

Study on the evaluation of the internal value of the brand

Estudo sobre a avaliação do valor interno da marca

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ABSTRACT

Brands have established themselves as a phenomenon of marketing and especially trade in the last 30 years, reflecting the growth of brands in the business, the continuously stronger bet on marketing campaigns and trade growth globally. Therefore, brands are formed as a strategic asset for companies, being it necessary to manage and evaluate this phenomenon. Brands are created to produce the expected results; nonetheless, they need to be evaluated both internally (via the internal client) and externally (via the external customer). One of the pillars of the brand is its sources of value, called by some researchers as dimensions. In this study, the internal sources of value will be evaluated, to reach the internal brand value. Dimensions from the Multidimensional Chernatony model (2003) will be used in order to structure this investigation. Each dimension will be assessed with interviews performed to the internal public of a Portuguese clothing brand. The objective is to apply the model via qualitative research, using such a descriptive study conducted on a Portuguese clothing brand. From the results obtained the recognition and sharing of the organizational culture, the brand vision fostered by providing training actions, a deep knowledge of the market and its competitors and the constant concern to provide its client with a status can be highlighted. The Multidimensional Chernatony model throughout this research was designated as "Internal Brand Value".

KEYWORDS: Brand; Brand value; Models; Evaluation; Value sources.

RESUMO

As marcas têm-se afirmado como um fenômeno do marketing e, sobretudo, do comércio nos últimos 30 anos, fruto do crescimento das marcas no tecido empresarial, da aposta cada vez mais aguerrida nas campanhas de marketing e do crescimento do comércio a nível global. Desta forma, as marcas constituem-se como um ativo estratégico para as empresas, sendo necessário gerir e avaliar este ativo. As marcas são criadas, todavia, para que produzam os resultados esperados é necessário que sejam avaliadas quer no plano interno (por meio do cliente interno), quer no plano externo (por meio do cliente externo). Um dos pilares da marca são as suas fontes de valor, denominadas por alguns pesquisadores como dimensões. As fontes de valor internas serão avaliadas neste estudo para se chegar ao valor interno da marca. Serão usadas dimensões do modelo Multidimensional de Chernatony (2003) com o objetivo de dar corpo à presente pesquisa. Cada uma das dimensões será avaliada por meio de entrevistas realizadas com o público interno de uma marca portuguesa de vestuário. O objetivo deste artigo é, portanto, aplicar o modelo por meio de uma pesquisa qualitativa, utilizando para tal, um estudo descritivo numa marca de vestuário portuguesa. Dos resultados obtidos salienta-se o reconhecimento e a partilha da cultura organizacional, uma visão de marca fomentada por meio da disponibilização de ações de formação, um conhecimento profundo do mercado e dos seus concorrentes e uma preocupação constante em fornecer, ao seu cliente, um *status*. O modelo Multidimensional de Chernatony será aqui denominado de Valor Interno da Marca.

PALAVRAS-CHAVE: Marca; Valor da marca; Modelos; Avaliação; Fontes de valor.

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1 INTRODUCTION

Brands are not a phenomenon of the twentieth century, their story is quite long, having progressed over time. In ancient Greece, heralds announce out loud the arrival of ships with goods of special interest. However, it was only as of the twentieth century that brand management became a central concern for companies, that began to invest in its development through communication, image and marketing.

It is at this time (between 1800 and 1920) that the notion of value begins to gain some sense via the processes of product transformation. Goods are seen as a result of standardized processes and which, therefore, are the wealth of the company. It is also in this period in history that the management process appears. The convergence of various interests and factors provided the necessary conditions for entrepreneurs to see, in the brands, a form of business growth.

In addition to identifying and differentiating, the brand allows companies to develop policies with consumers, fundamentally, to develop high levels of loyalty and practice Premium pricing, thus maximizing the benefits of resources spent with marketing.

All this happens because consumers associate a brand to a certain capital and, as such, this capital becomes the brand's value (Mackay, 2001). For Keller (2003) there is still a lot to study within this topic, however, there is in recent years, a growing interest motivated by the necessity of those responsible for marketing to deepen their knowledge of consumer's behavior in order to improve more and more, the processes of design and development of brands (Keller, 2003; Chernatony, 2003; Brito, 2010).

The direction of this study towards the value of the brand, can be justified due to companies needing to cope with the constant uncertainties and fluctuations of the markets. To retain customers companies should use an intangible asset - the brand.

With this asset, companies will be able to create a positive synergy with customers through arousing in them emotions, fantasies, feelings and new experiences. However, in addition to creating the brand, companies should assess it by using the existing and available models or others that be created for such. The interest of this article falls mainly on the use of Multidimensional model dimensions Chernatony (2003).

The incidence of this field of research is made up of the internal public and those responsible for a Portuguese clothing brand named, for this purpose, as ABCD. The variety of approaches surrounding the topic, brands evaluation, forms a consensus view around the major scholars and researchers.

The view that it is not advisable, whilst assessing a brand to apply one sole concept or a single measure is advocated be it by the American mainstream, be it by the European mainstream (Aaker, 1991; Kapferer, 2001; Keller, 2001; Chernatony, 2003). The research, given the topic at hand, addresses the subject of brand assessment, focusing highly on the internal side. In this context, there are two general objectives of this study: the first consists in the application of Chernatony's Multidimensional model on a Portuguese clothing brand through a qualitative study; the second, to check if the model has applicability in a real scenario.

In this sense and to comply with the set objectives for this research, the specific objectives that give it shape are as follows:

- Estimate the internal value of the brand with the knowledge provided by those responsible in relation to the dimensions presented;
- Verify to what extent, the organizational culture, the organizational behavior and the motivational theories influence the performance of the brand;
- Check if the value is related, somehow, with the external value of the brand;
- Determine the financial value of the brand, via measuring the selected tangible and intangible assets.

