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**Emotional steps toward
stronger brands**

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Emotional steps toward stronger brands

Therese Mössler Färdig and Emilia Fisal

Abstract

Purpose: Emotional Intelligence (EI) has been widely discussed within business performance, but not as much in the context of branding. This paper argues that the use of EI permeates a successful brand building process towards increased brand equity and a stronger brand. Hence, the purpose is to investigate the role of EI in branding, by identifying capabilities of EI in the brand building process.

Methodology: Through exploratory research of qualitative character, a multiple-case study was conducted and discussed with a theoretical framework as a basis of analysis.

Findings: The paper shows how capabilities of EI could be used as part of every stage in “The strategic brand model” by Melin (1999) and that certain capabilities of EI are most likely to be used in certain stages. The stage of market communication has the possibility to be supported by most capabilities of EI, indicating the possibility of using emotional communication as a key strategy towards brand equity and a stronger brand. The paper also indicates how EI can explain a brand’s share of market compared to its competitors.

Original/value: The paper is the first of its kind to combine a concept of EI with an established theoretical framework within branding.

Keywords: Emotional Intelligence, Branding, Brand building process, Brand platform

Paper type: Research paper

Introduction

The power of a brand lies in the mind of the consumer, how they perceive its value determines brand equity (Keller, 2006). Aaker (1991) explains brand equity as a set of assets that are linked to the brand, such as name awareness, loyal customers, perceived quality and associations. These assets have the power to add value to a product (Aaker, 1991) and likewise this “added value” is what differentiate a brand from a product. Value is derived from the words and actions of consumers; thus, reputation and purchase decisions prove a brand’s equity (Keller, 2006). Beside adding value for the consumers, brand equity can add value to the firm by generating marginal cash flow (Aaker, 1991) reflected in market share and profitability (Keller, 2006). From the brand

proprietor's perspective, Brand equity is represented by a strong brand which is created through brand building (Melin 1999). As there is no clear set of characteristics that represents a strong brand beyond share of market (Aaker, 2013), share of market is equal to strength in this context.

While building the brand, one can influence consumers’ perception of its value (Hutchins and Rodriguez, 2018). Value could be based on the sensory experiences (Lee and Goudeau, 2014) and the emotional response when using a product (Lin and Lu, 2015), or assessed through rational and practical evaluations (Chaudhuri and Holbrook, 2001) and value-for-money characteristics (Chen and Hu, 2010). Although consumers might think they are being rational in purchase decisions, Thaler (2016) claims

that individuals simultaneously make consistent illogical choices that sabotage their economic interests. One psychological explanation to this is that only 2-5% of human thinking is conscious and based on rational reasoning while 95-98% is unconscious and intuitive (Kahneman, 2011). With this in mind, a recent guest lecturer stated that “strong brands drive behavior” (Grönholm, 2020) while citing a famous quote by Calne (1999) saying that “The difference between reason and emotion is that reason leads to conclusions while emotion leads to action”. If emotion leads to action, an emotional brand should drive behavior and consequently become a strong one.

Given this background, this paper argues that the use of emotional intelligence (EI) permeates a successful brand building process towards increased brand equity and a stronger brand. EI is in basic terms the ability to perceive, access, generate and manage emotions (Salovey and Mayer, 1997) and should therefore be crucial in terms of driving behavior and interesting to analyze in the concept of brand building. The use of EI as an alternative to building brand equity was explored in a research by Hutchins and Rodriguez (2018), but to our knowledge there has not been any research about how EI is integrated in successful brand building processes.

The ability to understand and appropriately use EI account for over 85 % of a top-leader's performance (Goleman, 1998). Goleman (1998) suggests that if this is true at an individual level, organizations that embrace the concept of EI would outperform organizations that do not. High levels of EI improves performance in communication, responsiveness and empathy towards others, which in turn enhance positive brand associations and image (Hutchins and Rodriguez, 2018). This raises questions such as; can EI be one (among many other) explanation why some steps in the brand building process are more critical than others?

Thus, the purpose of this paper is to investigate the role of EI in branding, by identifying capabilities of EI in the brand building process. A multiple-case study is conducted and “The strategic brand model” (Melin, 1999) is used as a fundamental framework for analysis. To examine the role of EI, the five capabilities of EI (Goleman) are discussed in the stages of product attributes, brand identity, core values, positioning, market communication and internal brand loyalty, identified by Melin (1999). Research questions is formulated as followed:

RQ1: How could EI be used in “The strategic brand model” by Melin (1999)?

RQ2: How could the use of EI explain a brand's share of market compared to its competitors?

The paper is structured as follows; first, the theoretical framework is presented with emphasis on the brand building process and a conceptualization of EI. Second, the choice of research design and methodology are presented. Third, the results of the case study are revealed and discussed with support from the theory. Finally, a conclusion is presented with both theoretical and managerial implications as well as suggestions for further research.

Theoretical framework

The brand building process

Brand building is a process towards creating a broad base of loyal consumers attracted to the added value offered by the brand (Melin 1999). As a part of the overall brand strategy, Melin (1999) stresses the development of a brand platform as a critical step towards the creation of an added value. Melin (1999) includes six central concepts in this brand platform, illustrated in Figure 1 “The Strategic Brand Model” (Melin 1999). Product attributes, brand identity, core values, positioning, market communication and internal brand loyalty are all representing an activity or a partial process, closely associated with each

other. Even if these concepts may overlap, figure 1 illustrates a process towards brand equity.

