

**BVA**  
by TRANSVECTOR

BRAND  
VALUE  
ANALYSIS

# Varumärke som gör skillnad – från att synas till att bli vald

Professor Johan Anselmsson och Magnus Pantzar

2026|05|21

## | Lund University School of Economics and Management

"The School of Economics and Management at Lund University is one of Sweden's leading environments for economics education and research – with over 4 000 students, 250 researchers and teachers, and an extensive master's and doctoral programmes."

By number of first-choice applicants

Figures from the Swedish Council for Higher Education (UHR) often show that the Bachelor's Programme in Economics and Business Administration at Lund University is the programme with the highest number of first-choice applicants, primarily among economics programmes.

Since we are more than just a business school, we have access to Psychology, Sociology and Mathematics.

We are the only school in Sweden that has researchers among the top 100 in business and management in the world. For example, we are ahead of Handels Stockholm, which is well-known but has its strength in economics. [Research.com](https://www.research.com)



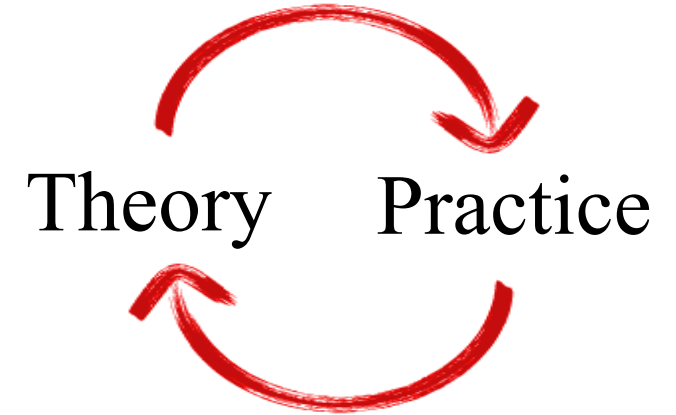
| Professor Johan Anselmsson

Half the time at the School of Economics and Management in Lund – within brands, marketing strategy and effects on sales. About 40 articles and books on related topics since 2001.

[Johan.anselmsson@fek.lu.se](mailto:Johan.anselmsson@fek.lu.se)

Half the time at Transvector looking for the straightest path to sales with more than 300 similar projects since 1999.

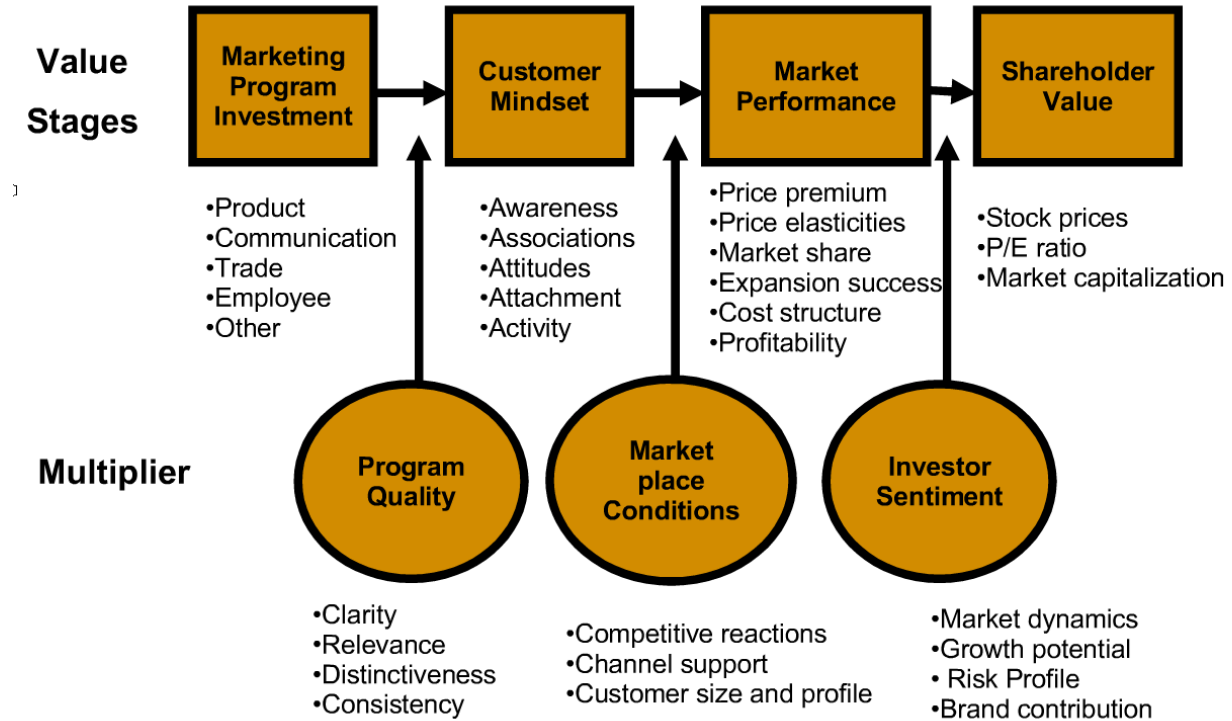
[Johan.anselmsson@transvector.se](mailto:Johan.anselmsson@transvector.se)