2 BRAND AND CONCEPT

The concept of branding was, until the 1980, quite peripheral when it came to marketing, to the point that its language and vocabulary was also considered quite poor. According to Brito (2010) it is in the 1980 's that greater emphasis was given to the concept of brand, giving rise to two distinct mainstreams: one with a more financial nature, therefore more functional; the other, more focused on the customers, aiming at paying more attention on the impacts of the attitudes and behaviors, that is, more emotional. Following this line of thought will be a brief discussion about the topic the brand as discussed by the leading thinkers. It is from this time that several authors began to incorporate, in their definitions, intangible factors. Among many, the image, the ideas, feelings, fantasies and the emotions that begin to incorporate the emotional elements of the brand can be highlighted. The functional elements, the more tangible, were immediately further away and perfectly divided by means of the words incorporated in the definitions.

It is with Aaker (1991) that marketing distinguishes itself in this new phase because this tool began to give greater importance to the creation and management of the brand. In turn, other authors such as Farquhar (1989) and Keller (1993) contributed to the development of this theme, fostering greater academic visibility of brand management.

According to Wood (2000), the brands offer the differentiating point amongst competitive offerings, becoming its critical factor of success. On the other hand, Webster (1983) defines the brand as the product that has the idea, content and name of who produces it. Levitt (1980), Keller (1993; 1998; 2003), Aaker (1991; 1996a) and Kotler (1997) argue that the brand is an extension of the product, all of them believing that there is a difference between the product and the brand. Kotler (1997) further suggests that, the traditional definition of brand is a name, term, sign, symbol, *design* or a combination of all of this, with the goal of identifying the good or service.

By the already analyzed definitions, this one is identical to that presented by AMA. Murphy (1990) argues that the brand is not just a product, but something that belongs to an owner, something that has a property. Watkins (1986), Aaker (1991), Stanton, Etzel and Walker (1991), claim that it is traditional. Research on the topic brand has not been limited to marketing scholars like Gardner and Sidney (1955), Park, Jaworski and MacInnis (1986), Doyle (1990; 1994), Aaker (1991; 1996a), Arnold (1992), Kapferer (1991; 1992; 1997; 1998; 2002), Crainer (1995) and Kotler, Armstrong, Saunders and Wong (1996). Also aligning with this Ambler (1993), Farquhar (1994), Keller (1998), Jones (1999), Urde (1999), Aaker and Joachimsthaler (2000), Chernatony (2001a) and McDonald, Leslie and Harris (2001).

Marketing service companies, along with a significant number of marketing professionals with particular focus in the field of the brand, have decisively contributed to the advances of theoretical and practical research of the different fields of the brand (Murphy, 1990; King, 1991a; Stobart, 1994; Young & Rubicam, 1994; Upshaw, 1995; Biel, 1996; Dyson, Fair, & Hollis, 1996; Goodyear, 1996; Macrae, 1996; Feldwick, 1999; Davis, 2000; Kunde, 2000; Marconi, 2000; Ellwood, 2001; Ian & Eibe, 2005; Temporal, 2002). It is necessary to mention that there is an abundance, sometimes crossed, between the academic and professional literature, both regulatory and positive in nature.

The fact that currently, there isn't a solid and consistent theoretical body about the brand is mainly due to the existence of the following issues:

- The existence of a variety of authors who theorize about branding as a topic, without ever reaching a consensus, publishing separate works;
- A group of authors with paradigmatic and distinct views about the reason of existence of branding. of existence of the brand;
- The lack of consensus on the elements that should to be included in the definition;
- The lack of consensus and research about the brand's evaluation models of the brands, although as of September 2010, with the publication of ISO-10668, this item should be updated;
- The theory emphasizes especially in large companies, leaving aside models and the definitions of branding that should also be thought and designed for small and medium-sized companies.

Without differing, it can be observed that there is a need for the convergence of approaches on the topic branding and its assessments. On the other hand, this divergence encourages different branding cultures, which, in a way, provides quicker theoretical developments.

3 DIMENSIONS OF BRAND VALUE

Considering the work of different authors who dedicated themselves to the study of brand value (Schein, 1985; Higgins & Vincze, 1989; Mintzberg, 1994; Pires, 1995; Porter, 1996; Collins & Porras, 1996; Thévenet, 1997; Kotler, 2001; Dowling, 2001; Chernatony, 2003; Lencastre, 2007; Diogo, 2008; Miller & Muir, 2009) it was possible to identify the dimensions explained below.

3.1 Organizational Cultura

The people (managers and employees) of a company affect its culture, beliefs and values. According to Dowling (2001) their attitudes and behaviours influence the company's performance. According to Thévenet (1997), the people who mark a company are its founder, leaders and other leaders. It is from these personalities that it may be possible to identify the reason of being of a culture (Schein, 1985; Collins & Porras, 1996).

Thévenet (1997) adds that, the analysis of organizational culture, enables the understanding of how the group was managed via the identification of strategic decisions and milestones.

Shein (1985) and Pires (1995) state, on the other hand, that from the strategic decisions arise new ways for the company to compete in the market, decisions that affect the company's activity and define the human and material resources necessary for the organization.

3.2 Blending of Resources

This dimension suggests that a set of resources be combined in order to operationalize the brand's essence, i.e., if what is intended is to obtain specific positioning for the brand, this position cannot be just a goal mapped out, it should be seized by the market.

Just like a marketing plan, results from the elaboration of a strategy, plan and its implementation, The combination of features will also be a core whose paths are defined based on brand essence (Diogo, 2008; Miller & Muir, 2009).

3.3 Internal Implementation

For Chernatony (2003) the internal implementation dimension is the definition on how the organization should be structured internally in order to answer the brand's essence. The author states that, the way in which the internal structure is organized results in greater or lesser results in brand positioning.

In this way, as with the brand essence dimension, this structure depends on the desired internal positioning along with the market's perceived positioning. Internal implementation, can still be responsible for the opportunities created via the relationship that it brings within the Organization (Diogo, 2008).

3.4 The Brand's Essence

According to Chernatony (2003), the essence of the brand can be obtained from the combination of the brand's positioning and the brand's personality, via values provided by the brand's pyramid. According to the author, the value of the brand's essence varies between the position sought out by the organization and the position perceived by the market.

