ESCP EUROPE

PARIS LONDON BERLIN MADRID TORINO BUSINESS SCHOOL

ABS

28th February 2014

Marketing Business & Management Education

- Branding?

Professor Chris Halliburton

Chambre de commerce et d'industrie de Paris

Agenda

- **Introduction – Speaker + School**
- Brands and branding
- Brand architecture
- Brand strategy options

Professor Chris Halliburton - ESCP EUROPE
Paris – London – Berlin – Madrid - Torino

Education:

- Durham University
- London School of Economics (LSE)
- London Business School (LBS)

Professional experience: strategy & marketing consultancy:

- Unilever, Gerber, Shulton, Alliance Boots
- Xerox, IBM, BT, Bull, FT-Orange
- Caterpillar, Blue Circle (Lafarge), BOC, CapGemini
- Adviser to Marketing & Strategy Group, PwC

- Fellow, The Marketing Society – Judge, Marketing Effectiveness Awards
- Worked in Europe, the Americas, Africa and Asia.

Academic experience:

- UK Director of ESCP Europe
- International Director of Studies across campuses

- Author of many publications on international marketing & branding

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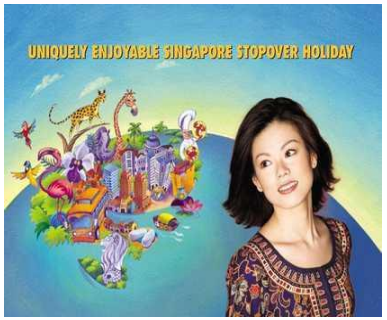
Conclusions from Branding lecture

- Branding is much more than just a name, logo or advertising
- Brands are both a proposition AND a delivery ("a promise kept")
- Continuous investment builds brand leaders – even in tough times
- Brand leaders win superior returns
- They are based upon clear, differentiated positioning & value propositions
- These then should form the basis for all marketing communications
  – get the brand proposition & strategy right first

Brands are strategic assets

Consumer Product



Service

B2B

Component

Retail

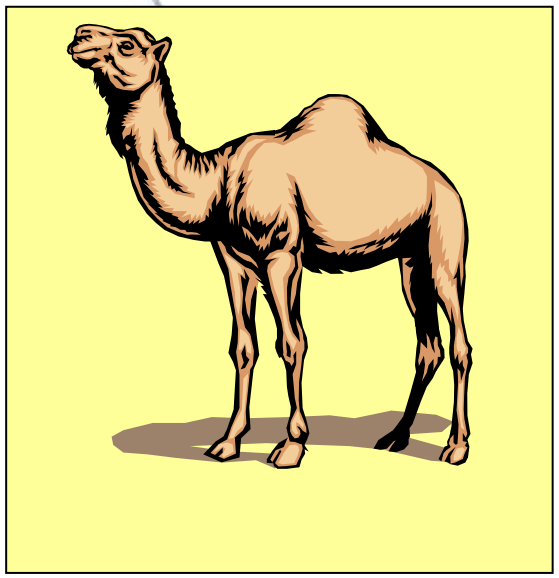
NGO

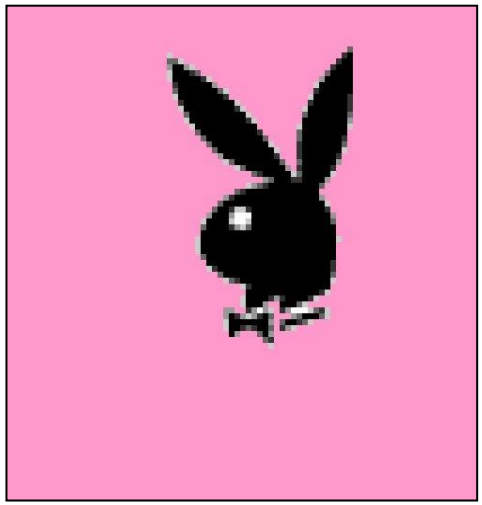
Non-profit

person

Place

Recognise these?