# A | What is a strong brand?

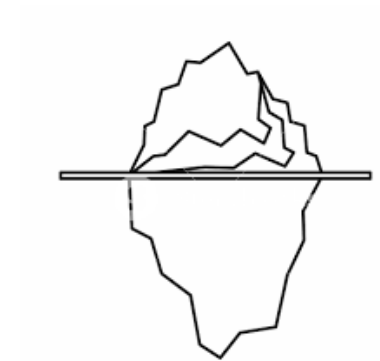
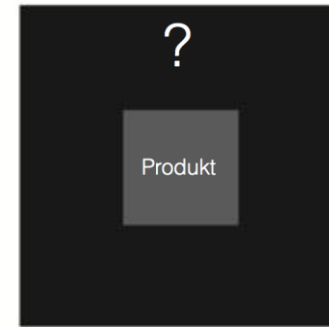
## A | The brand value chain and why brands matter

- Long term
- Strategic
- Internal/ external
- Mind and sales
- Shareholder value

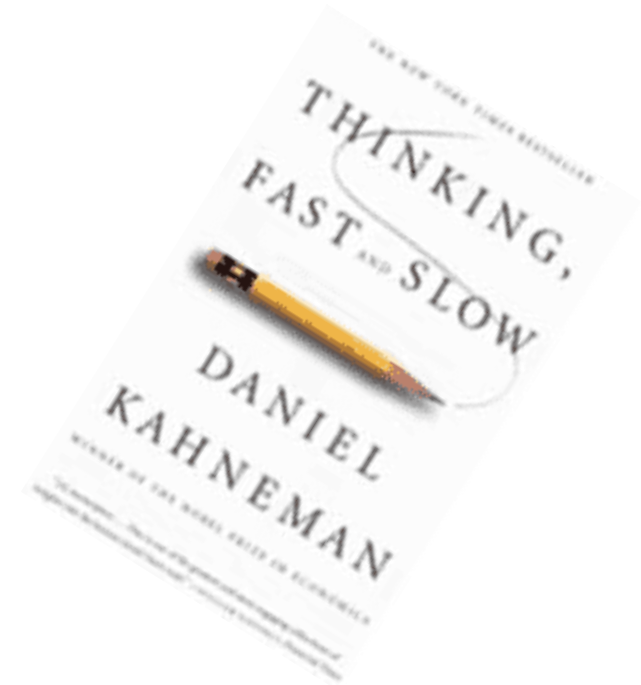


## A | How to define and identify – Brand Equity

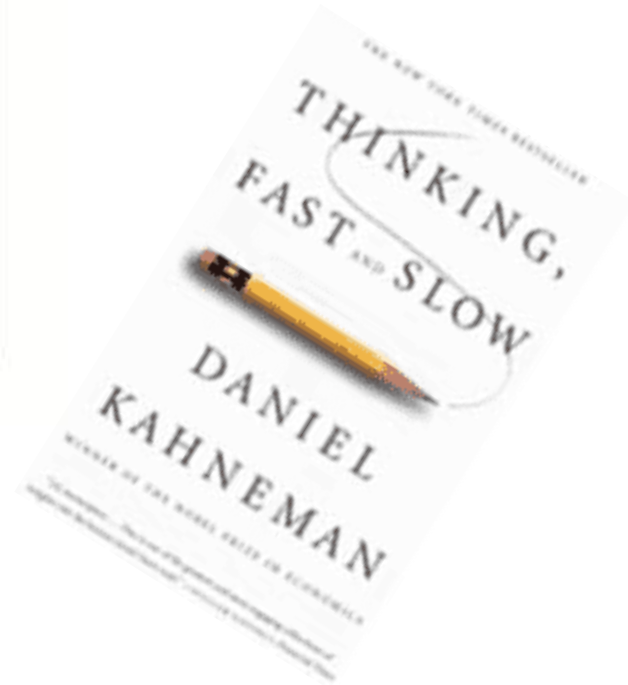
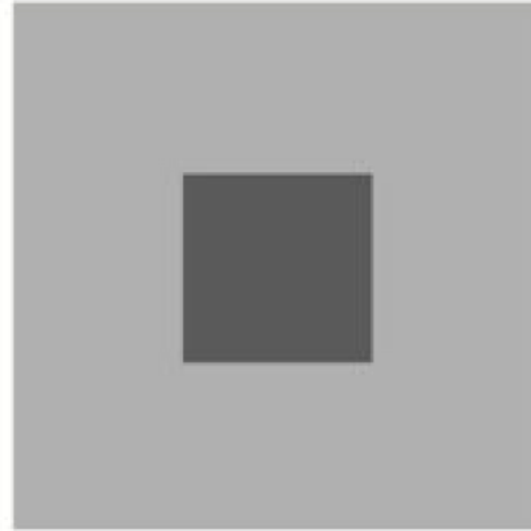
Brand Equity is the **added value** endowed on products and services. It may be reflected in the way consumers **think, feel, and act** with respect to the brand, as well as in the **price, market share and profitability** the brand commands.