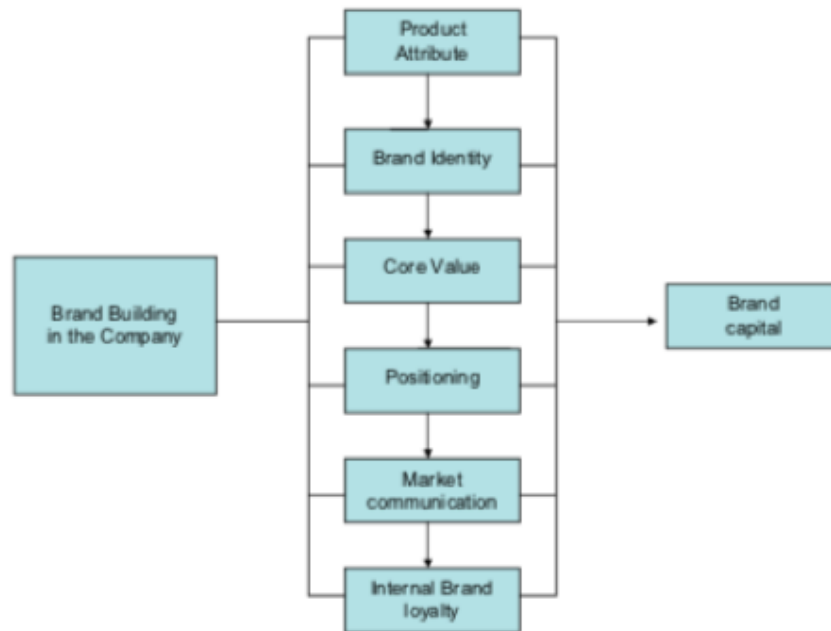


Figure 1: "The Strategic Brand Model" by Melin (1999)

Product attributes serve as value cues (Gould-Williams, 1999) and have consequently a crucial influence on consumer-perceived value (Chen and Hu, 2010). Attributes should represent the product's functional added value and have a reputation of good quality (Melin 2002). When evaluating product quality, consumers tend to consider both intrinsic and extrinsic attributes (Chao and Rajendran, 1993). Intrinsic attributes are related to the physical composition of a product (Field et al., 2012) and cannot be changed without changing the physical product itself, while extrinsic attributes are product-related attributes that are not part of the physical product (Méndez et al., 2011) such as brand name, color and packaging. Consumers recognize and interpret extrinsic attributes more easily than intrinsic attributes (Méndez et al., 2011) and tend to rely on extrinsic attributes when relevant intrinsic attributes are unavailable (Arboretti and Bordignon, 2016). A clear visual identity is

important for attention and recognition since 80% of the brain has its main focus to process visual stimuli (Melin 2002). According to Becker (2000), consumers rely heavily on extrinsic cues for quality selection, making such cues the dominant form of informing consumers on the reliability of quality attributes. Consumer beliefs about product attributes affect the perceived value which in turn determine consumer repurchase intentions (Wang and Yu, 2016).

Brand identity defines what makes a brand unique, what it stands for and what gives it meaning (Melin 2002). Identity provides an emotional added value to a brand, influenced among other things by name, origin, personality, use and distribution (Melin, 2002). Staying true to identity is about respecting the brand's key values and defining attributes (Kapferer, 2012 p. 242) whereas knowing the brand identity paradoxically gives extra freedom of expression (Kapferer, 2012 p.151). What is important is the key message, not to limit

the brand to strictly formal features but to emphasize the core substance (Kapferer, 2012 p.150-151). Identity provides a framework for overall brand coherence (Kapferer, 2012, p.154) and defines what must stay and what is free to change (Kapferer, 2012 p.151). Consistency is required for a brand identity to be competitive over time (Melin, 2002), but there must be degrees of freedom to match the diversity of the modern market (Kapferer 2012, p.151).

Core values are formed by identifying factors that can produce a sustainable competitive advantage (Melin, 2002). The core value represents a unique added value to the brand (Melin, 2002). Melin (1999) identifies four core value criteria that is important for the brand to sustain its competitiveness over time. First, it must be valuable to the target group by satisfying their needs and wants. Second, it has to be communicable to the consumers and third, be unique compared to competitors. Finally, it should be difficult to imitate in order to become a strategic advantage. According to Urde (2016), “the core of a brand is what it can be reduced to without losing its fundamental meaning or its utility as a point of reference in long-term management”. Urde (2016) uses rhetoric as a means to explore the concept of brand core and its management. In this context, rhetoric is used as an interactive process (Urde, 2016) and rhetoric’s three “modes” of communication enable a 360-degree view of the brand core. The logos approach according to Urde (2016) appeals to the minds of the audience (customers and non-customer stakeholders) with the goal to increase understanding, while the aim of the ethos approach is to build trust derived from the speaker’s (brand’s) character and reputation. Finally, with a pathos approach, Urde (2016) suggests that arguments are chosen with the goal of appealing to the audience’s emotions. Viewing the brand from these perspectives provides a focus and the ability to adapt the core value(s) to the audience (Urde, 2016).