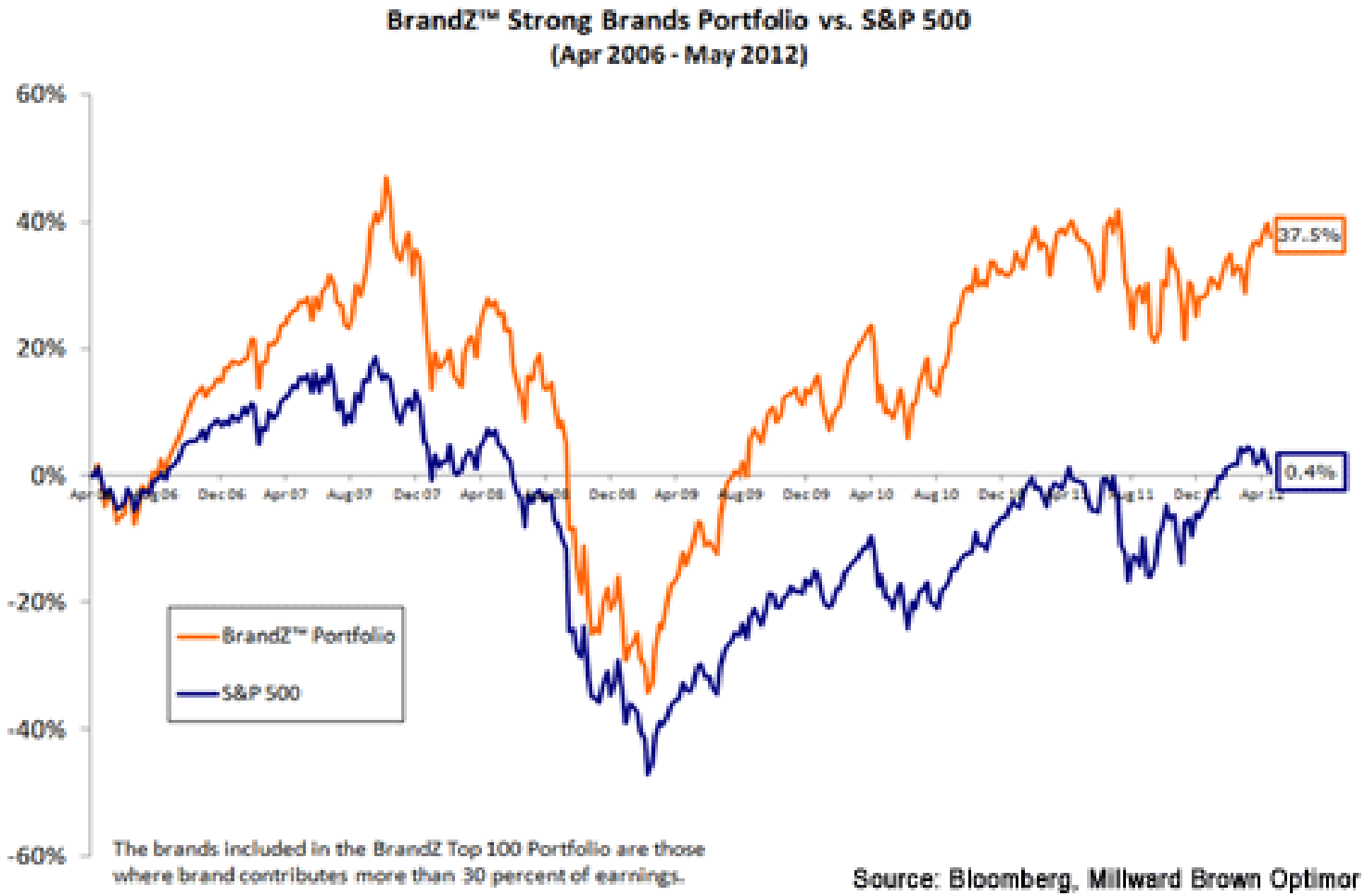




Brands are worth $Billions
(Interbrand – Top Global Brands 2013)

01 Apple +28% 98,316 $m	02 Google +34% 93,291 $m	03 Coca-Cola +2% 79,213 $m	04 IBM +4% 78,808 $m
05 Microsoft +3% 59,546 $m	06 GE +7% 46,947 $m	07 McDonald's +5% 41,992 $m	08 Samsung +20% 39,610 $m
09 Intel -5% 37,257 $m	10 Toyota +17% 35,346 $m	11 Mercedes-Benz +6% 31,904 $m	12 BMW +10% 31,839 $m
13 Cisco +7% 29,053 $m	14 Disney +3% 28,147 $m	15 HP -1% 25,843 $m	16 Gillette +1% 25,105 $m
17 Louis Vuitton +6% 24,893 $m	18 Oracle +9% 24,088 $m	19 Amazon +27% 23,620 $m	20 Honda +7% 18,490 $m

Strong global brands do better + recover faster in recession



What is a brand ?