## A | Think vs Feel – Framing effect by Kahneman



## A | Think vs Feel – Framing effect by Kahneman

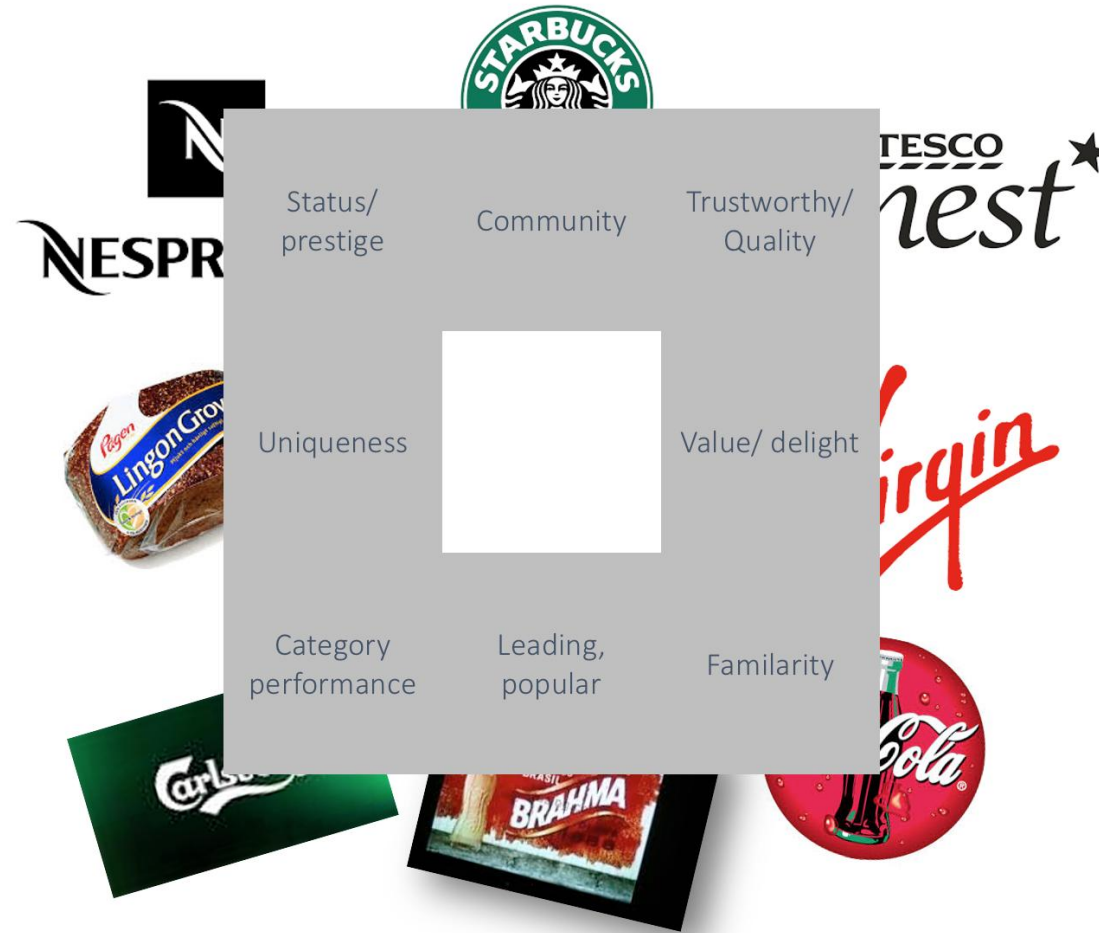


## A | The brand even impacts taste

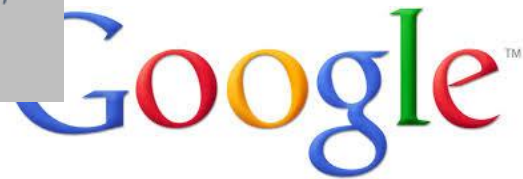
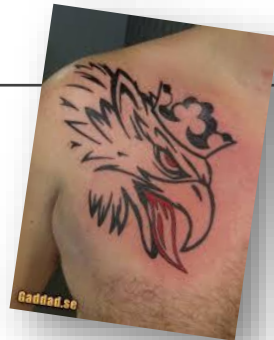


F. Fernqvist and L. Ekelund 2013

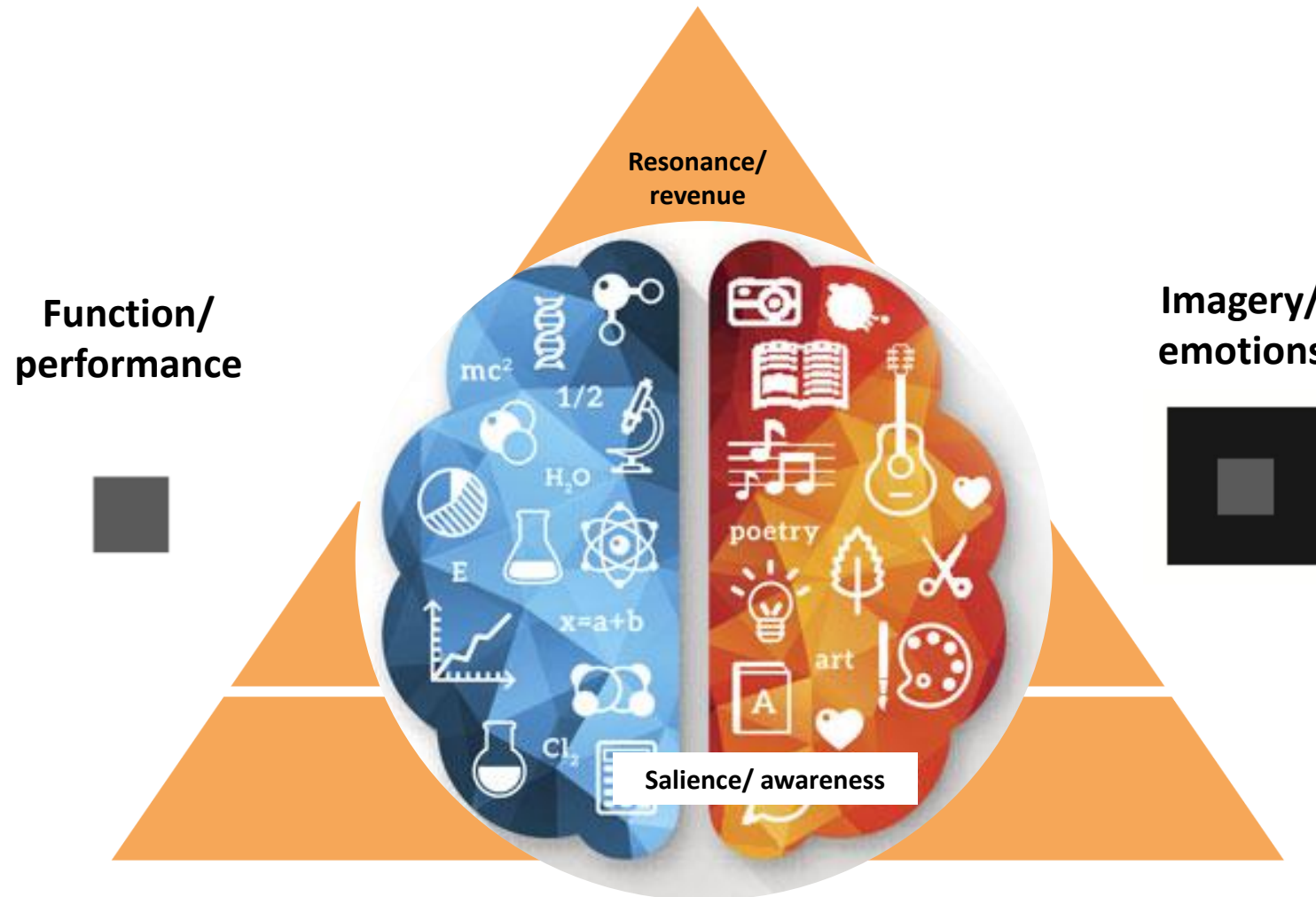
## A | Examples of traditional frames and positioning strategies