It is a question of evaluating what is the brand's interpretation both internally and externally outside of the organization. Diogo (2008) adds that the problem is even more difficult when it is verified that

the brand's *raison d'être* must be shared and communicated to all internal customers of the organization, so as to ensure that all are united in the same direction and can all enjoy in the building of a strong brand.

3.5 Brand Audit

The brand auditing encompasses the brand's analysis at various levels, mainly in the critical forces. Here particularly, the critical forces are all the company's activities which make the product or service available to consumers. Some aspects being, one should plan, implement and control the inputs and outputs of materials.

In short, it involves providing the right product for the target consumer, at the right place and time. These decisions are of great importance, since they are the ones who, in part, provide the products to customers (Kotler, 2001; Diogo, 2008; Chernatony, 2003).

3.6 Brand Objectives

The objectives of a brand are a strategic step in the whole process of building brand value, since it represents the most important factor to be considered by all those who work with the brand, as well as the guidelines and goals to be achieved (Chernatony, 2003).

Among others, is emphasized the need to increase the market share or the repetition of the purchase. By increasing market share, the brand can facilitate product recognition and increase repeated purchases by establishing links with consumers (Miller & Muir, 2009).

Setting goals for a brand is to devise an organizational action plan that aims to achieve a major goal in the organization (Higgins & Vincze, 1989). Corroborating the Mintzberg's idea (1994), adds that the objectives are a plan or something equivalent, a direction, an action guide for the future or a way to get there.

The goal is also the consistency of a behavior throughout time. According to Porter (1996), it is the creation of a unique and valuable position that involves a variety of activities, in short, it is choosing different activities from our rivals.

3.7 The Brand's Vision

According to Lencastre (2007), the objective of the brand emerges as a vision that it represents the global benefit offered by it. The vision should be seen as a common aspect of marketing-mix, it should be seen as a set of benefits and actions offered by marketing.

Chernatony (2003) states that the vision is intended to set the goals for the future of the brand. For this author, vision is related to three components: future framing, goals and values.

Pursuing this, for Miller and Muir (2009, pg. 29), in a business world, vision must be based on persuasion: "We need them to think or feel whatever they need to think or feel in order to do what we want them to do (usually, to buy something). "

4 STUDY OF THE INTERNAL VALUE OF THE BRAND

Figure 1 shows a schematic study of the Internal Value of the Brand and the respective dimensions that compose it.

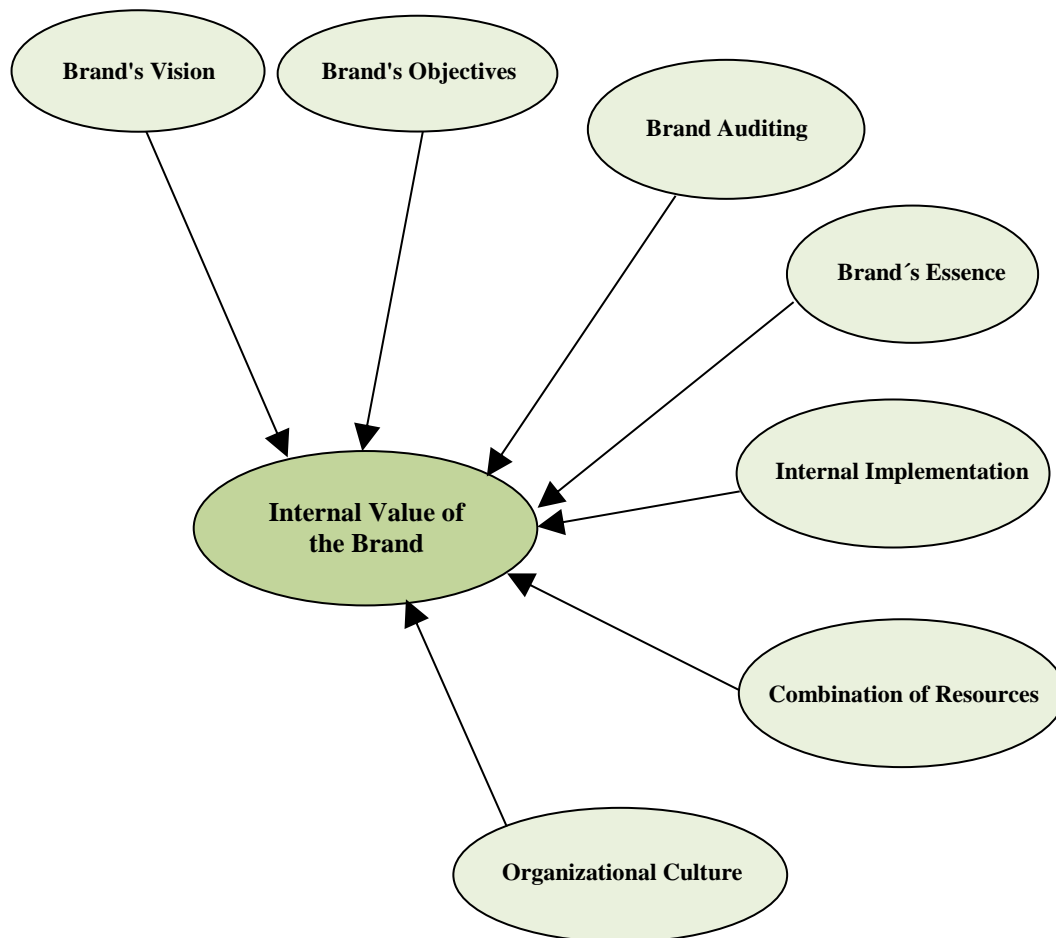


Figure 1 - Dimensions of the Internal Value of the Brand
Source: Authors' data.

The multidimensional model of Chernatony (2003), is assumed as the base model of the study instrument for the internal value of the brand, since it reinforces the importance of the internal value of the organization. Allowing to measure the following dimensions: the brand's vision, the brand's objectives, brand auditing, the brand's essence, its internal implementation, the combination of resources and its organizational culture.

