

A Work Project, presented as part of the requirements for the Award of a Master's degree in  
Management from the Nova School of Business and Economics.

DEVELOPING A BRAND IDENTITY STRATEGY FOR THE NOVA SBE  
BEHAVIORAL LAB  
VERBAL & VISUAL IDENTITY

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## **Abstract**

This work project analyzes visual and verbal brand elements that can support the Nova SBE Behavioral Lab to strengthen its brand strategy. After highlighting the importance of those elements, two interviews with Nova SBE's Brand and Communication department have been conducted to understand Nova SBE's regulations for sub-brands. The key findings and analysis section presents the Lab's visual and verbal identity that corresponds to the Lab's brand strategy as well as to Nova SBE's brand guidelines. To maintain consistency throughout the Lab's brand identity and to support the management, brand guidelines were developed in form of a Brand Book.

**Keywords:** sub-branding, brand elements, verbal identity, visual identity, brand guidelines

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## **1. Introduction**

In today's world, marketers emphasize the importance of building a strong brand but often neglect two crucial components which are the visual and verbal identity. A successful visual and verbal identity is a combination of brand elements such as name, color, and tone of voice, which are deliberately chosen to communicate the right messages and bring forth the brand values (Clifton et al. 2009). As a brand develops and extends its portfolio, sub-branding – including these visual and verbal components – plays an important role to maintain coherence and consistency with the parent brand while simultaneously present the sub-brand's unique position and DNA (Aaker and Joachimsthaler 2000; Wheeler 2009).

The present study aims to further develop the brand identity of the Nova SBE Behavioral Lab by connecting it with visual and verbal elements that align with the brand guidelines from Nova School of Business & Economics and the newly formed brand strategy. In the first section, the project background and its objectives, along with the research question are presented. Section two will respectively discuss the existing literature on sub-branding as well as visual and verbal brand elements. Section three serves the purpose of presenting the methodology. Additionally, a key findings and analysis part in section four analyzes the current state of the Lab's visual and verbal identity and connects it with a new identity based on the brand strategy as well as Nova SBE's sub-brand guidelines. Finally, section five concludes with a summary of the major findings and presents managerial implications to implement the suggested brand guidelines in the future.

### ***Project Background and Objectives***

As a part of Nova School of Business & Economics, the Nova SBE Behavioral Lab (in the following also referred to as “Lab”) is an interdisciplinary research facility specialized in understanding human behavior in organizations and markets. Established in the 2018/2019

academic year, the Lab is managed and run voluntarily. It provides a physical space and a student subject pool for researchers, who aspire to create high-quality scientific research within a collaborative environment. Additionally, students enrolled in the eligible courses have the opportunity to participate in meaningful research studies (Nova SBE 2021).

The Lab's brand strategy has been developed as part of the report "Developing a Brand Identity Strategy for the Nova SBE Behavioral Lab" (Fortunato, Seiler & Witte 2021), using the Brand Identity Planning Model by David A. Aaker (1996). Within the development, a strategic brand analysis, which included an assessment of current consumers, competitors, and a self-analysis, was conducted. Based on these analyses and primary data research, a brand identity for the Nova SBE Behavioral Lab was derived. The core of this identity represents the timeless essence of the brand and includes the following three attributes: (1) **high-quality scientific research**, (2) **collaborative spirit**, and (3) **cultivating interest in science research**. Within the extended identity, the Lab as a Person can be described with four major personality traits: (1) **caring**, (2) **open-minded**, (3) **truthful**, and (4) **intelligent** (Appendix 1).

Both the personality traits as well as the core values aim to strengthen the nurturing brand-customer relationship that can be described as one that exists between a mother and a child. To make this relationship more tangible, it is represented by the "**Caregiver**" archetype, as introduced by Mark and Pearson (2001), and was defined as the following: "The Lab is committed to nurturing the researchers, students and society as a whole with high-quality scientific research and helps them stay connected in an ecosystem where the people involved care for one another" (Fortunato, Seiler & Witte 2021).