A | Examples of traditional frames



## A | How to build brand equity in the customer's mind



# B | How do you evaluate brand equity?

## B | Measuring Brand Power

The two general approaches are complementary, and marketers can employ both. In other words, for brand power to perform a useful strategic function and guide marketing decisions, marketers need to fully understand (1) the sources of brand equity and how they affect outcomes of interest and (2) how these sources and outcomes change, if at all, over time. Brand audits are important for the former, brand tracking for the latter.

- **Brand audit** is a focused series of procedures to assess the health of the brand, uncover its sources of brand equity, and suggest ways to improve and leverage its equity. Marketers should conduct a brand audit when setting up marketing plans and when considering shifts in strategic direction. Conducting brand audits on a regular basis, such as annually, allows marketers to keep their finger on the pulse of their brands so they can manage them more proactively and responsively. A good brand audit provides keen insights into consumers, brands, and the relationship between the two.
- **Brand tracking**, the brand audit is used as input to collect quantitative data from consumers over time, providing consistent, baseline information about how brands and marketing programs are performing. Brand-tracking studies help us understand where, to what degree, and in what ways brand value is being created to facilitate day-to-day decision making.



Find sources



See changes

## B | Research

30 – 500 online panel interviews

### Competing brands

(strong current, potential threats or relevant / innovative)?

1. ....
2. ....
3. ....

### Potential emotional / imagery associations

- 20 associations

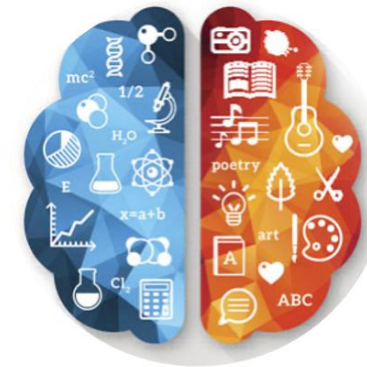
### Potential functional / performance associations

