships between brands (Aaker & Joachimsthaler, 2000). Petromilli, Morrison and Million (2002) argue that brand architecture is the external 'face' of a brand's business strategy and it is necessary to align it with the goals and objectives of the business. Thus, depending on the business strategy, brand architecture can vary.

The two most common forms of brand architecture are the 'branded house' and the 'house of brands' (Petromilli, Morrison & Million, 2002). Aaker and Joachimsthaler (2000), highlight these two forms of brand architectures in their 'brand relationship

spectrum' as two extreme sides of brand architecture. Additionally, the brand relationship spectrum involves the alternatives, sub-brands and endorsed brands that provide tools to create a coherent and effective brand architecture **[Exhibit 4]**. The 'branded house' involves a single master brand that provides a variety of offerings through descriptive sub-brands. On the other hand, the 'house of brand' uses an independent set of standalone brands to maximize the impact on the market. However, supporting a separate brand is risky, because it is expensive and complicated (ibid.). It is important to emphasize that one strategy is not better than the other, and it is known that some companies have implemented a combination of the two (Petromilli, Morrison & Million, 2002). There are various reasons for using any of these brand strategies, however, in accordance with Petromilli, Morrison and Million (2002), certain components need to be considered in order to implement a successful brand architecture strategy, namely 'business', 'brand' and 'customer'. In the next paragraph, these components will be analyzed in connection to the Citroën DS3 in order to understand why the 'Back in the race' strategy had to be implemented and why the PSA group decided to separate the DS and make it an independent brand.

In consideration of the PSA group and their strategic priorities when introducing the DS3 under the Citroën umbrella in 2010 and the 'fit with strategy' element of the 'business' component, it is possible to argue that the Citroën DS3 could help achieve and support the strategic priorities. Their intention was to create a premium brand in comparison to their current models and connecting this to the DS name, synonymous with quality and sophistication, could support this. However, taking the market conditions into account with the financial crisis in 2008 affecting the European car market, the launch of the DS3 as a series under the Citroën lacked 'flexibility'. In other words, even if the Citroën DS3 showed some kind of success, it would be affected by the losses and cannibalization of the other models. Furthermore, in consideration of the 'implementation' and 'financial' elements of the 'business' component. It is evident that the Citroën had a degree of operational ability. By utilizing their engineering knowledge, they were able to create a car that was different from their previous models in terms of quality and reliability. Furthermore, they were awarded 'Car of the year' and 'Small Car of the Year' in the TopGear Magazine Award 2010. Moreover, they found a way to implement the DS3 through the 'anti-retro' campaign **[Exhibit 1]**. In terms of Citroën's financial ability, they were able to financially support the DS3 for four years (Petromilli, Morrison & Million, 2002). However, Citroën was significantly affected by the financial crisis and the aforementioned cannibalization, which resulted in significant losses. This meant that continuing the Citroën DS3 endeavor may have not been enough to become profitable again. In other words, the PSA group had to reconsider their brand architecture strategy to maximize the impact, which arguably brings a certain risk factor as well (Aaker & Joachimsthaler, 2000).

The second component is the 'brand', however, in an attempt to avoid repetitiveness, readers will be referred back to corporate brand identity and reputation sub-chapter. This subchapter covers the different facets of the 'brand' component, such as brand equities, brand positioning, and associations and lastly, brand synergies. One example is that the Citroën and DS communicate different values, thus the identity of the DS is not synergized with the identity of Citroën.

Based on the 'customer' component which takes the target customer into consideration, namely 'customer confusion', 'customer expectations' and 'market applicability' (Petromilli, Morrison & Million, 2002). The introduction of the DS3 under Citroën could create confusion for the Citroën's current and potential customers since their cars were mainly positioned in terms of usage. Although, in general, French cars were perceived as unreliable. Citroën DS3 was positioned as a car with image **[Exhibit 3]**, sophistication and quality - also in terms of reliability - like its predecessor from the '50s. This could subsequently create confusion among consumers and deviate from customers' expectations, as the DS3 does not match Citroën's low-medium market, based on their brand image and equity. Although, in consideration of 'market applicability' in theory, the introduction and positioning of the DS3 under Citroën could reach a new segment, which also increases Citroën's ability to reach a new customer segment (Petromilli, Morrison & Million, 2002).