Positioning is about claiming a unique position in the mind of the consumer’s consciousness (Melin, 2002) by emphasizing the distinctive characteristics that differentiates the brand from competitors (Kapferer 2012, p. 152). Positioning is closely related to how consumers perceive a product in relation to competing products and by doing so, create an image of the brand in their minds with respect to price, quality, durability and credibility (Ghauri and Cateora, 2014 p. 412). Hence, positioning represents an associative added value (Melin, 2002). The use of long-term core values distinguishes a brand’s position (Melin, 2002) enforced over time by emphasizing its main message (Ghauri and Cateora, 2014 p 413). At the same time, positioning may change through evolution of the consumer’s attitudes (Kapferer, 2012, p. 241-242). Kapferer (2012) explains positioning as “the act of relating one brand facet to a set of consumer expectations, needs and desires”, and as these needs and wants evolve over time, the brand is obliged to follow. He also stresses positioning as a crucial concept, a reminder that consumer choices are made on the basis of comparison. With this in mind, how consumers value a brand becomes a product of what they are comparing the brand with (Grönholm, 2020).

Market communication and advertising in particular has the capacity to supply a communicative added value (Melin, 2002). In order to develop competitive advantage, a brand needs to be given a unique communicative identity (Melin, 1999). The communicative identity could consist of different elements; thematic, visual, verbal and audial identity, which is coordinated within an integrated whole (Melin, 2002). The identity should communicate the chosen position (Melin, 2002) with focus on consumers’ reactions and recognition that there are other characteristics connected to the brand beyond the physical ones (White, 1999). The core value should be present in all branding communication (Melin, 1999)

and should be presented in a consistent manner, regardless which type of media is used (Melin, 2002). Advertising creates awareness of the brand (White, 1999), an asset with the ability to generate value for customers according to Aaker (1991). A recognized brand will often be selected over an unknown brand since consumers are comfortable with the familiar, or because there may be an assumption that a familiar brand probably is reliable (Aaker, 2009). Advertising thus has the capacity to supply a communicative added value (Melin, 2002).

Internal brand loyalty is vital for external brand loyalty to last (Melin, 2002). To guarantee a sustainable added value, Melin (2002) suggests a brand orientation throughout the entire organization. Urde et al. (2013) defines brand orientation as an inside-out approach, a mindset with focus on customer satisfaction within the limits of the core brand identity. Whilst the wants and needs of the consumers are relevant, they should not determine the brand's identity (Urde et al., 2013). Internal brand loyalty is according to Melin (2002) the measure a brand proprietor must take in order to maintain the brand's strength.

Emotional Intelligence

Thorndike (1920) was the first to stress the need for research about humans' emotional quotient (EQ) separated from IQ. He argued that social intelligence and the ability to get along with others is of great importance in personal as well as professional relationships. Emotional Intelligence as a psychological theory, was developed by Salovey and Mayer (1990). They established a promising comprehensive definition of EI, which in a later publication defined EI as "the ability to perceive emotions, to access and generate emotions so as to assist thought, to understand emotions and emotional knowledge, and to reflectively regulate emotions so as to promote emotional and intellectual growth"

(Salovey and Mayer, 1997). To reframe EI within a business context, Goleman, (1995) adopted the work of Salovey and Mayer (1990) and conceptualized EI as five competencies; Self-awareness, self-regulation, motivation, empathy and social skills.

Self-awareness is the ability to understand one's emotions and their effect on the others (Goleman, 1995). This skill creates a realistic anticipation of a certain type of response to a certain type of stimuli (Goleman, 1995). Self-awareness is reflected in confidence, realistic self-assessment and self-deprecating sense of humor (Goleman, 2004).

Self-regulation is the ability to control or predict disruptive impulses, to think before acting and reacting (Goleman, 1995). It is about being able to take responsibility for one's actions and to adapt to change (Goleman, 1995). Self-regulation is reflected in integrity and trustworthiness (Goleman, 2004).

Motivation is represented by a strong drive for achievement, an interest in learning and self-improvement having perseverance in the face of adversity (Goleman, 1995). Motivation in a business context is the passion to work for reasons that go beyond money and status and is reflected in organizational commitment and optimism (Goleman, 2004).

Empathy is the ability to have awareness of others feelings, needs and concerns (Goleman, 1995), a skill to treat others according to their emotional reactions (Goleman, 2004). In order to understand others, one must understand themselves and hence, empathy can only be achieved if self-awareness is achieved (Goleman, 1995). Having empathy gives the ability to anticipate emotional responses and understand society norms and why people act the way they do (Goleman, 1995). Empathy is reflected in cross-cultural sensitivity and the service offered to clients and customers (Goleman, 2004).

Social skills are about finding common ground with others (Goleman, 1995). It is reflected in the ability to manage relationships, building networks and effectiveness in leading change (Goleman, 2004). Social skills are the ability to pick up on jokes and sarcasm, having good communication skills (Goleman, 1995) and persuasiveness (Goleman, 2004).

Method

Through exploratory research this paper uses “The Strategic Brand Model” (Melin, 1999) combined with the “five components of EI” (Goleman, 1995) to develop the understanding of the use of EI in branding and how EI can generate brand equity. The research is of qualitative character, since the purpose of the paper is to discover how EI is used in branding and not to measure the actual impact on brand equity. The research is primarily of deductive approach, which Bryman (2008) explains as a process whereby hypotheses are deduced from existing theory and then tested, here in the stage of a case study. The second stage of the research takes an inductive approach, where revision of theory derives from collected data (Bryman, 2008).

