



JEAN-PHILIPPE BERQUE

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OFFICER, DIPLOMAT, MANAGER, CONSULTANT

ACADEMIC BACKGROUND

- MASTER DEGREE - OFFICERS' MILITARY ACADEMY
- MASTER OF BUSINESS ENGLISH - SORBONNE
- MASTERS OF GEOPOLITICS & STRATEGY AT INALCO & SORBONNE - PARIS
- MBA IN INTERNATIONAL COMMERCE AT BUSINESS SCHOOL - STRASBOURG
- NEGOTIATOR & PROJECT MANAGER - (CERTIFICATIONS BY RINJCONSULT OFFICE, CAPGEMINFORMAPERF)
- MEMBER OF SPANISH & US CHAMBERS OF COMMERCE



- BUSINESS EXPERIENCE HIGHLIGHTS

1. UNO COORDINATOR
2. NATO CHIEF OF STAFF
3. DIPLOMAT & NEGOTIATOR FOR INTERNATIONAL BUSINESS
4. DIRECTOR OF INTERNATIONAL RELATIONS
5. BUSINESS MANAGER AT UBISOFT, DCI...
6. TRAINER AT LIDL, AFETI, FORMAPERF, PUBLIC SERVICES
7. CONSULTANT IN LEADERSHIP, COMMUNICATION, NEGOTIATION & STRATEGY



OPENING REMARKS



VISION
PLAN
TEAM
MARKETING
GROWTH
SUCCESS



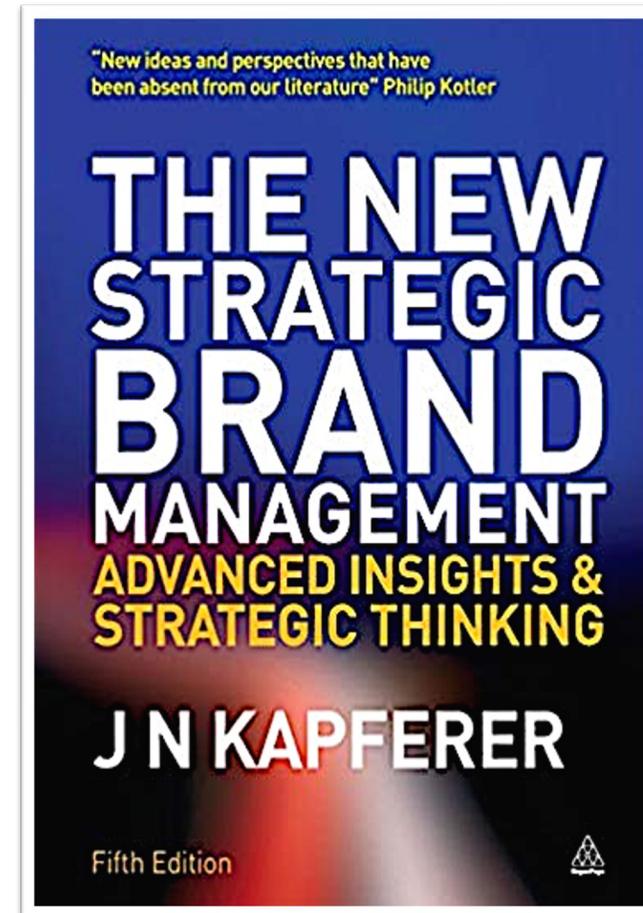
Learning Objectives

LO 1	Deepening the role of Brands in the marketing approach
LO 2	Understanding brand culture in different markets
LO 3	Mastering brand management tools

READINGS

RECOMMENDED BOOKS

➤ Why to read these books?



JEAN-PHILIPPE BERQUE

Formation et conseil en management

ENGLISH PRÉSENTATION MÉTHODE PRESTATIONS PUBLICATIONS



"Comment obtenir la confiance de votre interlocuteur, pouvoir le convaincre par la force de vos idées, améliorer votre intelligence de la situation, votre capacité à analyser et décider ou encore augmenter votre efficacité au travail ?"