In moving forwards with DS, the PSA groups had to ask themselves a couple of questions in order to identify what kind of brand architecture strategy is the most appropriate for the DS brand. It is essential to consider the questions of the 'Brand Relationship Mapping' model, as it aids in translating new business opportunities to effective and consistent brand decisions **[Exhibit 5]**. With the introduction of the DS3 under Citroën, it can be argued that the PSA group found that the opportunity did not fit with the equities of the existing brands in the portfolio. The differences in brand image and equities may have resulted in customer confusion, deviation from customer expectations. Furthermore, it might not have translated to the niche-market segment Citroën was trying to target. However, based on the somewhat successful implementation of the Citroën DS3, in terms of being an award-winning car, they showcased their engineering knowledge. Which indicates that there is an opportunity that could benefit the PSA group. It could be contended that the opportunity of introducing the DS as a new brand, endorsed by Citroën, could give a potential lift for the PSA group. This can be advantageous in terms of, extending across products and markets, signal that an offering is new, address conflicting brand strategy needs and leverage the existing brand equity of Citroën and in doing so save resources of brand building (Petromilli, Morrison & Million, 2002). However, referring back to Aaker and Joachimsthaler's (2000) 'Brand Relationship Spectrum' **[Exhibit 4]**, it could be argued that the PSA group ultimately decided to introduce the DS as a shadow endorser brand under the category 'House of Brands'. This implies that the DS is not visibly connected to Citroën, however, a lot of consumers know about the link mainly due to DS's heritage with Citroën. This is beneficial for the PSA group because it allows them to minimize the association contamination, but at the same time have a known organization backing the brand. Furthermore, it acknowledges that Citroën understands that the DS represents a different product and segment, which is communicated to the consumers by separating the visible link between the brands. Positioning a brand as separate can address the functional benefits more distinctly and connect directly to the niche-market segment that is targeted.

Overview of Key Learnings

This case exemplifies a situation in which a brand faces a strategic dilemma in the sense that the emerging situations call for managerial actions. The aim is to develop a greater understanding of these types of situations with a theoretical contribution to an already existing case. The key learnings mainly regards the misalignment of the brand structure and help identify how internal elements can aid in identifying where a change in positioning is essential. The recovery plan 'Back in the Race' serves as an exemplary example to rebuild a brand successfully.

Reasoning for an Evergreen Case

The case can be described to be an evergreen case as it provides management decisions on many levels. The obvious level, positioning, is followed by the similarity of Citroën's brand identity, the way how the brand ought to be delivered, the change in management and the approach in defining the DS in the brand's architecture strategy. The importance of this case can be witnessed through the fact that several respected and dominant car manufacturing groups like PSA consider repositioning new car series, which is essential material for future brand managers as it provides insights into strategic brand positioning. This case invites the students to actively take a stance and reason why certain choices have to be made with regard to the issues that revolve around the repositioning. The positioning of DS is crucial to provide the group with higher long-term profits but has to be balanced with the legitimacy of the brand and the desire to stay true to the heritage of the DS and the French heritage. The future success of the brand will rely on crucial management decision-making on multiple levels. The possible repositioning of DS should not feel like a marketing trick to the consumers and should be approached with care as car and specifically Citroën enthusiasts might rebel against the brand if the name of arguably the most iconic car of the brand would be used wrongly. That is why this case asks for perfectly tweaked management decisions that are adjusted to each other, planned well, and strategically executed.