Now, as a next step in the brand development process, the strategy needs to be expressed through the visual and verbal identity to (1) **strengthen the brand strategy** as well as (2) to **optimize its communication** with the main audience: researchers, students, course instructors,

and potential sponsors. Thus, the project outcome of this thesis is a set of formulated visual and verbal identity guidelines.

### ***Research Question***

The following research question (RQ) will be answered in the context of this thesis.

- *RQ: How can the Lab's brand strategy come to life through the visual and verbal identity?*

## **2. Literature Review**

To achieve the objective of this project, the purpose of this chapter is to acquire an adequate understanding of the key theoretical concepts. As the Lab is operating under Nova SBE's brand, it is important to understand the visual and verbal requirements of expression within the sub-brand context.

### ***Managing sub-branding***

According to Keller and Swaminathan (2013), "the practice of combining an existing brand with a new brand is called sub-branding", where the subordinate brand is a modifying tool to adjust the superordinate brand. A successful sub-branding strategy creates certain linkages and connects the sub-brand to a master (also known as parent or umbrella) brand with augmented associations, while the master brand remains the primary reference (Aaker & Joachimsthaler 2000). Simultaneously, the sub-brand can still explore its own brand beliefs to position itself in the new category (Keller and Swaminathan 2013).

As an important part of a firm's brand architecture, sub-brands indicate similarities and differences in the new product to the consumer (Aaker & Joachimsthaler 2000; Keller & Swaminathan 2013; Uncles et al. 1995). A sub-brand's architecture anchors on a dominant, umbrella brand, which forms the main driving force in strategic decisions (Aaker 2009).

Marketers can leverage a variety of new and existing visual and verbal brand elements to signal the desired similarity of a sub-brand with their umbrella brand. Consequently, brand

elements should be chosen wisely to facilitate consistency, visual and verbal order, and enable the company to grow and market successfully (Wheeler 2009).

### ***Visual Identity***

Reflecting the deepest values of a brand, visual identity embraces all visual elements that enable the recognition and identification of a brand (Clifton et al. 2009; Csaba, Antorini, and Schultz 2006; Kapferer 2008). Also known as the look and feel of a brand, the visual identity supports consistency among the brand and its strategy (Phillips, Mcquarrie, and Griffin 2014). According to Clifton et al. (2004) and Wheeler (2009), an ideal brand's visual identity comprises (1) logos, (2) symbols, (3) colors (4) typefaces, and (5) imageries. As the saying goes "a picture is worth a thousand words" visual elements have turned out to be much more influential than verbal communication, impacting perceptions and memory (Aaker & Joachimsthaler, 2000). Therefore, visual elements should be intentionally designed to distinguish the sub-brand while simultaneously orchestrate with the parent company to clarify the levels in the brand's architecture (Csaba, Antorini, and Schultz 2006; Wheeler 2009).

### ***Verbal Identity***

A brand's identity is also expressed through its verbal elements, including (1) the name, (2) a naming system for sub-brand's, (3) the language, (4) the choice of words, and (5) the tone of voice (Carnevale et al., 2017; Clifton et al., 2009). A brand's verbal identity is present wherever written and spoken language is used (e.g. marketing materials and phone calls) (Delin 2005). For brands, the verbal identity is an opportunity to drive powerful conversations that create a much deeper and meaningful relationship with the audience (Lalley and Muñoz 2021).

The verbal identity is anchored on the brand's core values, personality or essence that allow to make a brand's language distinctive and differentiate it from competitors (Delin 2005). Lindstrom (2005) suggests that the first step for developing a verbal identity is the recognition of words that best reflect the brand's DNA. After choosing the right words, the language has to

be ingrained into all communication efforts instead of it being “suddenly placed on top like a piece of decorative icing” (Lindstrom 2005).

The brand’s tone of voice represents how the personality is being communicated and should adapt accordingly to the audience as it influences the perception of a brand’s message (Moran 2016; Slade 2016).