- Name; logo; visuals;
- Values
- Positioning
- Personality
- Identity
- Legal instrument

company

- Awareness
- Image
- Reputation
- Relationship

customer

What is a brand ? - some definitions

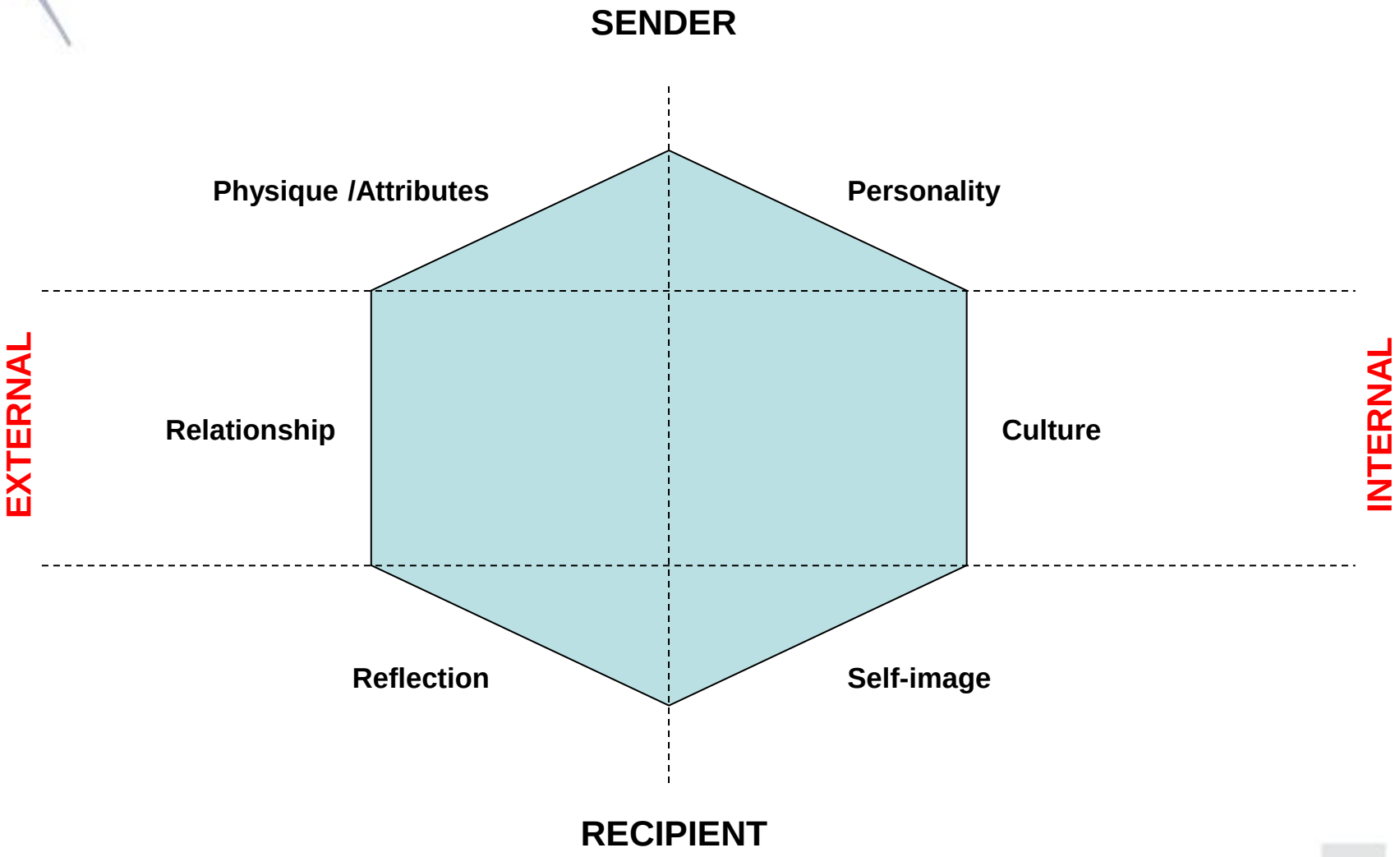
"A name, term, sign, symbol, or design, or a combination of them, intended to **identify** the goods or services of one seller or group of sellers and to **differentiate** them from those of competitors"

(AMA)

"An **identifiable** product, service, person or place, **augmented** in such a way that the buyer perceives relevant, **unique** values which match their needs most closely sustained in the face of competition".