Teaching Suggestions

As argued earlier, this case can be described as an evergreen case based on the many levels of management decisions that have to be made, adjusted to each other and strategically executed. Furthermore, in light of the changing car industry, the implications from this case will be relevant for the coming future. As implied in the reasoning for an evergreen case, teaching cases are a great way to experience the discrepancies and nuances that executives face. Subsequently, it provides the students with first-hand knowledge and insights on the challenging situations that require well-balanced decisions. The essence of teaching this particular case comes down to the positioning of DS as a new brand in a brand architecture that already is well-established. This case can be considered as a multi-layered case by students due to the multitude of factors that have to be treated in order to decide upon the most suitable

management decision. Therefore, it is important that the teachings of this case allow for a reflection and discussion around all the different paths that can be taken leading up to the actual management decision. A prevalent way to provide the essential learning of this case is to utilize teaching media, such as Powerpoint. A well constructed Powerpoint can give an overview, structure and balance to an otherwise scattered case from a student perspective in terms of timelines in history and previous management decisions. Furthermore, it allows for visual elements, such as images and analytical visuals to help engage the students and make it more appealing. However, more importantly for this case is that the teaching media provides the students with the opportunity to together decide on a suitable positioning based on the discussion in class. This signifies that the instructors of this case have prepared three different options based on the various opportunities that surfaced during the study of this case [Exhibit 2].

The instructors of this case will provide the students with all the necessary knowledge the students need to have beforehand about the specific context and will make sure that the audience has a clear picture of the case before proceeding with the discussion regarding the managerial decision. During the discussion, the student will act in the role of PSA's management and subsequently based on their prior knowledge engage in a discussion around the factors necessary to consider before making a final decision. The instructors will act as mediators and lead the discussion by asking questions supporting the development of the discussion if needed. These questions are concerned with the current situation of Citroën and the PSA group and further leads up to the possible alternative and the construction of the board plan. In addition, these alternatives will be evaluated to establish a final recommendation. However, if the discussion is not evolving, it will be necessary for the instructor to engage in order to assure that the learning objectives are achieved and therefore, some optional discussion questions are prepared to spark the discussion.

Aaker and Joachimstahler's (2000) 'Brand relationship spectrum', Petromilli, Morrison and Million (2002) 'Brand relationship mapping' model and the 'Corporate Brand Identity and Reputation Matrix by Urde and Greyser (2016), will be used as a theoretical basis for the teachings and the following discussion of this case. As these are considered to be important in analyzing the different factors that are presented in the case.

Discussion Questions

Main question: How should the DS be positioned in relation to Citroën and PSA?

- What is the current situation?
- How can we analyze the situation?
- What are the alternatives?
- Evaluation of the alternatives – choosing one based on key advantageous.
- Final recommendation – summing it up and answering the main question

Questions that can spark the discussion during the construction of the board plan:

- What were the main motivations to consider the different positionings?
- What are the driving forces behind the positioning?
- Which stakeholders were affected mostly and in what way?
- How will the corporate brand reputation be affected by the different positionings?

Board Plan

A board plan has been prepared in order to organize and structure the main discussion point that the instructors of the case will analyze with the help of students. The board plan consists of three possible positionings of the DS that the discussion amongst the students will revolve around. Furthermore, in order to document all the insights that emerge, the instructors will utilize the whiteboard with the different options and in doing so account for the progress that has been made during the discussion. Simultaneously, there will be a pre-prepared board plan not visible for the students, which has already been filled out by the instructors with suitable answers based on the study in order to ensure that the discussion evolves if necessary.