- 20 associations



#### Functional

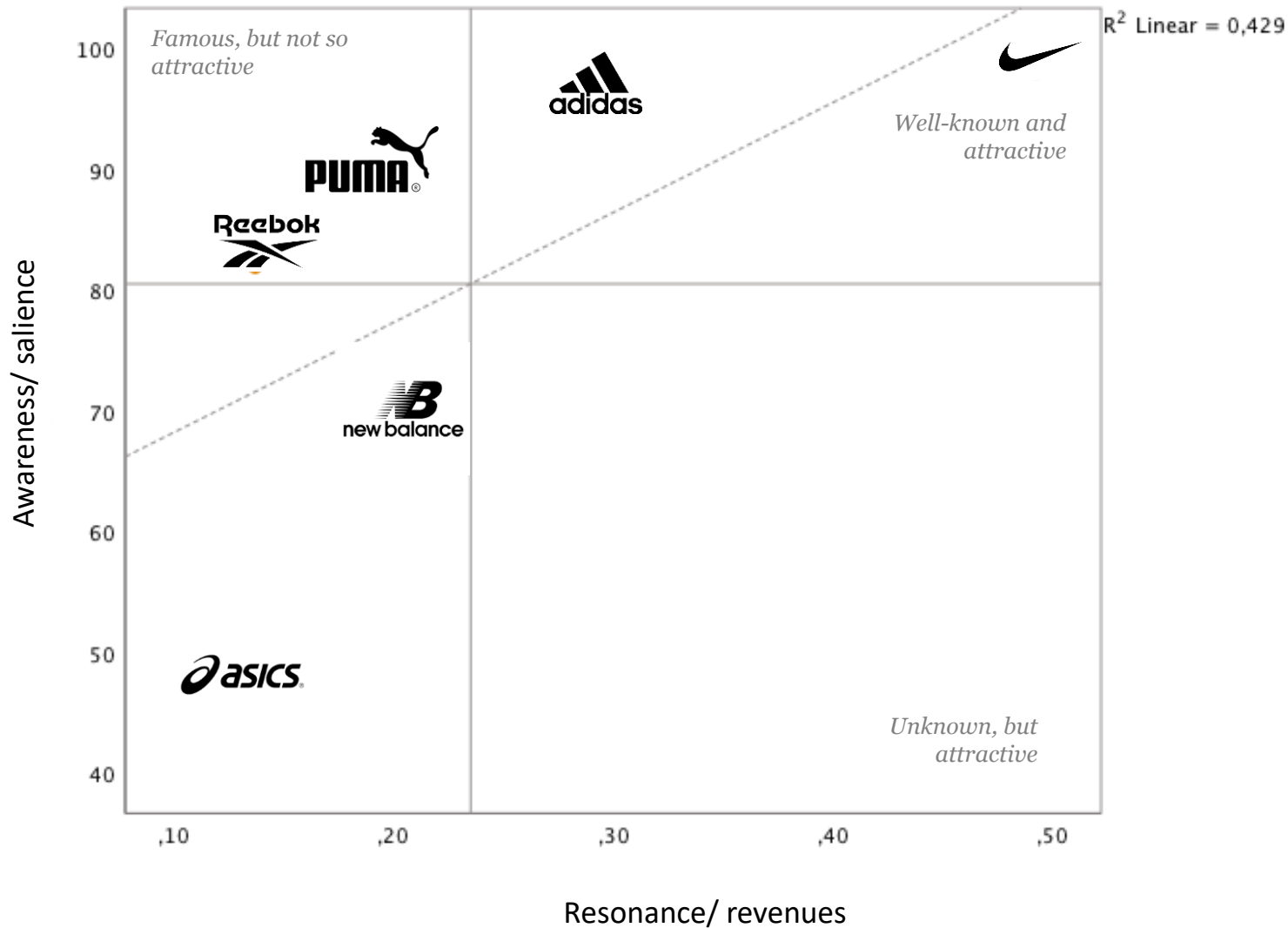
- Value for money
- High quality
- Genuinely Swedish
- Smooth & simple
- Wide and varied range
- Sustainable



#### Imagery

- Reliable
- Most popular
- Unique
- I'm happy to show others
- For people with good taste
- To reward myself