This study intends to highlight the importance of the internal public in the development and valorization of the brand. Figure 2 aims to synthesize the instrument created for the internal evaluation of the brand.

Theoretical Model	Dimension	Metric	Study question
Chernatony Model (2003)	Brand View	Future Vision	Future Goals Do you know the future framing of the brand? What are the brand's objectives? What values are followed by the brand?
	Organizational Culture	Competitive Advantage	The creation of value Is there a strong ideology that all employees have knowledge about? Is there a good induction program for employees? Does the staff feel like they belong to something special that they are proud of?

			Is there professional training? Are there criteria for career progression? Is there recognition of team success?
	Brand Goals	Objectives	Strategy What are the brand's long-term goals? What are the brand's short-term goals?
	Brand Audit	Critical Forces	Established Vision Who are the brand's competitors? What is the difference between the brand and its competitors? What macro factors can affect the brand: political, economic and social?
	Brand Essence	Brand Essence	Positioning Verify that the desired positioning of the brand is the position perceived by the market.
	Internal Implementation	Internal Implementation	Benefits Are there functional benefits and attributes of the brand? What are the emotional benefits for the client? Is there involvement between the internal public and consumers?
	Combination of Resources	Combination of Resources	Targeting Does the Brand focus more on its functional or emotional benefits?
	The Brand's Tangible and intangible assets of the brand	Assets	Financial value What may be the tangible and intangible assets that may be of interest to measure the financial value of the brand?

Figure 2 - Instrument for the Internal Evaluation of the Brand

Source: Authors' data.

To achieve the proposed objectives and seeing it is a descriptive study, a sample for convenience made up of collaborators and leaders of the mentioned brand (ABCD) was selected. The sample was chosen taking into account the major responsibilities of the participants in the decisions making, choices and the brand's objectives.

To study the internal value of the brand, interviewing ABCD employees was the choice, in order to understand what value and knowledge each employee attributed the the studied dimensions. Chernatony (2003) argues this point stating that a brand should not be evaluated only by the consumer, but fundamentally by its internal client.

The internal customer value becomes obvious if you pay attention to the fact that these are the people who work every day with the consumer, acting as ambassadors of the brand. In this sense, was developed a script for the interview based on the variables of the model measuring the internal value of the brand was developed.

The sample consisted of 25 interviews conducted at the ABCD headquarters or stores where the brand was sold. In this case, as the sample was a convenience one, stores located in shopping centers in Portuguese territory were chosen.

Taking into account the type of study, we opted for an interview based on the use of a script, because it allows the interviewee greater expressiveness and the researcher to follow the normal course of their thoughts, as Albarello et al. (1995) After the completion of the interviews, all of them were entered into a database so that they could be more easily worked. Throughout the following steps the collected data were object of individual and comparative analysis.

We tried to make interpretations and to find explanations that would give answers to the dimensions presented in the model and, above all, answer the research question. Through the development of the analysis, points of convergence and divergence were identified.

However, the extracted data were grouped into dimensions and within the dimensions, by category, that is, those who did not reply to the question, those who replied, aiming therefore, for a better

analysis and reading of the data. Finally, were built the reflections and conclusions on each dimension displayed in the model (the brand's internal value) were drawn up.

5 RESULTS ANALYSIS

Of the vast interviews undergone at ABCD, in relation to the dimension **Vision of the Brand** in the question **Do you know the future goals of the brand?**, of the 25 respondents, 24 (96% of respondents) answered positively, that is to say, they knew the future goals of the brand and stated that the future meant internationalization.

All used phrases such as: globalization, expansion, foreign market, across borders, among others. In relation to the objectives, of the 25 respondents, 24 (96% of respondents) answered the question by saying they knew the objectives of the brand, however, there were answers in many directions which denotes that not all respondents have thorough knowledge of the brand's objectives.

Of the answers obtained, two directions may be highlighted: the first (36% of the respondents) stresses the quality factor, customer satisfaction and loyalty; the second (56% of the respondents) head in the direction of internationalization. It was concluded that the desired goal was not achieved in this answer, however, it is believed that the brand should inform collaborators, primarily via professional training, of its goals.

Building a vision sustained purely on a mercantile point of view should not be the right way. The path, it is believed, should focus around the definition of values for the brand, this, will facilitate its interiorization within its collaborators. The sole idea of profit is not the only purpose of successful brands and this idea should be transmitted to all collaborators.

The question **What values are followed by the brand? Can you list any?** was answered by 21 (84%) respondents, 3 (12%) did not reply to this question and 1 (4%) of the respondents answered that the brand did not follow any value. The values, when established by the brands, serve as a guide and inspiration on the behavior of the internal public, in addition to representing a huge potential in terms of differentiation from its competitors.

The goal in this response was largely achieved, since 21 (84%) of respondents answered positively to the question, saying they knew the brand's values and were able to identifying them. All respondents followed within the same logic of reply, using words such as quality, reliability, and excellence and being the most widely used. Quality shall be, at this point, the value followed by the brand ABCD.

One may concluded that the brand bases all its values on the quality offered to its client, as reinforced by its collaborators. In the study of the dimension the **Brand's Vision**, the desired goal was reached, having obtained a satisfactory response rate of 96% for the first question, in the second, 36% of respondents defined what ABCD's goals were, although 52% answered in the sense of first question and confused objectives with the goals for the future.

In the third question (the last part of the second question), 84% of answers were satisfactory indicating that quality would be the value followed by ABCD. Concluding that, in relation to the dimension in study, the ABCD's internal public is well informed and prepared with regards to the future framework, objectives and brand values, components that are part of the dimension under study and which can be analyzed in Table 1.

Table 1 – Brand Vision

	Dimension Brand Vision	Answers	Percentagens		
			Positive	Other	No answer
Question	Do you know the future objectives for the brand?	24	96%	1%	3%
Question	What values are followed by the brand?	21	36%	52%	12%
Question	Can you name a few?	21	84%	4%	12%

Source: Research data.