(De Chernatony & McDonald)

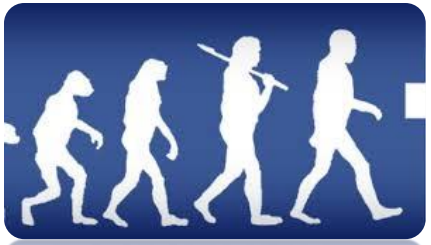
Brand identity 'prism' (J-N Kapferer)



BRAND IDENTITY PRISM – Example (from Student group)

Attributes
- Blue and white pages
- Largest network
- Ease of use
- Timeline
- Simplicity

Personality
- Progressive
- Friendly
- Passionate
- Intuitive

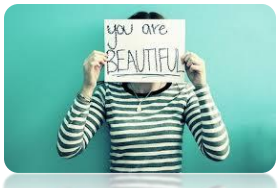


Relationships
- Accessible
- User-oriented
- Dependency
- Community

Culture
- Human
- Challenging
- Responsive
- Innovative
- Cooperative
- Encouraging

Reflection
- Social
- Reminiscent
- In the loop

Self-Image
- I am connected
- I am whoever I want to be



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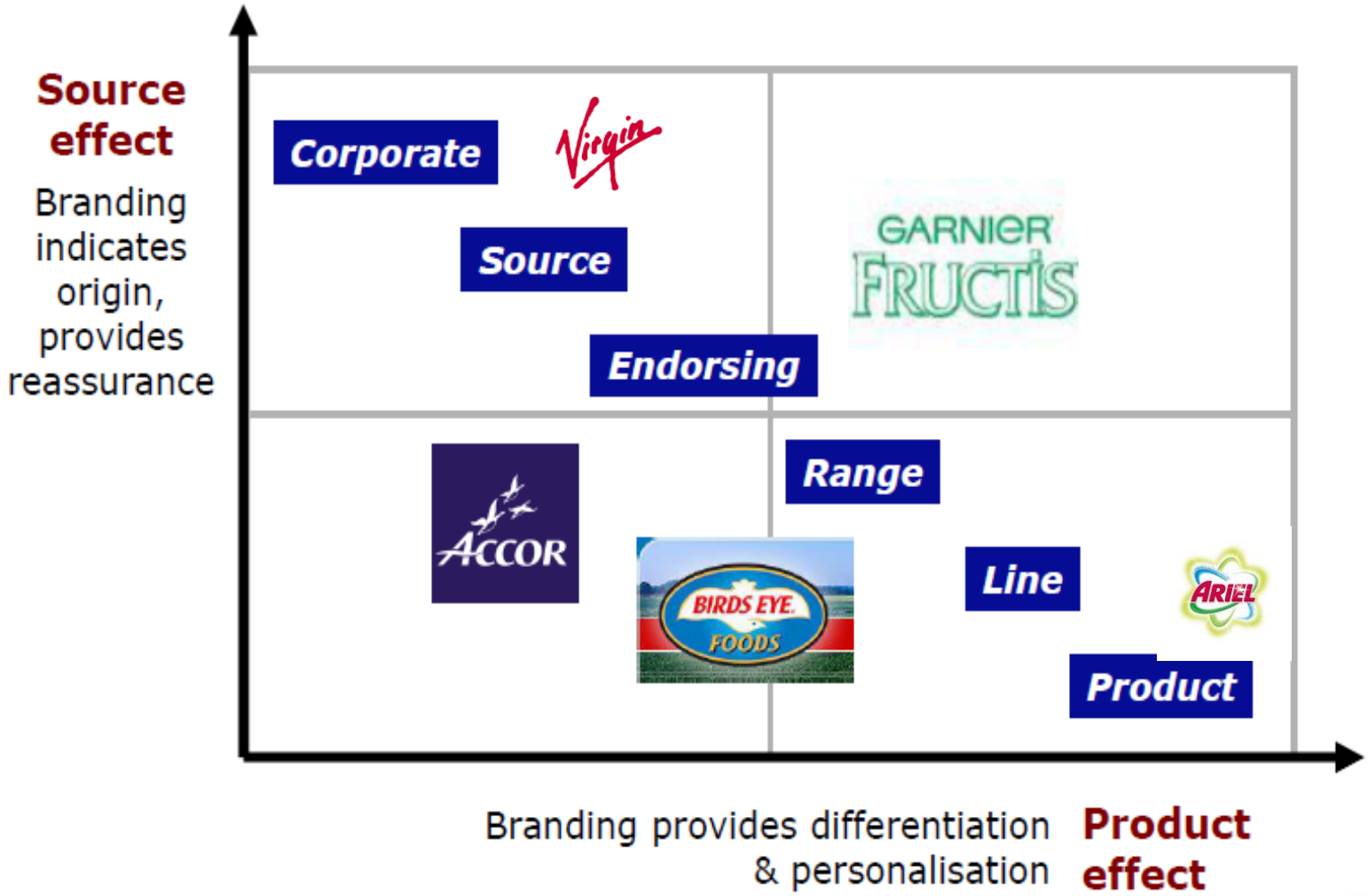
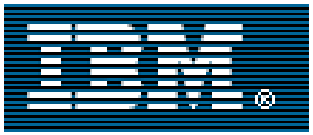
Brand 'architecture' – different combinations