A case study is a research strategy that contributes to the understanding of a complex phenomenon (Yin, 2003) and used in this paper to gain knowledge of the use of EI in the process of brand building. A multiple-case study enabled a comparison between three brands: Nike, Adidas and Puma, which made it possible to examine the phenomena in relation to market share. These brands were selected to predict similar results to prove a general phenomenon (Yin, 2003). This particular case study is of exploratory kind, since it aims to answer questions of “how” and “why” (Yin, 2003). Primary sources of evidence used are documents and physical artifacts (Yin, 2003). Through online sources such as brands’ official web pages, annual reports, video commercials,

advertisements, and articles, this paper examines the brands’ potential use of EI in each of the steps in the brand building process presented in the “Strategic Brand Model” (Melin, 1999), and how this may explain their share of market. An online survey was used within the case study, shared on social media with the aim to collect primary and quantitative data. Participants were expected to choose between advertisements based on three different elements (audial, visual, verbal) of each brands’ communicative identities and the results were used to support the findings from the case study.

Result/Discussion: Case study

Nike, Adidas and Puma are all sports brands with similar product offerings, but different value propositions. In terms of total market share, Nike has the highest among the three, followed by Adidas and then Puma (Statista, 2020). Viewing these brands from the perspective of “The Strategic Brand Model” (Melin 1999), we identify how these brands are creating values for their customers with emphasis on emotional aspects.

Product attributes

Quality and durability are critical aspects in Nike’s products (Profitworks, (n.d). Groundbreaking sport innovations are part of Nike’s mission (Nike, 2020a) and the aim is to “imagine, design and create technology that elevates every athlete’s potential” (Nike, 2020b), including performance-maximizing materials (Nike, 2020). One example of such innovation is Nike air, a technology that brings the sensation of “walking on air” (Nike, 2020). Nike is identified by its logo, everybody knows “The swoosh” (Kapferer, 2012 p. 169). The logo is connected to the line “Just do it”, meaning that to succeed, one can only count on their own will and energy (Kapferer, 2012 p 130-131). The brand name itself is

Greek and relates to the Olympic games and glorification of human effort (Kapferer, 2012 p. 161). Nike is the champion of solo will power, a metaphor to life (Cameron and Holt, 2010). “Performance” could thus be seen as the brand’s main attribute, evoking feelings of willpower to “level up their game”.

Adidas products are based on iconic design to ensure longevity and relevance (Adidas, 2020a). As “the original sports brand”, brand credibility and heritage as well as “Cutting-edge innovation” in material such as BOOST are used to win both streetwear consumers who are looking for substance and professional athletes who want to improve their performance (Adidas 2020a). This emphasizes that “original is never finished” (Adidas, 2020b), customers trust the performance of products though authenticity. Like Nike, Adidas is recognized through the “three stripes” (Kapferer, 2012 p. 169) applied on various Adidas products to strengthen the level of brand association. The brand is strongly associated with soccer, perhaps as a result of its European (German) heritage (Truly Deeply, n.d.). Another brand association is “cool” (reference), as the first brand to bring sport to the streets (Adidas, 2020a). “Original” as Adidas main attribute plays on consumers nostalgic feelings, a longing for authenticity.

Puma uses co-branding to have a presence in the style market (Kapferer, 2012 p.146) and is one of the most fashion-forward global sports brands (Puma, 2015). Products are based on innovation, commerciality and attractiveness in line with the mission to be the fastest sports brand in the world (Puma, 2015). The brand mantra “forever faster” brings trends from the world of sport to the streets, capturing the growing athleisure lifestyle with sport-inspired lifestyle collections (Puma, 2015). Through premium collaborations with unique design houses and street fashion designers, the brand is associated with a

modern style statement (Puma 2015). Puma's main attribute could be seen as “trendy”, which attracts customers who are fashion forward and want to be ahead of both style and performance. This attribute evokes feelings of affirmation, to be respected through style.

The brands’ main attributes and their evoked emotions are presented in table 1.




Brand	Main attribute	Emotion evoked
	Performance	Willpower
	Original	Nostalgia
	Trendy	Affirmation

Table 1: Main attributes of Nike, Adidas and Puma

As value cues (Gould-Williams, 1999), these main attributes influence the consumer-perceived value (Chen and Hu, 2010) which should represent a functional added value (Melin 2002). The attributes presented in table 1 certainly represent the functionality of each brand, and they all evoke a certain type of emotion. As a brand proprietor, knowing what effect these emotions have on consumers can help anticipate their response, and therefore is empathy of great importance when deciding on product attributes. It can be used as a powerful tool to activate unconscious emotions which, according to Calne (1999), leads to action (purchase decision).

Brand identity

What makes these brands unique is reflected in figure 2, showing each brand applied in “The identity prism” by Kapferer (2012). Identity provides an emotional added value (Melin 2002), which varies between all three brands. Nike’s brand prism contains many emotional elements like “social awareness” and “provocative” while Puma’s prism consists of more shallow elements like “trendy” and “faster”. Adidas prism is a mixture of both, with words like “cool” but also “authentic”.