	Option 1: Citroën DS (Business as usual)	Option 2: DS by Citroën – visually endorsed by mother brand	Option 3: DS – separate mother brand, shadow endorsed by Citroën
Q1: What are the advantages of this positioning?	1) Know-how of DS kept in-house 2) The success of DS is positive for Citroën 3) No explanation is needed for rebranding, which reduces cost and effort	1) Extend across a different market segment 2) Signal a new offering and address conflicting brand strategy needs 3) Leverage existing brand equity of Citroën and save resources of brand building	1) Minimize association contamination - Backing from a known brand (invisibly) 2) Acknowledges and communicates a different product and segment to consumers (Taking a stance) 3) Communicates functional benefit more distinctly
Question 2: What are the challenges of this positioning?	1) Differentiating their positioning since they are addressing two different markets, both medium-low and niche market. 2) While DS is portrayed as Citroën, there is a mismatch in their relationship with the customers, luxurious vs people at heart	1) Association contamination (Visibly linked to Citroën) 2) Does not acknowledge or communicate different products or segment explicitly (Consumers want brands to take a stance)	1) Creating a separate brand is expensive and complicated because consumer do not know the brand and need to be persuaded 2) Problems with spreading brand awareness

Epilogue

Dealing with subtleties that are involved in this case, while at the same time staying true to the iconic heritage that the DS brand historically imposed on the modern-day revival of the brand is one of the key takeaways from this case. Citroën has not been the first brand to reintroduce one of its icons. This has already been done before by Mini with the Mini Cooper, Fiat with its Fiat 500, and Volkswagen with the Beetle (Cain, 2020). This was however in a different way as the last-mentioned car brands reintroduced its classic to a modern day variant with similar characteristics into one new car model. DS took the characteristics of the DS19 and made an entire new brand of it that does not have the same appearance, but rather the same DNA as Citroën's classic. In other words, they took the characteristics of the classic car and interpreted them to a modern-day version without imposing the necessity to look like the DS19 on the outside as well. Other brands like Volvo similarly introduced a new brand to its offering, but without stemming from one of its icons. The underlying implication here is that Citroën is not the first to invest itself in a repositioning endeavour with a sub-brand. It is the first however to use its classic in a entirely new brand without making an obvious visual link to it.

Reflection

Over the course of 9 weeks, Lund University students followed the Corporate Brand Management curriculum discussed and presented, so called, evergreen cases that incorporate essential knowledge for future corporate brand managers. All the reviewed cases provided the class with a certain management decision that had the goal to provide the brand in question to be managed appropriately in the particular situation. As part of the final deliverables, students - in teams of three - were asked to develop a case that would be interesting for class and professionals. This case had to include some sort of managed decision that brand managers of a corporate brand could realistically be challenged with.

After many brainstorm meetings before and during the start of the course, the team decided, together with course representative Mats Urde, that the repositioning of car brand DS automobiles would be the chosen case. Through many following meetings, class discussions, and with the help of the theories and literature presented in class, the team developed a case that has the aim to provide the students with an interesting case that provides many learning opportunities. That Citroën did not have the same positioning for the DS brand over the last couple of years, shows that the case of positioning DS is not an uncomplicated case. There are, in fact, many facets and discrepancies that ought to be considered when introducing the new DS brand. Using your brand's icon to develop a new model or series, could stir up resistance from your loyal enthusiasts, which could potentially harm the brand. Another important aspect in this case is that the model name of the Citroën DS was used to launch a separate company. This shows the subtle consideration Citroën made by making DS a separate company on one hand, and on the other hand showing that people could make the link to Citroën due to the name of the brand. These decisions were carefully orchestrated by Citroën's executives to make a success out of DS. The students have

the same objective to figure out the most ideal repositioning for DS, which ought to be based out of careful consideration and use of theories.

The presentation that was developed alongside this document, was thoroughly approached to provide the students all the information necessary to come to the ideal positioning. After the presentation was completed, the team rehearsed the presentation time and time again to provide the class with the most professionally and smoothly presented case as possible. All the theories included in the presentation have been critically scrutinized to prove their relevance and validity.

In conclusion, the team agreed that developing this case was nothing but interesting and a great learning experience. It provided us the opportunity to apply the theories used in class, which does not only assist in getting a better understanding of it on a theoretical level, but also a practical level. This is essential knowledge for the students that would get the opportunity to work on corporate brand strategies.