The second dimension studied in the model is the **Organizational Culture**. In this study, the objective was to verify if ABCD had a strong organizational culture, microcultures, counter cultures or subvalues that, in some form, may not have matched what was intended for the study. To study this dimension within ABCD eight questions in order to improve the validation of dimension were asked.

To the question **Do you know the brand's ideology?** 19 out of 25 answered, representing a response rate of 76%, given that six of the respondents did not answer the question. Of the 19 respondents, all stated that they knew ABCD's ideology and that it followed a British trend, the brand was very much supported on the British ideology and way of life.

In the question **Do you know if the ideology is disseminated internally?**, 19 of the 25 respondents answered, the six who did not reply to the first question of the dimension **Organizational Culture** did not respond to this one. The response rate was 76%, equal to the previous question and the intended objective was reached. All the respondents replied that the ideology of the ABCD brand is internally promoted and are aware of it via the marketing department and via the professional training in which this is transmitted to the collaborators.

To the question **Do you have knowledge of the existence of any good inductions programme for the collaborators?** only 14 (56%) respondents answered, 11 (44%) said that they did not want to answer this question. All 14 respondents reported that the brand has a good induction program for employees, however, when asked about what these programs were, they gave answers such as "The store's operating manual" and the "Welcome Guide".

A good inductions programme should take into account, among other aspects, basic assumptions such as: department mobility to ensure the exchange of ideas and experiences and greater synergies between collaborators, productivity Awards, code of ethics, professional valuation and career progression. These are just a few aspects that a brand's good inductions programme may have.

It wasn't clear, in the interviews, whether the brand has sufficiently active good inductions program. One can conclude that the brand should review some aspects, of its good inductions program for all its collaborators.

In order to understand how "homelike" and proud collaborators feel to belong to the brand, the question **Do you feel proud of being part of this team?**, was asked to which the answer exceeded all expectations given that 25 (100%) respondents replied positively, that is to say, they felt great pride in belonging to ABCD's brand.

In the fifth question regarding the dimension being studied, **Have you taken place in professional training offered by the brand?** all 25 interviewed replied to the question, being that 17 (68%) claimed to have participated in one or more training actions provided by the brand and 8 (32%) stated they had not participated in professional training.

It can be concluded that, despite the rate of professional training being quite high within the brand, specific training for each department should be offered and cover all collaborators, only in this way may greater profit be taken from the internal public.

In the question **Does the brand focus and privilege the collaborator career development?** of the 25 respondents, 20 (80%) answered positively, stating that there is career progression of its collaborators promoted by the brand. The remaining 5 (20%) stated that there is no career development.

It must be pointed out, in terms of a conclusion to this question that, the fact of never having been promoted, does not mean that there isn't, within the brand, career advancement and not all employees will be offered leadership positions.

To the question **Is there any recognition of team success, especially in the stores?** of the 25 respondents 19 (76%) answered positively, that is, there is recognition of merit for store collaborators through prizes or commissions. However, 6 (24%) chose to reply that there was no such recognition and 2 stated that didn't know if there was any recognition of team success.

In the last question asked to validate the **Organizational Culture** dimension, the interviewees were asked **How would you define the organizational culture of your organization?** and,

surprisingly, the word most repeated was "homelike", the majority had no doubts in classifying the brand's organizational culture as something "homelike".

Of the 25 respondents, 16 (64%) stated that the culture of the brand is very homelike, practical, the best of the best. Eventually, because there is significant involvement of the leaders in all sectors. In the answers, 9 (36%) of the respondents stated that they did not want to answer the question. However, worth stating is that 64% of respondents used the word "homelike" which denotes that, despite the size and reputation of the brand, there are still close relationships between departments and between collaborators and leaders.

The **Organizational Culture** dimension was validated in the present study via eight questions whose purpose lay in finding positive aspects, making it even stronger and, on the other hand, of less positive aspects that should be corrected or improved with the aim of strengthening the brand. In this case, in the first question a 76% rate of positive answers was obtained, by saying they knew the brand's ideology and that this follows a purely British way of life.

The same rate was obtained in the second dimension's response by stating that ABCD internally discloses the ideology it follows, primarily through its marketing department and professional training. In the third question, it was unclear whether there was a good induction's programme, given that 56% of respondents stated that they were aware of the existence of a good induction's programme within the brand, however, their answers referred to the store's Operating Manual and its Welcome Manual.

A program of *good inductions*, as a form of motivating collaborators, should go further, to include other tools such as: department mobility to ensure the exchange of ideas and experiences and greater synergies between the collaborators, productivity Awards, code of ethics, professional enhancement and career advancement. Concluded that the brand should review its good induction's programme.

Collaborator demonstrate great pride in belonging to ABCD, this being notorious in the study, where 100% of respondents stated they had great pride in belonging to the family. Furthermore, the brand provides professional training for its employees in various sectors, 68% of respondents stated they had had training by the brand and that it provides, with some regularity, several types of training.

Career progression was another aspect that deserved the attention of the respondents, 80% stated that the brand recognizes and focuses on career development, 76% state that the brand recognises the team success, mainly in the stores and that this is one of the brand's policies. Stated that this happens quite often in all departments, especially when someone stands out in their work.

When asked, "How would you define the existing organizational culture within the brand, 64% mention it being "homelike" culture and, from the analysis made of the answers, one can denote that there is a fairly large involvement amongst the various departments and with a strong presence of the leaders with the collaborators. This seems to be the explanation why the majority of respondents used words like "homelike, practical and the best of the best" to classify the organizational culture in which they belong to.

Therefore, it is concluded that in ABCD, there are no microcultures, countercultures, nor even subcultures. Table 2 summarizes the answers that were obtained in the study of this dimension.