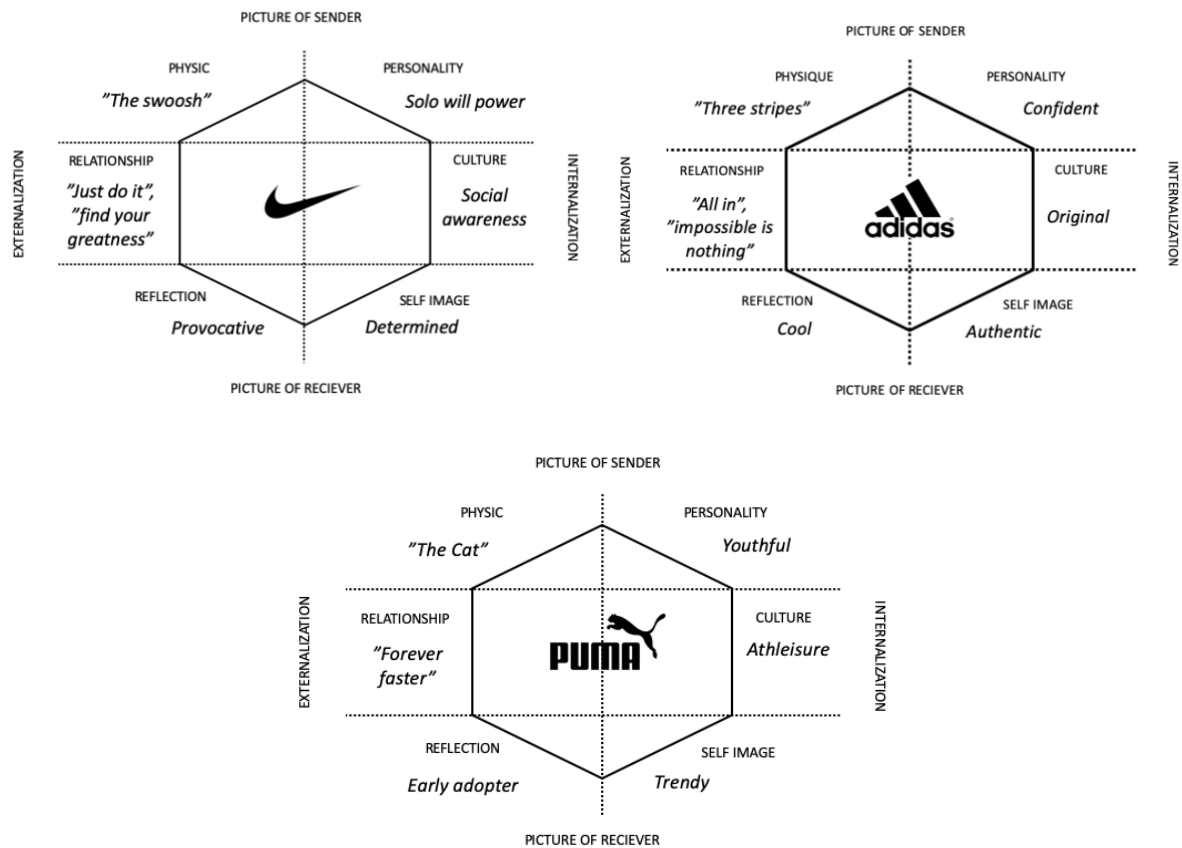


Figure 2: "The brand identity prism" by Kapferer (2012), applied to Nike, Adidas and Puma.

Knowing the brand identity gives freedom of expression (Kapferer 2012, p.151), allowing for adaptation in times of change. Having self-awareness is about understanding the brand identity and how changes towards the market are perceived by its customers. Adapting to consumers' emotions can be harder if the brand's identity is built on shallow elements.

Core values

As well as in their identities, Nike's values are of emotional character while Adidas emphasize on authenticity and Puma's on image through products. Each brand has four different core values, communicated in three different ways. "The brand core framework" (Urde 2016) is used to show how Nike, Adidas and Puma are approaching their core values from different perspectives.