## B | Conversion: Awareness / Revenue Premium

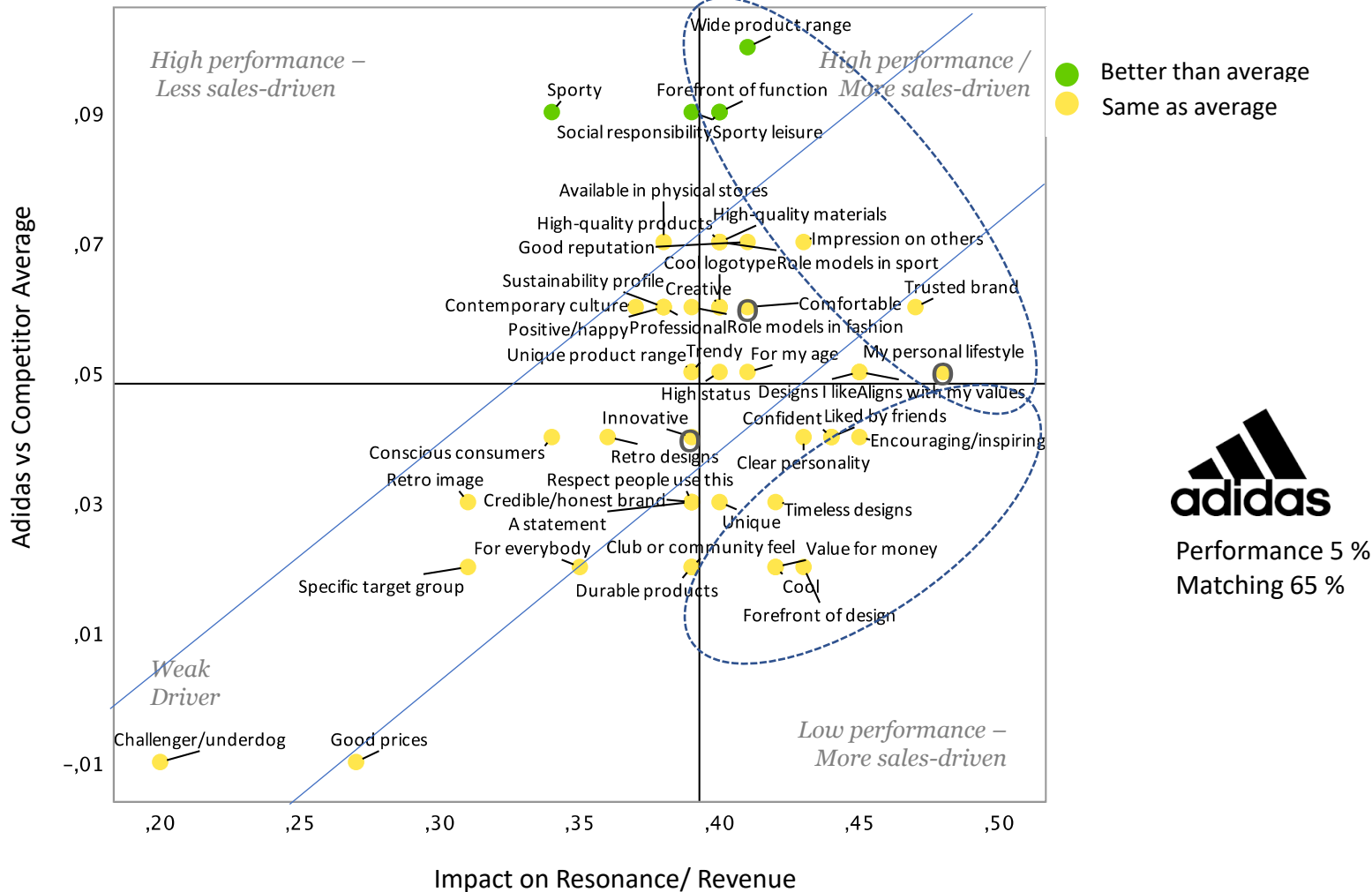


- The basis for the Y-axis is all 300 respondents. Note that the Y-axis measures proportion who know more than only the name.
- The basis of the X-axis is those who have heard of the brand in question.

**Key points:**

- Nike is the strongest – both attractive and well-known.
- Adidas is number two.

## B | Revenue Drivers – Adidas vs Competitor average / Impact on Revenue Premium

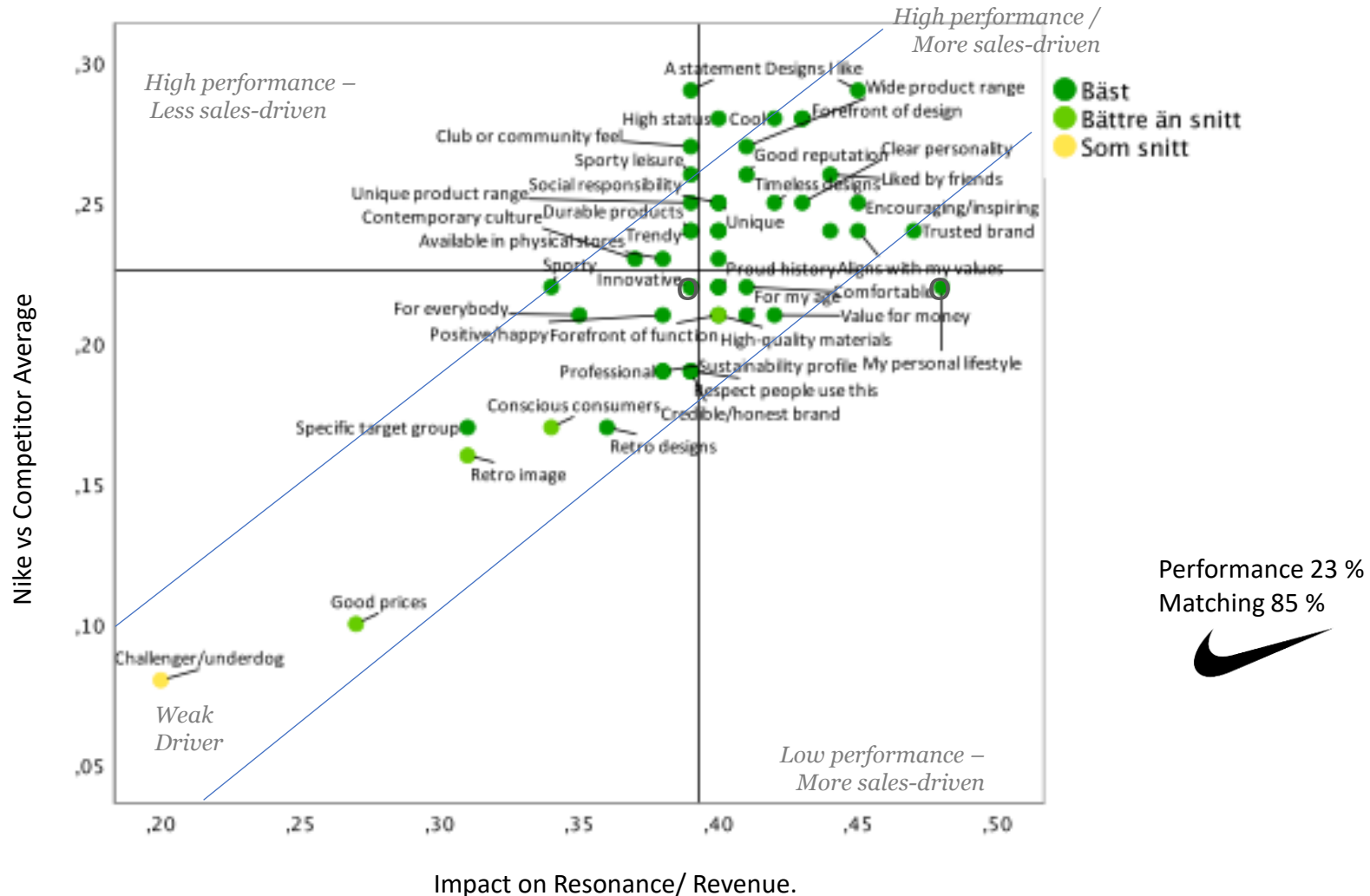


- The values on the Y-axis are based on the respondents who are familiar with the brands.
- The values on the X-axis are based on all 300 respondents
- The colour of the dots tells you how well the brand performs relative to competitor average.
- The circled associations are those that have a unique effects on revenue and draw other associations with them if improved. They are the top-three drivers according to a stepwise multiple regression analysis.