COMMANDER MON LIVRE

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Jean-Philippe Berque

ESSENTIALS OF INTERNATIONAL MANAGEMENT

8 keys to success in Business



ellipses

Global Strategy,
Management & Negotiation

EVALUATION

- Continuous assessment - 2 sessions
Written + Oral/Team/Weighting: 50%
Details: **2 Workshops.**
- Final exam - Exam week (Exam week)
Written/Individual/Weighting: 50%
Details: **MCQ, open questions + case study.**



The
expert in
anything
was
once a
beginner.



OUTLINE

PART 1. BRAND VALUE

1.1. VALUE CREATION

1.2. SOURCES OF BRAND VALUE

PART 2. BRAND MANAGEMENT

2.1. BRAND LIFE CYCLE & ARCHITECTURE

2.2. BRAND PORTFOLIO & E-REPUTATION

PART 3. BRAND DEVELOPMENT

3.1. BRAND LEVERS

3.2. BRAND AS PROVIDERS OF MEANING

DEFINITION



CULTURAL
TRANSFORMATION

GOOGLE'S INNOVATION CULTURE

FUELING CREATIVITY
AND DISRUPTION IN THE
DIGITAL AGE



- ✓ **Google:** Brand culture?
- ✓ **Harley-Davidson:** Brand culture?

PART I. AGENDA

- **Introduction: Why Brand Value Matters**
 1. **Manufacturers: Origin of Brand Equity**
 2. **Distributors: Channel Power & Reach**
 3. **Retailers: Gatekeepers to the Consumer**
 4. **Consumers: Co-Creators of Value**
 5. **Integrated View: The Brand Value Chain**
 6. **Case Example: Tesla**
 7. **Key Takeaways**

SOURCES OF BRAND VALUE BY MARKET PLAYER

Manufacturers | Distributors
Retailers | Consumers



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

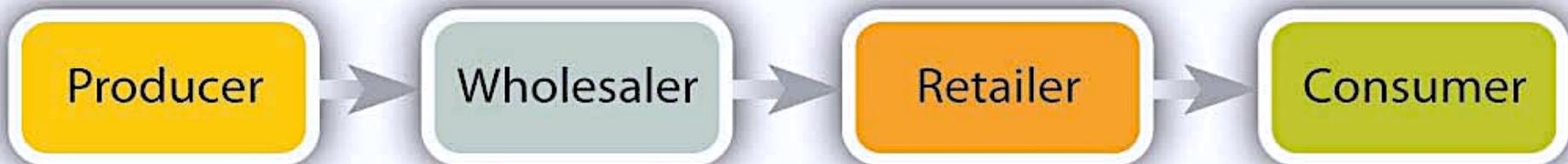
Selling Directly to Consumers



Selling through Retailers

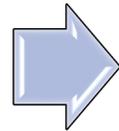


Selling through Wholesalers or Distributors

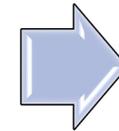


WHY BRAND VALUE MATTERS

Drives consumer preference & loyalty



Enables premium pricing & margins



Strengthens competitive positioning



Creates resilience in crises





1. MANUFACTURERS, SOURCES OF BRAND VALUE

- **Product Quality & Innovation:**
- **Brand Equity & Recognition:**
- **Heritage & Storytelling:**
- **Marketing Investment:**
- **Intellectual Property (IP):**



Example:

✓ **Apple (Manufacturer)**



QUALITY MESSAGE





2. DISTRIBUTORS, SOURCES OF BRAND VALUE

- **Association with Strong Brands:**
- **Reliability & Trust:**
- **Exclusive Distribution Rights:**
- **Market Coverage & Reach:**
- **After-Sales Support:**

Example:

✓ Ingram Micro (IT Distributor)

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.