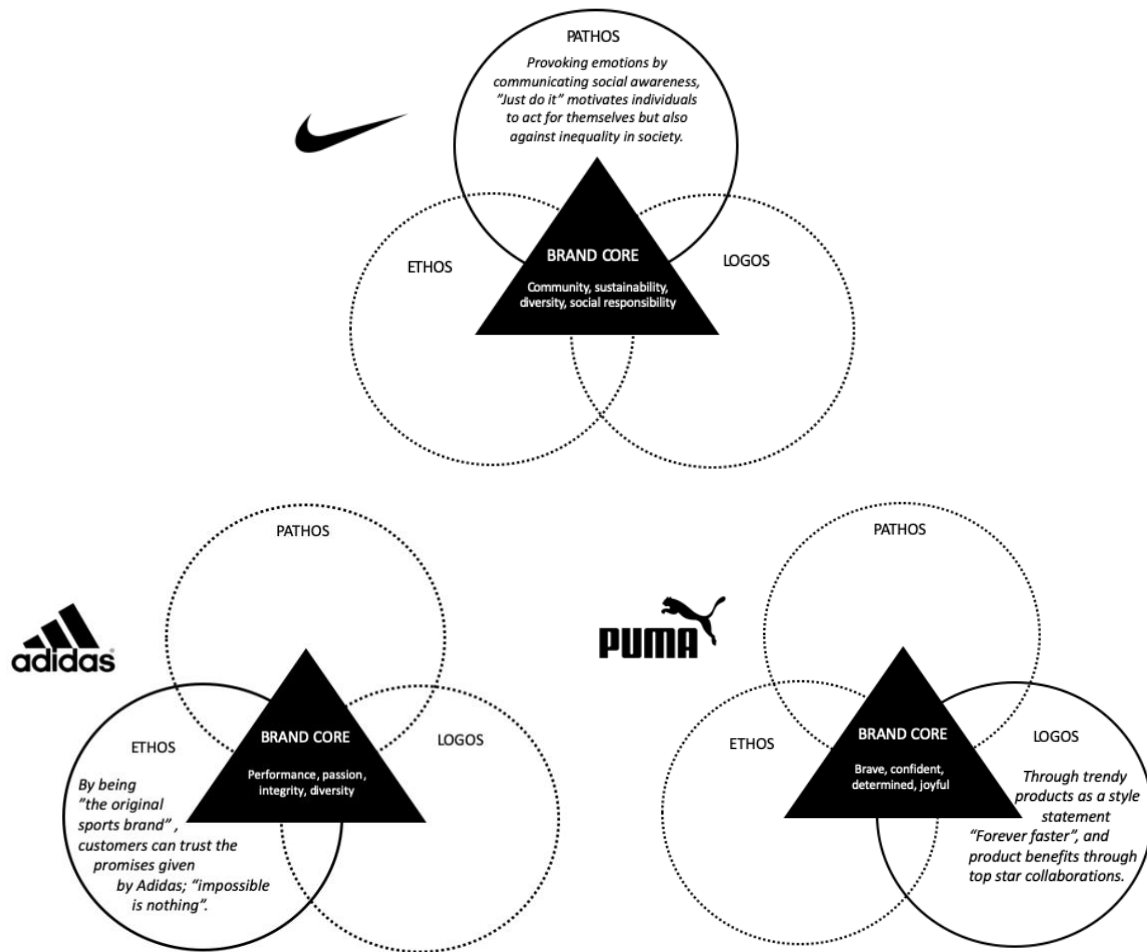


Figure 3: "The brand core framework" by Urde (2016), applied to Nike, Adidas and Puma.

As noticed, Nike's core values are primarily communicated from a pathos perspective while Adidas from an ethos perspective and Puma's from a logos perspective. Core values should represent a unique added value and provide a competitive advantage (Melin 2002). In order to keep a competitive advantage over time, core values require a long-term management and be adaptable to a changing audience (Urde, 2016). Self-regulation helps the brand respond to changes in the business environment, while keeping its uniqueness, integrity and trustworthiness.

Positioning

The brands have similar positioning when it comes to price/quality and user/reason, but viewing their positioning from an emotional perspective, a more drastic difference appears. This is illustrated in figure 4. The purpose of positioning is to claim a unique position in the mind of the consumer (Melin 2002) and Nike has found a way to differentiate itself by being more controversial and emotional in their brand language, emphasizing on its core values.

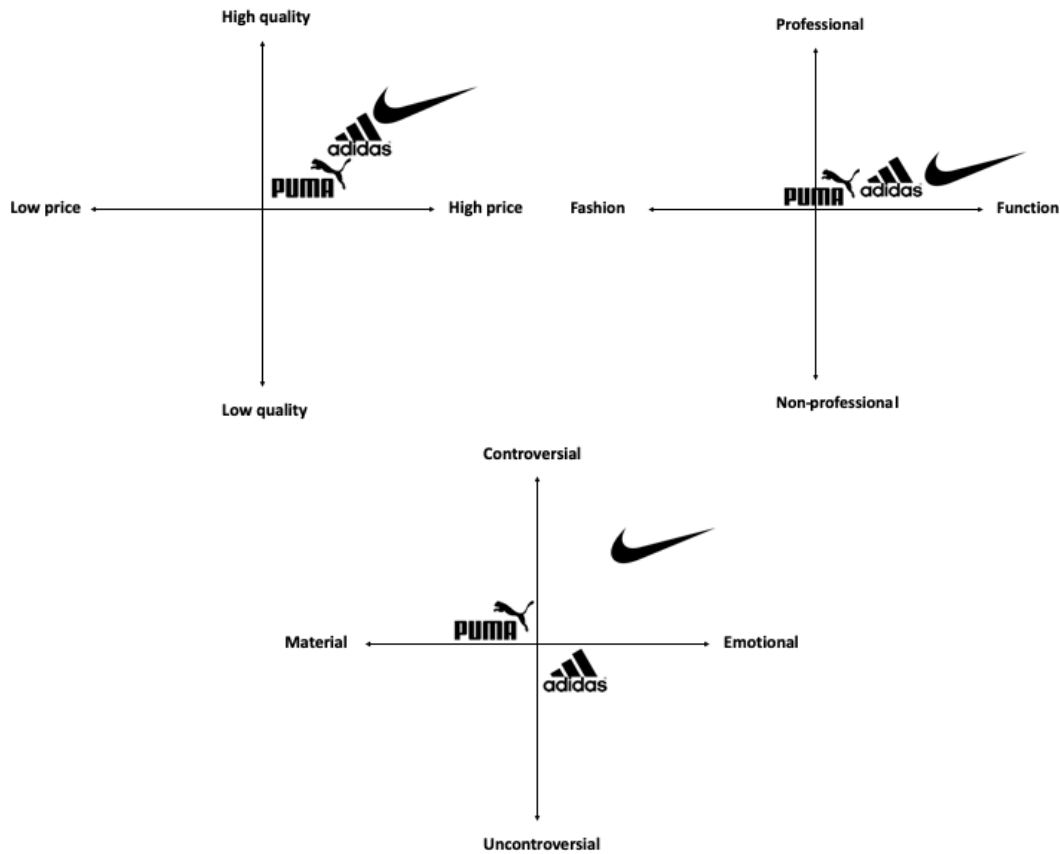


Figure 4: Brand positioning of Nike, Adidas and Puma

However, as positioning may change in line with consumers attitudes (Kapferer 2012, p. 241-242) so are both Adidas and Puma towards being more emotional and controversial, respectively (see for example; Adidas - Break Free (2016) and #PumaxBalmain created with Cara Delvinge (2019)). Positioning is likely to be supported by both self-awareness and self-regulation, since it is about realistic self-assessment, ability to adapt to change and integrity.