**Key points:**

- Adidas's top-5 good and strong drivers are:
  - Wide product range
  - Trusted brand
  - My personal lifestyle
  - Forefront of function
  - Impression on others
- The top 5 sales-hampering associations are:
  - Forefront of design
  - Cool
  - Timeless designs
  - Value for money
  - Encouraging /inspiring

## B | Revenue Drivers – Nike vs Competitors / Impact on Revenue Premium



- The values on the Y-axis are based on the respondents who are familiar with the brands.
- The values on the X-axis are based on all 300 respondents
- The colour of the dots tells you how well the brand performs relative to competitor average.

**Key points:**

- Nike has almost perfect alignment between relative performance and sales drivers. That's why they perform so much better in the funnel.



c | How do you build a strong brand?

# C | Saliency/ awareness - Trademark infringement / reputation free-riding

Patent, design och trademark

Varumärkesintrång betyder att man tar hela eller delar av namnet - immaterialrätt

Renommésnyltning betyder att man tar hela eller delar av ett annat varumärkes brand elements/ trademarks - marknadsföringslagen

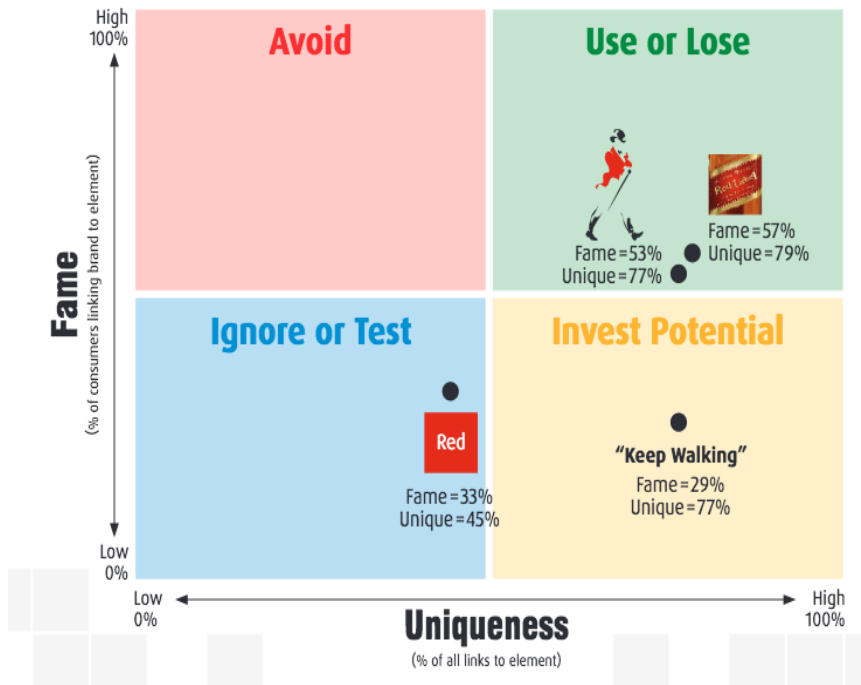


The screenshot shows a page from a Swedish newspaper with the following content:

- VARUMÄRKESTVIST**: Facebook köpt till bort... Halvlederbrist... Starytel... Hället målet...
- Skånska spriten Kullados måste byta namn**: Skånska spriten Kullados måste byta namn... Skånska spriten Kullados måste byta namn...
- GÖR DIG REDO FÖR EN CYKLESOMMAR!**: CYKELAMPOR FRAM OCHBAK... BOK PUCK LÄR SIG CYKLA... CYKELSKÄRM... RANGLAS... HÖVING 3.0... CYKELHÄLM... CYKELKÖR... CYKELKÖR... CYKELKÖR...



C | Ehrenberg & Sharp Distinctiveness, but focuses on brand elements rather than brand attributes. They talk about distinct brand assets and mean...



Romanuik, Jenni, Byron Sharp, and Andrew Ehrenberg (2007), "Evidence concerning the importance of perceived brand differentiation," Australian Marketing Journal, Vol.15 (2), pages 42-54.

## C | Performance/ function - Points-of-Parity

THE 4 GREAT AMERICAN DESIGNERS FOR MEN ARE:

R\_\_\_\_\_L\_\_\_\_\_

P\_\_\_\_\_E\_\_\_\_\_

C\_\_\_\_\_K\_\_\_\_\_

T\_\_\_\_\_H\_\_\_\_\_

THIS IS THE LOGO OF THE LEAST KNOWN OF THE FOUR.



In most households, the first three names are household words. Get ready to add another. His first name (Dell) is Tommy. The second name is not so easy. But in a few short months everybody in America will know there's a new look in town and a new name at the top. Tommy's clothes are easy-going without being too casual, classic without being predictable. He calls them classics with a twist. The other three designers call them competition.  
283 Columbus Avenue  
at 73rd Street  
New York, New York 10023  
(212) 877-1270  
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Perry Ellis