Google Brand Architecture ?

“Logo-name” examples



Case history - ESCP and EAP

Building - 1838-1898

In 1972 EAP was founded as a multi-country school
originally France – UK – Germany
Then Spain and Italy.

The concept was a multi-country European business school
Reflecting the international nature of businesses.

In 1819 a group of economic scholars and businessmen founded a school as
Ecole Supérieure de Commerce. ESCP is the oldest business school in the world?

The first Chair of Economics was held by the celebrated economist Jean-Baptiste Say.

School rebranding – Step 1

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ESCP
Ecole Supérieure de Commerce de Paris

+

EAP

ESCP-EAP

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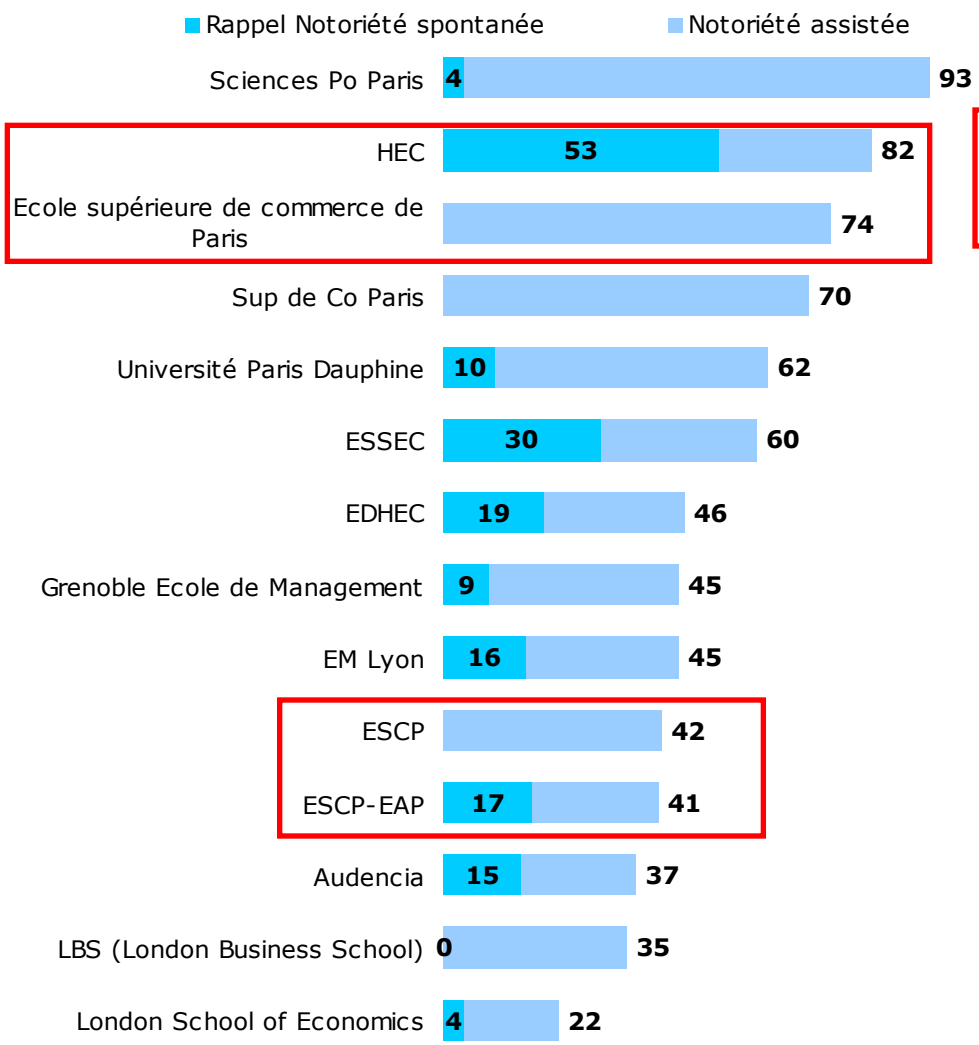
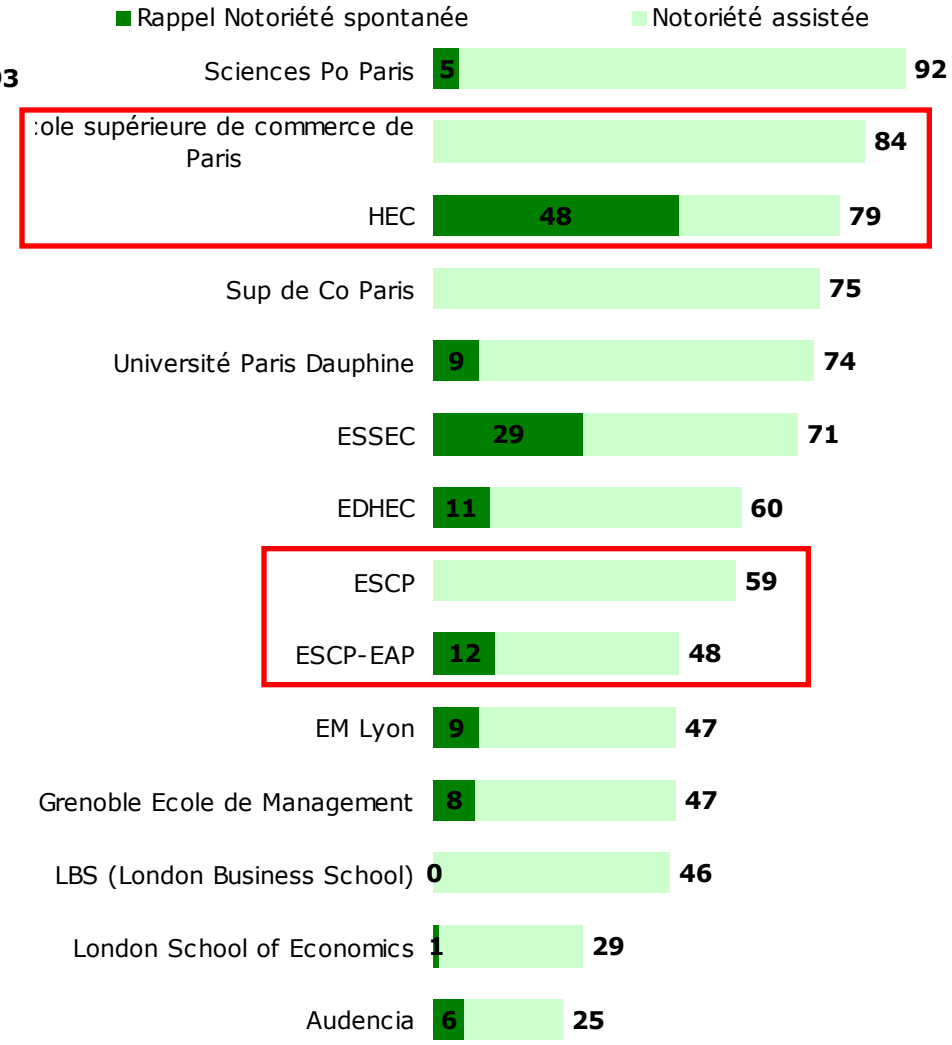
European School of Management