Table 2 - Organizational Culture

	Dimension	Answers	Percentagens		
			Positive	Other	No answer
Question	Do you know the brand's ideology?	19	76%		24%
Question	Do you know if the brand's ideology is internally promoted?	19	76%		24%
Question	Are you aware of the existence of any <i>good inductions</i> programme for the employees?	14	56%		44%
Question	Do you feel proud in being part of this team?	25	100%		
Question	Have you participated in any training provided by the brand?	25	68%	32%	
Question	Does the brand privilege the employees career progression?	25	80%	20%	
Question	Is there any recognition of the team's success in the stores?	25	76%	24%	
Question	How would you define your organization's organizational culture?	25	64%		36%

Source: Research data.

The third dimension under study **Brand Objectives** represents a strategic step in the process of brand evaluation, since it determines the target present by all those working for the brand, and determinant in the goals to be achieved.

In the question **What are the long-term goals of the brand?** A response rate of 100% was obtained. Of the 25 interviewed, all answered the question, although divided in their opinions. Thus, 11 (44%) affirmed that the brand's objectives included its internationalized, showing a little of what had already been stated in the Brand's Vision dimension, in the goals for the future of the brand, in which they also emphasized its internationalization. In another aspect, 8 (32%) answered that the brand's goals were to increase brand awareness in it becoming a reference within its sector. The remaining 6 (24%) went in a different direction stating that continuous improvement will be the long-term objective that the brand should seek and follow. It is evident that in the answers to this question, three directions were taken and also three expressions also used to describe the very same directions: internationalization, a reference in its sector and continuous improvement.

To the question **What are the brand's short-term goals?** All 25 (100%) answered, having all of them, aligned their answers in the direction of opening new stores in both the Portuguese and foreign markets. If it is thought that 44% of respondents stated that the long-term goals would be internationalized and 32% said that the goal was to enhance the brand and to make it a reference in its segment, all this in the answers to the previous question, one may conclude that, in order to achieve these objectives, it will be necessary, in the short term, to implement measures aimed specifically for this. Without dissent, the answer to this question reveals exactly this, that is, the opening of new stores both nationally and internationally, reveals tf well-defined objectives within the brand.

The dimension, **Objectives of the Brand** (Table 3), being divided into two groups, one long-term, and another short-term, decomposes the objectives into an achievable reality. According to Chernatony (2003), the objectives of a brand should come from the future to the present and not the other way round. In this sense, and according to the data collected, it was possible to determine that ABCD has a long-term goal of strong internationalization (referred to by 44% of respondents), and the expansion of the brand in order to become a reference within its sector (32% of respondents) and clearly bets on the continuous improvement of both its products and services (24%). In the short-term objectives, there was unanimity in the answers by all clearly stating that in order to achieve the long-term objectives, it would be necessary to open new stores in reference shopping centers, nationally and internationally, albeit gradually. It should also be indicated, that some interviewees highlighted the importance of investing in the children's sector as an important short term factor for ABCD.

Table 3 - Brand Objectives

Dimension		Answers	Percentages		
Brand Goals			Positive	Other	No answer
Question	What are the brand's long term objectives?	25	100%		
Question	What are the brand's short term objectives?	25	100%		

Source: Research data.

The dimension **Brand Audit** appears as the fourth dimension of the study of the internal value of the brand and aims to identify critical forces that facilitate the course of the brand as well as the identification of its biggest challenges.

In the answer to the question **Do you know the brand's competitors, name them?** all of the respondents answered Gant and Tommy Hilfiger. 11 (44%) of them still added that Decénio was also a strong competitor, 6 (24%) added also Quebramar and 3 (12%) Hacket.

The purpose of the question **What distinguishes/differentiates this brand from it/competitors?** was to essentially, identify the differences and, above all, what distinguished ABCD from its competitors. Of the 25 respondents, 19 claimed it to be its quality, this was the most used word by 76% of respondents. The remaining 6 (24%) used the words customer service and image.

In the last question of this dimension **What factors can affect the brand?** intended to evaluate the existence of knowledge of the internal public of the external factors external of the organization

that could influence brand performance, among them: political, economic, social, technological and environmental factors. From this analysis, may result the identification of the high capacity to adapt to the changes that the market shows or that may occur.

As **political** factors were identified by 15 (60%) interviewed the increase in taxes and austerity imposed by the government, 4 (16%) reported that a political factor that could affect the brand will be government instability, 6 (24%) pointed out the economic measures adopted by the government. It is concluded that 84% of respondents (joining the first 15 with the last 6, because the answers can be understood in the same line of idea) understand that economic and government austerity measures can negatively influence consumption and, Thereby affecting brand performance.

The **economic** factors pointed out could be identified by 22 (88%) of the interviewed while mentioning the lack of consumer credit by banks, 3 (12%) used the word labor law. In terms of the **social** factors, of the 25 respondents, 15 (60%) indicated unemployment as an external factor capable of influencing brand performance, the remaining 10 (40%) identified the decrease of the Portuguese middle class.

The **environmental** factors most frequently mentioned were climate instability 17 (68%), respondents pointed out this because it affects the preparation and launch of collections, 8 (32%) participants sought to highlight the importance of the appearance of new, more ecological textiles such as biological cotton.

As for the **technological** factors, all respondents (100%) reported that the constant changes in technological terms provide, on the one hand, a productivity gain, on the other, in the short term this gain is outweighed by the inherent costs of this new technology.

The **Brand Audit** dimension revealed strong public awareness of ABCD's competitors within the market. Proof of this being that 100% of respondents mentioned Gant and Tommy Hilfiger, while 44% added the brand Decenio, 24% Quebramar and 12% Hacket.

It is therefore concluded that ABCD's main competitors are Gant, Tommy Hilfiger and Decenio. From this analysis ABCD can verify if its established objectives and vision converge in the same direction of the competing brands.

What distinguishes or differentiates ABCD from its competitors is above all, the quality of its products. This was pointed out by 76% of respondents and 13% also understood that service and image are also important factors and should be highlighted as differentiators of the other competitors.