**Attributes or benefits that are not necessarily unique to the brand but may be shared with other brands**

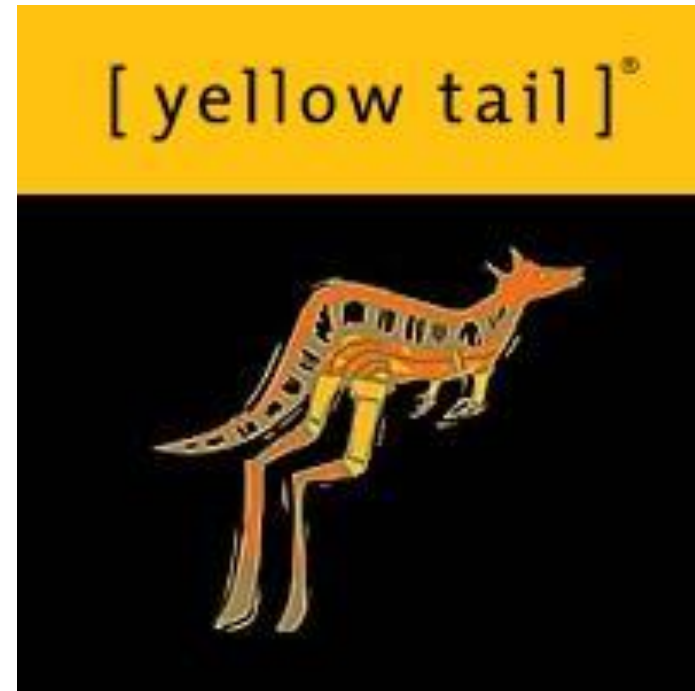
- Category points-of-parity – Hygiene attributes. (Ej avgörande)
- Correlational PoPs: Pris/ Kvalitet /Kognitiv dissonans.
- Competitive points-of-parity – Good enough on attributes that competitors have made to their PoDs. T.ex. hänga med Apple Idesign, Loka i smaker.



## C | Imagery - Points-of-Difference

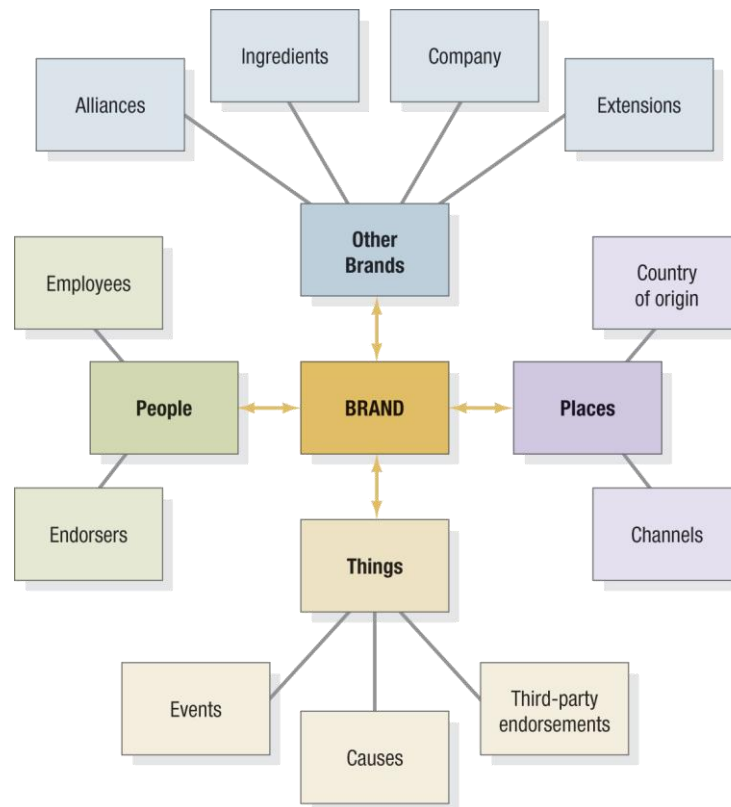
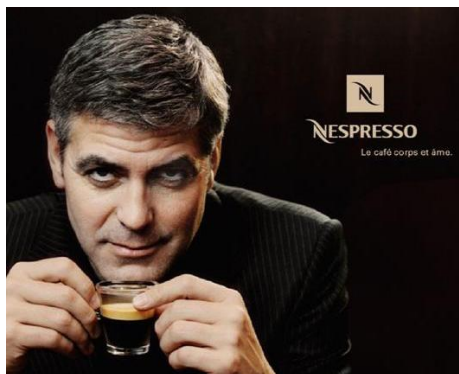
### Points-of-difference (PODs)

Attributes or benefits consumers strongly associate with a brand, positively evaluate, and believe they could not find to the same extent with a competitive brand



## C | How to speed the process

– How we develop associations indirectly linked to the brand



## C | Method

1. Protect your brand (name, logo, pattern, etc.)
2. Build Distinctiveness, i.e. Fame and Uniqueness
3. Opt out of some functional values
4. Identify your soft values
5. Match value to market drivers
6. But distinguish between building both parity and differentiation
7. Follow up on the journey – it takes time

Johan Anselmsson is a distinguished Swedish researcher and professor specializing in brand management, customer behaviour, and marketing strategy. Based at Lund University, he is a leading authority in the field, with extensive experience analyzing the complexities of brand equity, customer loyalty, and the interplay between branding and organizational performance. His work bridges the gap between academic theory and practical application, making him highly sought after for projects involving strategic brand development.

Anselmsson leads the **Lund Brand Management Group (LBMG)**, a prominent research group comprising approximately 20 researchers and scholars. LBMG is internationally recognized for its extensive contributions to brand management research, with numerous publications in top-tier academic journals. The group's work focuses on exploring cutting-edge concepts such as brand equity drivers, sustainability in branding, and strategies for creating long-term value through effective brand positioning.

With a strong international outlook, Anselmsson has a proven track record of helping organizations navigate complex markets and develop actionable branding strategies. His expertise is grounded in a deep understanding of market segmentation, consumer decision-making, and brand differentiation, making him uniquely equipped to provide insights into global branding challenges. He is adept at leveraging data-driven methods to offer nuanced and actionable recommendations.



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<https://www.linkedin.com/in/johan-anselmsson-b4005713/?originalSubdomain=se>  
<https://scholar.google.se/citations?user=SRwXuq8AAAAJ&hl=sv>  
<https://www.lusem.lu.se/organisation/research-networks/lund-brand-management-group>