3. RETAILERS, SOURCES OF BRAND VALUE

- **Shelf Space & Visibility:**
- **Customer Experience:**
- **Private Labels & Co-Branding:**
- **Consumer Trust & Loyalty Programs:**
- **Channel Control:**

Example:



4. CONSUMERS, (END-USERS, DECISION-MAKERS)

- **Perceived Quality & Status:**
- **Emotional Connection:**
- **Word of Mouth & Social Proof:**
- **Community & Belonging:**
- **Price Sensitivity & Loyalty:**





Example:

✓ Nike (Consumer Lens): ?

NAME

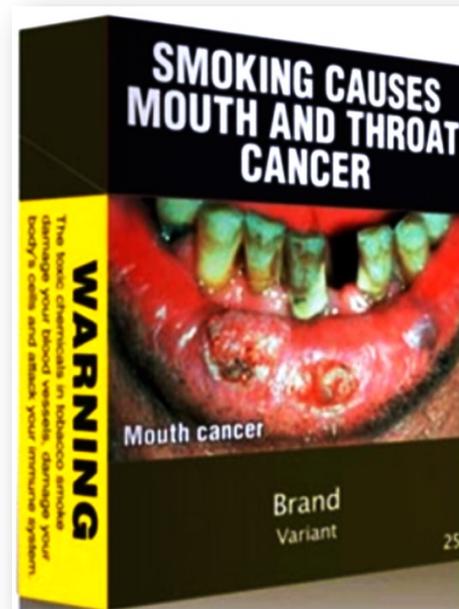
DON'TS IN BRAND NAMES:

1. DIFFICULT SPELLING
2. HARD TO PRONOUNCE



PACKAGING

It plays an important role in the consumer's purchasing decision. Anything from print to online and physical assets, such as a logo, brand colors, and even the font you use on your website.



Exemple de packaging obligatoire d'un paquet de cigarettes en Australie : avertissement en grand + image choc

5. INTEGRATED VIEW

**SYNTHESIS:
INTERPLAY
ACROSS MARKET
PLAYERS**

Manufacturers: ?

Distributors: ?

Retailers: ?

Consumers: ?

5. INTEGRATED VIEW

**SYNTHESIS:
INTERPLAY
ACROSS
MARKET
PLAYERS**

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.

6. CASE EXAMPLE IN PRACTICE

Teams' work on Tesla case study

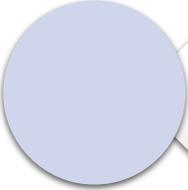
✓ **Manufacturer** → ?

✓ **Distributors** → ?

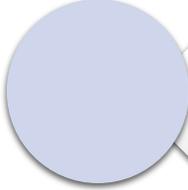
✓ **Retailers** → ?

✓ **Consumers** → ?

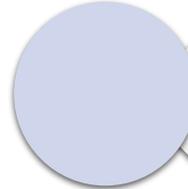




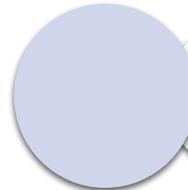
 **7. PROFESSIONAL TAKEAWAY**



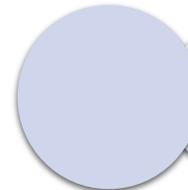
Manufacturers drive innovation and equity



Distributors provide reach and credibility



Retailers deliver consumer experience



Consumers amplify through engagement and advocacy



EXERCISE: Brands have become providers of meaning, shaping how individuals express identity, aspiration and values. Can you provide clear examples from different sectors?

EXAMPLE	SECTOR	BRAND MEANING	CUSTOMERS' INTERPRETATION & EXPERIENCE
Apple			
Nike			
Patagonia			
Starbucks			
Lego			
L'Oreal			

Break time!



...d W...
...Raiph
The Duke of York faced new con-
trovery about his role as a UK trade
envoy last night as it emerged that
a former Soviet republic believed
that he would help it to recruit Briti
investors.
Kazakhstan, whose President's son-
in-law had previously...