Appendix

Exhibit 1 - Citroën DS3



Exhibit 2 - positioning matrix

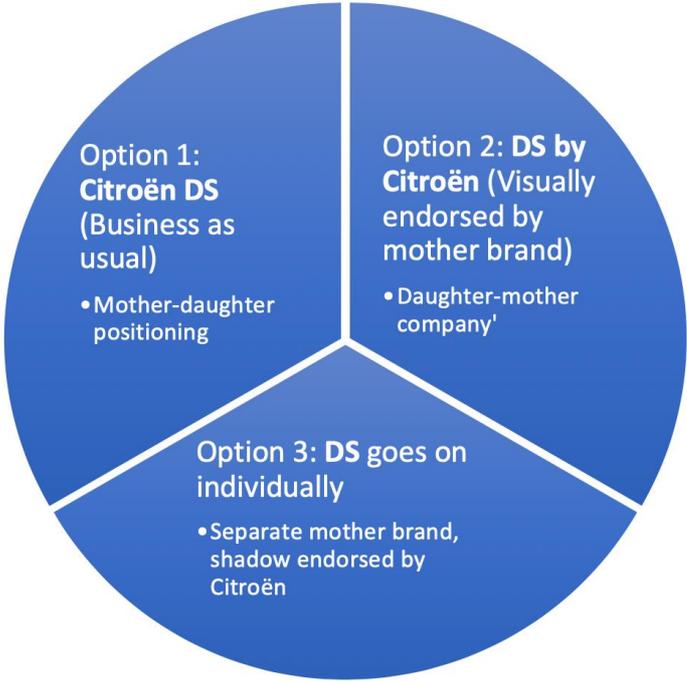


Exhibit 3 - PSA's positioning (PSA, 2014)

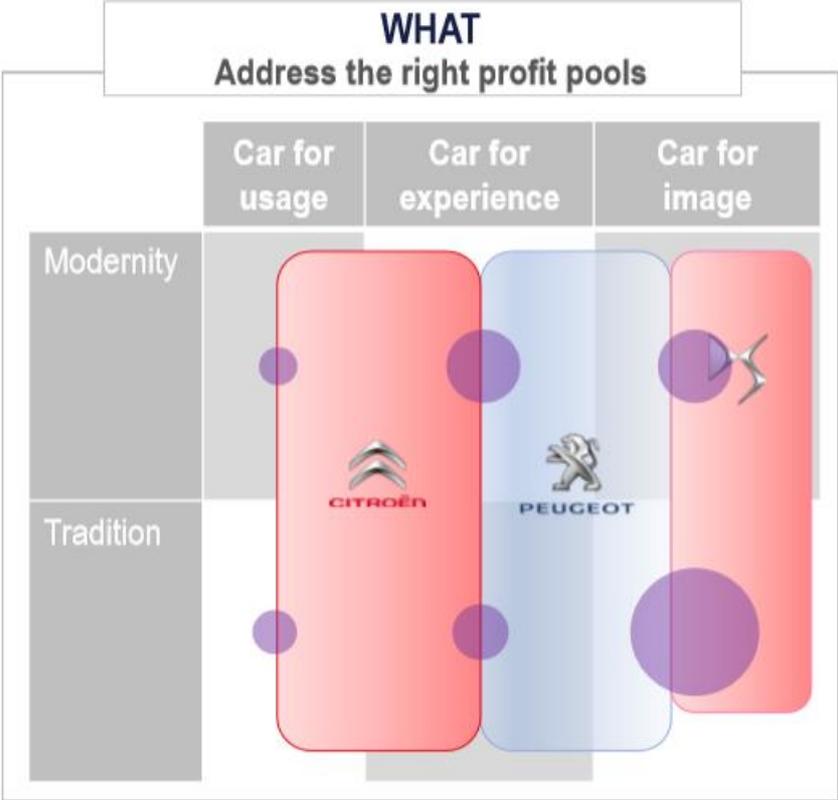


Exhibit 4 – brand relationship spectrum (Aaker & Joachimstahler, 2000, p.9)