Market communication

When comparing commercials with similar setups (see case survey in appendix) from each of the brands using the “Hands on brand advertisement evaluation model”

presented by Urde (2020), it becomes clear that what significantly differentiates them is that the Nike commercial has the emotional component which the others are missing, illustrated in figure 5. Through recognition and association, advertising has the capacity to supply a communicative added value (Melin 2002) which in turn develops into a competitive advantage (Melin 1999). For this to happen, brands need a unique communicative identity that communicates the chosen position (Melin 2002) the core values which should be present at all times (Melin 1999). Nike drives behavior through emotional advertising while Adidas drives ambition through iconic advertising and Puma drives desire through collaborative advertising.

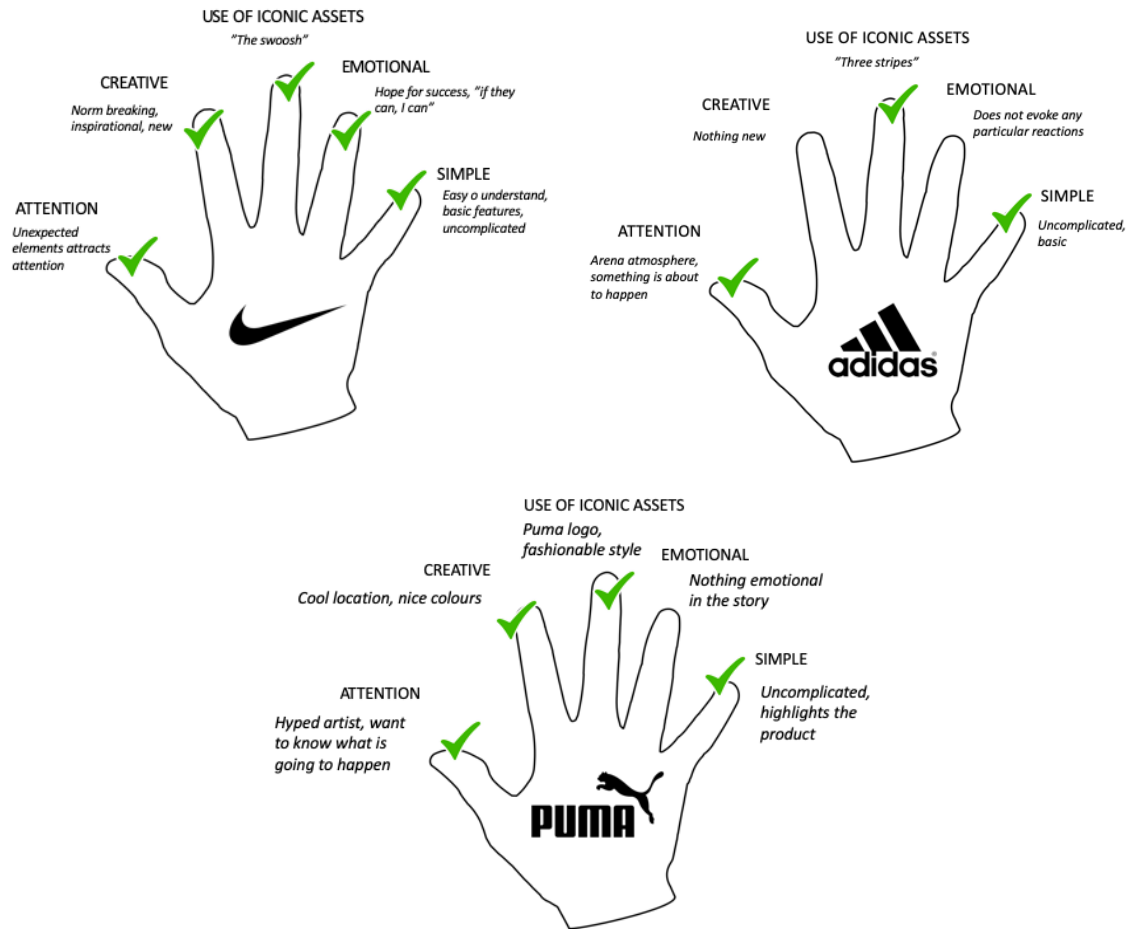


Figure 5: "Hands on brand advertisement evaluation", presented by Urde (2020), applied to Nike, Adidas and Puma.

In market communication, social skills are vital to manage relationships with different stakeholders and build community networks. In addition, self-awareness, self-regulation and empathy are all critical aspects in order to create a message permeated with confidence, trust, persuasiveness and cross-cultural sensitivity. Motivation is also of importance, to encourage customers to engage beyond the physical products.

Internal brand loyalty

To guarantee a sustainable added value, Melin (2002) suggests a brand orientation throughout the entire organization. Of the three brands, Puma could be seen as the least brand orientated based on their outside-in approach with focus on trends and a range of different collaborations in order to meet customer expectation. Whilst the wants and needs of the consumers are

relevant, they should not determine the brand's identity (Urde et al. 2011), as a matter of self-regulation. Self-regulation is the ability to think before acting (Goleman 1995), to consider the limits of brand identity when designing both products and activities. This could also be seen as a question about motivation within the organization, about commitment to the brand and optimism in times of adversity.

Most preferable brand

Results from the survey (see appendix) showed that the sound from Adidas advertisement was the one to activate most of the respondent's feelings (52%). The image that inspired the respondents the most was Nike (66,7%) and the most preferred video was also Nike (57,3%). This indicates Nike's success in creating inspirational and preferable communication through emotional elements, a possible explanation to the brand's market share.