Factors that can affect the brand can also result in the clear identification of threats and opportunities for its development. From this analysis, the political factors were identified, where 60% of the respondents call attention to governmental austerity measures, and 24% think that it is essentially the government's economic measures as political measures that can influence the performance of the brand.

In the economic factors, 88% point to the lack of openness to bank credit as a key measure, 12% believe that labor laws may also play an important role in the worker's motivation and performance, thus in the brand's productivity. The social factors pointed out were unemployment, which gathered the opinion of 60% of the interviewees, and 40% believe that it is the decrease of the middle class that may bring about problems in the short term.

In environmental terms, 68% believe that climate instability, the lack of stations in their usual timing, affect the preparation and launch of the collections, 32% state the appearance of new fabrics as a factor, capable of having a significant impact on the environment.

As for the technological factors, these received greater unanimity in terms of opinions, since all respondents stated that the emergence of new technologies are important for greater productivity, however, the costs associated with constant updating of technology leads time to be diluted in the brand's profits. One may see, in Table 4, a summary of the answers obtained in this dimension.

Table 4 - Brand Audit

	Dimension Brand Audit	Answers	Percentages		
			Positive	Other	No answer
Question	Do you know the competing brand, identify them?	25	25%		
Question	What distinguishes or differentiates this brand from its competitors?	25	76%	24%	
Question	What factors can affect the brand?	25	100%		

Source: Research data.

The **Brand Essence** dimension presents itself as the fifth dimension of the study and aims to identify nuclear characteristics that define the essence of the brand. The dimension seeks to homogenise the interpretation of the brand internally, given that brands are complex and different entities from one collaborator to another.

As a way to seek the interpretation of each collaborator regarding the essence of the brand, the question **Can you tell if the perceived positioning of the is the intended one?**, all respondents (100%) were unanimous to say that the brand already held the position intended, however, it would have to continue developing in order to be even more ambitious.

On the question **What is the desired positioning?** it was objective to identify one of the brand's nuclear characteristics, i.e. the positioning vis-à-vis its competitors. It was referred to by all the respondents (100%) it was referred that the positioning is medium to high.

The dimension **Brand Essence** revealed a strong relationship between the internal public and the brand, since, in relation to the nuclear characteristics there was considerable unanimity in the answers. When it came to positioning perceived by the collaborators all (100%) were of the opinion that the brand had already reached the intended position, however, it should continue to develop and become more ambitious. There was also unanimity on the answers regarding the definition of this positioning by all saying that it would be medium/high. This unanimous response can be seen in Table 5.

Table 5 - Brand Essence

	Dimension Brand Essence	Answers	Percentages		
			Positive	Other	No answer
Question	Are you able to say if the visible positioning of the brand is the desired one?	25	25%		
Question	What is the desired positioning?	25	25%		

Source: Research data.

The dimension **Internal Implementation**, the sixth dimension of the study aims to identify how the promise inherent to the brand essence is delivered to the client. In this process, one seeks to identify what the functional or emotional benefits associated to the product and to the brand, delivered to the client. The functional benefits are more related to rationale and to tangible features surrounding the product. On the other hand, the emotional benefits are reflected in the way the organization interacts with its public.

In question **Do you know of any emotional benefit assigned by the brand to the client?** all respondents were of the opinion that the brand provides a customers with a *status*, the feeling of being a British citizen. This was the keynote in all answers (100%) and that shows that this concept is deeply rooted in the brand and in the goal that it seeks to emotionally develop with its customers.

To the question **Is there any relationship between the internal public and the consumers?** all respondents (100%) replied that the brand has a constant concern in maintaining the client close, be it via invitations to events or via special offers and discounts that it provides through the year.

In the question **If you answered the previous question, specify some**, all respondents (25) made a point of highlighting examples of engagement between the brand and the customer in the previous question.

The objective in the dimension **Internal Implementation** was successfully achieved, because it was possible to identify the promise pertaining to the essence of the brand delivered to the client. By

means of the answers provided in this dimension, one discovered that the brand is concerned with providing the customer with a *status*, the British citizen feel. ABCD has, in all its collections, British inspiration. Distinguishing itself from its competitors by the uniqueness of its pieces, elegant, sober and with British sophistication. The your internal public has a pretty good involvement with the client. Are chosen occasions are chosen during the year where ABCD invites customers to participate in events, special offers and discounts in stores.

The respondents stated that involvement with customers is more notorious on their customer's birthday, when they are invited to visit the shops and enjoy the special discounts offered on all products.

Examples of the various events are the launch of new collections, Christmas season, Easter, parties with Portuguese celebrities and the various discounts and special offers carried out throughout the year. Table 6 summarizes all the responses to this dimension.

Table 6 - Internal Implementation

	Dimension	Answers	Percentages		
			Internal Implementation	Positive	Other
Question	Do you know of any emotional benefit attributed by the brand for the client?	25	100%		
Question	Is there any link between the internal public and the consumer?	25	100%		
Question	If you answered the previous question, name one?	25	100%		

Source: Research data.

The **Resource Combination** dimension had the essential objective of verifying whether the brand focuses more on emotional or functional benefits. As we have already had the opportunity to ask the interviewees about some of these issues, examples are the dimension **Internal Implementation** and **Brand Audit**, the question for this dimension was very objective **Is it known if the brand focuses more on functional or emotional benefits for the consumer?**

The responses had two meanings: 18 (72%) interviewees stated that the brand focuses more on emotional benefits as a way to attract and involve the client more; the remaining 7 (28%) interviewees stated that the brand focuses more on functional benefits such as product excellence, finishing details and the quality inherent in them. Table 7 summarizes the responses to this question.

Table 7 – Resources Combination

	Dimension	Answers	Percentages		
			Resources Combination	Positive	Other
Question	Do you have any knowledge on whether the brand focuses more on the consumers emotional or functional benefits?	25	72%	28%	

Source: Research Data

The dimension **Financial Value** aims to identify a set of tangible assets and intangible assets by which it would be possible to determine in which one, the brand sustains its financial value, or if it's in the two assets groups put together.