Strong brand awareness in France

Students



Companies



ESCP better known than EAP – students

Ecole Supérieure de Commerce de Paris or local names	74	30	36	13
Sup de co Paris	70	7	5	9
EAP	29	17	14	14
ESCP-EAP	41	11	14	12
ESCP	42	15	18	15
European School of Management	27	28	44	22
The School of Management for Europe	13	18	21	12
ESCP Europe	16	13	17	16

ESCP better known than EAP – companies

Ecole Supérieure de Commerce de Paris or local names	84	47	59	30
Sup de co Paris	75	7	19	17
EAP	39	23	28	23
ESCP-EAP	48	16	20	20
ESCP	59	19	32	27
European School of Management	39	34	60	37
The School of Management for Europe	31	24	44	27
ESCP Europe	37	18	39	26

The current logo

ESCP-EAP

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European School of Management

- Issues of our logo
  - Too much information
  - Not easily readible
  - Cheap, « home made »
- We need
  - A modern dynamic logo
  - Easy to remember
  - With original , smart fonts

Why not invent a new name?

- **To create a new brand will not increase our awareness much**
- **To launch a new brand presupposes a major change in the 'offer' to justify the rebranding**
- **To invest in a new brand is very expensive & long term**

Filters

- **Filter 1: To ‘express’ management + education**
- **Filter 2: Readability**
- **Filter 3: Font visibility**
- **Filter 4: Prestige and elegance**
- **Filter 5: Modernity**
- **Filter 6: ESCP Europe as a brand**

School rebranding – Step 2

ESCP-EAP

LONDON PARIS BERLIN MADRID TORINO

European School of Management

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Brand choices

Stand alone	Acronym
HARVARD BUSINESS SCHOOL	HBS
COLUMBIA BUSINESS SCHOOL	IESE Business School University of Navarra
Kellogg School of Management	ESADE Ramon Llull University
DUKE THE FUQUA SCHOOL OF BUSINESS	ie business school
	HEC PARIS
	ICN Business School nancy | metz
	ESSEC BUSINESS SCHOOL PARIS-SINGAPORE
	INSEAD The Business School for the World®
	ESCP EUROPE

Brand choices

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endorsement	location

Said Business School
UNIVERSITY OF OXFORD

Cass Business School
CITY UNIVERSITY LONDON

Wharton
UNIVERSITY of PENNSYLVANIA

HENLEY
UNIVERSITY OF READING

University of California
Berkeley
Haas School of Business

UNIVERSITY OF EDINBURGH
Business School

Imperial College London
BUSINESS SCHOOL

STANFORD
GRADUATE SCHOOL OF BUSINESS

Nottingham University
Business School
UNITED KINGDOM · CHINA · MALAYSIA

UNIVERSITY OF CAMBRIDGE
Judge Business School

EDINBURGH
BUSINESS SCHOOL
HERIOT-WATT UNIVERSITY

Durham
Business School

London Business School

wbs
WARWICK BUSINESS SCHOOL

ASTON
BUSINESS SCHOOL
IN THE HEART OF BIRMINGHAM

Copenhagen Business School
HANDELSHØJSKOLEN

ASHRIDGE

ROUEN
BUSINESS SCHOOL

But also ..... private suppliers?

Les Fontaines, France

+ Increasing competition

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Growing competition from private sector
- for profit and not for profit.

Some thoughts – discussion points

- Business school 'brand' value comes primarily from reputation
  - through its people – faculty; alumni; students

- They have small marketing budgets
  - strong brands require time + investment
  - therfore use Word of Mouth; social media; networks

- Rankings play an important role – professional management; use of alumni networks

- Positioning should build on strengths: innovative features; what are your 'Points of Difference'?

Some thoughts – discussion points

- **'Points of Parity' – (** just to get on the shortlist**)** e.g.?:
- **Academic credentials**
- **Accreditation**
- **Heritage**

- **Rankings?**

Masters in Management 2013

FT.com Business School Rankings

Some thoughts – discussion points

- **'Points of Difference' –** (differentiators) ?

  e.g?

  - **Location** - global (LBS?); European (ESCP Europe?); national (WBS; Cass?); local (Aston; Durham?)

  - **History** - heritage; local networks; track record

  - **University brand**; (provided this helps?)

  - **Specialisations**;
    - disciplines;
    - industry sectors;
    - research areas;
    - Others?