Nike is the result of the emotional brand strategy by making an emotional appeal to the “inner hero”. The communication’s focus is not on the product but on the spirit of the brand. The huge impact is not just on the athletes but on everyone because strength, determination and achievement are inside each of all individuals. The desire of being great could be found in everyone as a voice to be heard and a drive to act.

Nike’s slogan “Just do it” act as an emotional bond for the customers that feel involved in the story and connected with the brand. People feel affection, love, desire, and self-reflection and they find the power to dream. Motivation represents a strong drive to achieve and Nike makes use of this element through EI in order to influence behaviors and to gain position in people’s mind.

Conclusion

The paper shows how EI could be used as part of every stage in “The strategic brand model” by Melin (1999) and that certain capabilities of EI are most likely to be used in certain stages. In the stage of product attributes, empathy could be used to anticipate consumers' response to the emotions that certain attributes are evoking. In the stage of brand identity, self-awareness is vital to understand the true identity of the brand and to anticipate how changes towards the market are perceived by its customers. In the stage of core values, self-regulation helps the brand to approach its core values when responding to changes in the business environment, without losing its uniqueness, integrity or trustworthiness. In the stage of positioning, it is likely to be supported by both self-awareness and self-regulation with emphasis on realistic self-assessment, integrity and the ability to adapt to change. In the stage of market communication, social skills are vital to manage relationships with different stakeholders and build community networks. In addition, self-awareness, self-

regulation and empathy are all critical aspects in order to create a message permeated with confidence, trust, persuasiveness and cross-cultural sensitivity. Motivation is also of importance in market communication, to encourage customers to engage beyond the physical products. In the stage of internal brand loyalty, self-regulation can help by considering the limits of brand identity when designing both products and activities. It could also be seen as a question about motivation within the organization, about commitment to the brand and optimism in times of adversity.

Market communication contains most capabilities of EI, indicating the possibility of using emotional communication as a key strategy towards brand equity and a stronger brand.

The paper also indicates that EI could be explain a brand’s share of market compared to its competitors, as the studied brand that used EI the most also was the brand with highest market share. Nike, Adidas and Puma were compared in a multiple-case study revealing their use of EI in every stage of “The strategic brand model”. All brands have main attributes with potential to evoke certain emotions, but when it comes to brand identity, “The brand identity prism” by Kapferer (2012) showed that Nike has the strongest emphasis on emotion, followed by Adidas and then Puma. In terms of core values, “The brand core framework” (Urde 2016) showed that Nike’s core values are primarily communicated from a pathos perspective while Adidas from an ethos perspective and Puma’s from a logos perspective. The brands have similar positioning when it comes to price/quality and user/reason, but viewing their positioning from an emotional perspective, Nike has found a way to differentiate itself by being more controversial and emotional in their brand language. When comparing commercials, it becomes clear that Nike has an emotional component that the others are missing. Nike

drives behavior through emotional advertising while Adidas drives ambition through iconic advertising and Puma drives desire through collaborative advertising. Results from the survey indicate Nike's success in creating inspirational and preferable communication through emotional elements, which also is confirmed through their market share.

Theoretical implications

EI as a concept is often neglected in brand building theory. The findings of this paper enable an integration of EI in the "The strategic brand model" by Melin (1999), capturing the emotional aspect of brand building.

Managerial implications

Using EI and merging it into the decision-making process could be a key solution to brand management. A brand manager who understands the concept of EI can use the capabilities discussed in this paper in the brand building process as well as other activities. The findings suggest that EI could be used in the development of emotional brands which in turn drives behavior towards higher brand equity and share of market.

Limitations

As this paper only uses published online sources for the case study, pictures of the investigated brands could be seen as uncompleted. Interviewing employees and executives from each brand as well as conducting wider consumer-surveys would enrich this study by giving it a boarder perspective.

Further research

The capabilities of EI discussed in this paper has potential to be integrated and

invested further within brand management theory. EI as an explanation why certain brands have a higher share of market than its primary competitors are suggested to be investigated further. Due to time limits this research could only reveal indications in this matter.

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Appendix

Case survey - 3x3 PAN Poll:

<https://forms.gle/9fQBeKA2uuia4ASd8>

Consist in 3 questions, 3 sport company, 3 channels.

3 companies: Puma, Adidas, Nike (PAN)

3 channels: radio (sound), print with text (verbal), TV/Social media (visual)

3 questions:

Which sound activates your feelings?

Which image creates the strongest impact on you?

Which ads do you like the most?

We decided to use blind tests for the first two questions to not alter the answers by affiliation with the brand. As per below, different orders were chosen to avoid prioritizations or assumptions of memorization.

3x3 PAN Poll

Research Method

SOUND
RADIO
(blind test)



IMAGE
PRINT
(blind test)



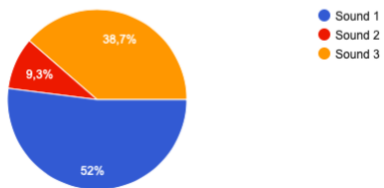
ADVERTISEMENTS
TV, SOCIAL MEDIA



Results

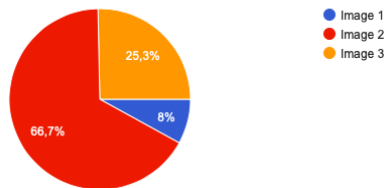
Which of the below sound recordings activates your feelings?

75 svar



Which of the below images inspires you the most?

75 svar



Which of the below videos do you like the most?

75 svar