For such, the question **In your opinion, what are the biggest assets of the brand?** was asked. The respondents answered fairly clearly, the tangible assets 23 (92%) respondents replied that it would be the stores, the collection and all the buildings and vehicles. The remaining 2 (8%) claimed to be unaware. In the intangible assets 5 (20%) indicated the brand ABCD as being the biggest intangible assets it owned, 20 (80%) indicated its customers and collaborators.

In relation to the dimension **Financial Value**, one may conclude that the greatest assets that ABCD has, stated by 92% of respondents are the stores, the collection, buildings and vehicles. In relation to its intangible assets, 80% of respondents stated them as being the collaborators and customers, as shown in Table 8.

Table 8 - Financial Value

Question	Dimension	Answers	Percentages		
	Financial Value		Positive	Other	No answer
In your opinion, what are the brands greatest assets:	Tangible Assets	25	92%		8%
	Intangible Assets	25	20%	80%	

Source: Research data.

6 CONCLUSION

The success of a brand is only possible through the combination of the value obtained amongst its multiple dimensions. In this perspective, the need to converge the results obtained in each one, as a way to identify the internal value of ABCD is denoted.

Was established, as a specific objective for this study, it was established estimating the the Brand ABCD's internal value via the knowledge of its leaders in order according to the dimensions was established. Systematizing, ABCD employees share the Brand's Vision.

Effectively, the respondents unanimously recognize, with regards to the brand's vision, strategic objectives that involve the growth of the brand in national territory and its growing internationalization.

From the operational point of view, its employees are peremptory in listing goals for the brand, such as creating a brand of reference that leverages the satisfaction and loyalty of customers. This concentration of the employees concerning the strategic point of view of the brand's vision, is exactly how it intends to achieve this same very same vision, revealing its strong internal culture.

With regards to the brand positioning, it is possible to affirm, by means of a similar reasoning, the same finding that the the brand is strongly rooted in its employees (internal clients). Therefore, the majority of its employees, recognize the positioning that ABCD aspires to reach in the market, especially regarding brand values – *Premium*, quality, image of excellence and ability to generate confidence in consumers.

Again on the axis of the brand value and its positioning, the collaborators are fundamental pieces in identifying the operational dimension of support. Thus, respondents recognize that the brand intends to achieve this *Premium* positioning in the consumer's mind, working a sophisticated culture, promoting the image of its British influence and associating the brand's values to that of a sporty lifestyle. Still on this note, there is agreement as to the brand's target segment, especially the medium to high segment.

Employees recognize that the sharing of organizational culture and the brand's vision is fostered by the company via the provision of professional training. For example, refer to the program of good inductions mentioned by 56% of respondents is referred to.

Of the analysis undertaken, the good inductions programme should include more tools such as: department mobility to ensure the exchange of ideas and experiences and greater synergies between the collaborators, productivity Awards, code of ethics, professional valuation and also career progression.

So, while there may be a shared vision concerning the brand, it is suggested that the brand review its good inductions program. According to Chernatony (2003) it is this program that provides the creation of value in the brand through commitment, dedication and involvement of its collaborators. The emotional link of the employees with the ABCD brand is evident, with 100% of the respondents revealing pride in belonging to the ABCD "family". It can be said that, internally, with regards to the internal customers of the brand, there is a shared vision of the brand's mission, strategy and values. Here we are faced with a unified organizational culture in which the culture of proximity is notorious (64% classify it even as "homelike").

This closeness materializes itself in a very strong involvement between departments along with the strong presence of the leaders with the collaborators. One can, therefore conclude that there are no micro cultures, counter cultures or subcultures in ABCD. As for the brand's objectives, both the

continuous improvement of products (32%) and its internationalization (44%), as already mentioned above, are classified as long-term objectives.

With respect to the short term objectives, the respondents were unanimous in replying that it is necessary to gradually open new stores in renowned shopping centers, both nationally and abroad. Parallel to this, emerges the need and importance for ABCD to invest in the children's area in the short term.

In addition to the sharing of the brand's values, ABCD employees show deep knowledge of the market in which it competes. There is also great consistency in the answers obtained with respect to the identification of its competitors, specifically Gant, Tommy Hilfiger and Decénio. This analysis lies within the point of brand auditing and allows one to corroborate previous analysis in which it was possible to conclude that ABCD's internal clients have a shared vision of the brand value indicators.

The dimension **Brand Essence** refers to the ability for the internal clients to understand the positioning and segmentation made by brand, which, as already occurred previously, happens on a large scale. The brand's success is recognized on its achieving of the objectives set out in terms of its positioning, however, the respondents pointed out that there is a lack of ambition and that the growth process should be more stimulated.

Internal implementation also seems to be largely achieved by the brand, given that the internal clients recognize the brand and the concern in providing the customer with a *status*, the feeling of a British citizen. This internal implementation is promoted at certain times during the year in which ABCD invites customers to participate in events, special offers and discounts in stores.

Respondents commented that involvement with customers is more notorious on customers birthdays, when they are invited to visit the shops and enjoy discounts on the full range of products.

Given also as examples were other events such as the launch of new collections, christmas season, Easter, parties with Portuguese celebrities and the various discounts and special offers provided throughout the year. With regards to the dimension involving the **Combination of Resources**, one may conclude that, despite the strong concentration on emotional benefits, as a way of attracting and involving the client more, there will certainly be a relevant functional component associated with the brand.

In fact, almost a third of those interviewed, highlight aspects such as product excellence, finishing details and the inherent quality. Finally, the financial value of the brand is perceived by employees as being focused on its material heritage, in its shops, in the collection, its buildings and vehicles. In relation to the intangible assets, 80% stated that they are employees and customers.

The limitations, naturally, are related to the size of the study. Thus, and despite the interest to investigate the actual value of the brands and to develop a model that is easy to apply, the financial value was the dimension least included in the model. It is therefore observed that the model privileged the Internal Brand Value (via those responsible and its employees) and the organizational culture, leaving out and to be yet studied in depth, the financial value.

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