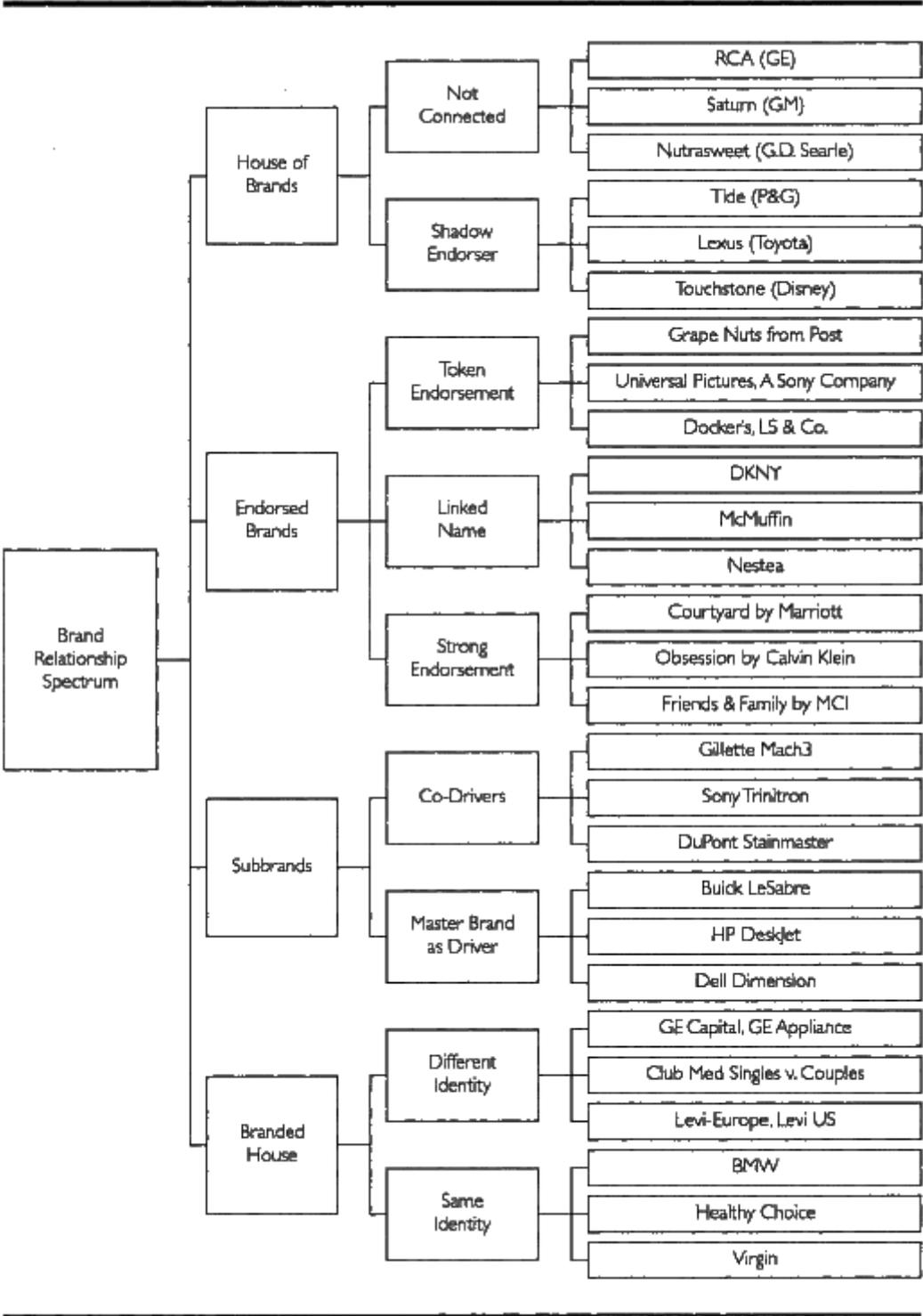
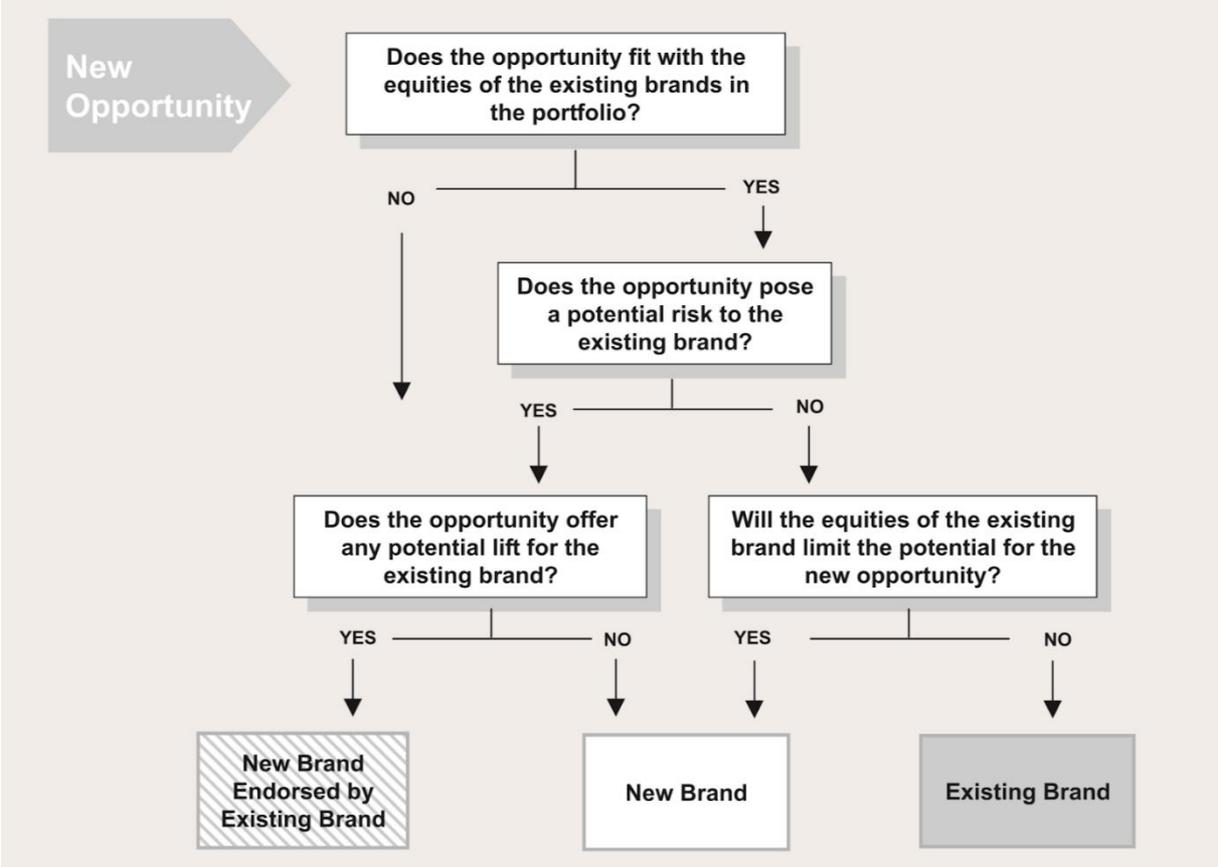


Exhibit 5 – Brand relationship mapping model (Petromilli, Morrison & Million, 2002, p.25)



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