### **3. Methodology**

The research is based on both primary and secondary data. Primary data was collected, in addition to the interviews conducted for the brand strategy development, to understand Nova SBE’s visual and verbal regulations and limitations for sub-brands. The primary research includes two in-depth, semi-structured interviews with (1) Ana Castela (Nova SBE’s Senior Designer) and (2) Natacha Delgado (Nova SBE’s Copywriter). The two expert interviews covered all necessary information needed to align the Lab’s visual and verbal brand elements with Nova SBE’s overall brand strategy. The interviews were scheduled for a duration of one hour and, due to safety regulations in the context of the Covid-19 pandemic, were conducted entirely virtually via *Microsoft Teams*. An interview guide for each expert has been prepared beforehand and served as the basis for each conversation (Appendix 2 and 3). At the beginning of each interview, both interviewees have been asked for their consent to record the session. This allowed for a transcription of the conversation afterward using software from *otter.ai* to analyze the interviews in appropriate detail. The transcribed information was then collected and organized in a *Microsoft Excel* spreadsheet, which categorized the various dimensions of the interview guide for each interview partner. This allowed to understand Nova SBE’s brand strategy as well as to highlight regulations and limitations for sub-brands. Besides the interviews, “Nova SBE’s Brand Book” has been used as a secondary data source to acquiring an additional understanding Nova SBE’s brand regulations.

To understand the Lab's current point of standing regarding the usage of visual and verbal elements, secondary data was collected. Communication documents including the (1) "NOVA Behavioral Lab Class materials 2020" PowerPoint presentation, (2) the "Teaching Day - Course instructors presentation" as well as the Lab's website were provided by the Lab's management. In addition to the primary data, insights of the secondary data were added to the existing *Microsoft Excel* spreadsheet to highlight commonalities as well as misalignments and gaps to create brand guidelines for the Lab in the next step.

#### **4. Key Findings and Analysis**

The purpose of this section is to go through the process of developing the visual and verbal identity of the Lab based on the research including literature, expert interviews, and the Lab's communication material. The subsections are summarized into the visual and verbal elements that had to be considered when answering the main research question.

##### **4.1. Visual Elements**

###### ***Logo***

As of right now, the Lab's logo is black and appears in front of an illustration on the website (Appendix 4) (Nova SBE 2021). Within the communication presentations, only the overall Nova SBE logo appears which leads to an inconsistent usage of the correct logo (Nova SBE Behavioral Lab 2020; 2019). All Nova SBE sub-brands need to follow the same logo guidelines and do not have a separate logo but use Nova SBE's logo with a descriptor. The first logo element is the colored "O", which can move vertically or horizontally. It is supposed to represent the sun and its standing, depending on the time of the day. The color of the "O" varies between the segment the sub-brand belongs to. The segments include (1) Nova Executive, (2) Nova Alumni, (3) Nova Student, and (4) Nova Research (Nova SBE's Brand Book 2021). The

second logo element is the “horizon bar” – representing space - which can extend and retract with the intent to create movement. The school views the horizon as an opportunity for “personal discovery and professional growth, for new connections and collaborations; and, of course, to create positive change in the world” (Castela 2021).

Following all Nova SBE guidelines, the Lab’s updated logo should comprise three elements (Appendix 5): (1) the research color of Nova SBE (2) the school name, and (3) the descriptor “Behavioral Lab”. To strengthen the Lab’s identity and achieving a cohesive look and feel, the Lab’s logo should appear wherever written communication takes place.

### ***Color***

Within all communication materials, the Lab only makes use of the colors black and white. Even though these two colors are part of Nova SBE’s primary color palette, the school has additional fixed segment-specific colors to highlight sub-brands which were mentioned in the paragraph above. The overall Nova SBE Research color is purple and when asked why the interviewee pointed out that “purple is not only a color of excellence but also a color of knowledge and deep thought” (Castela 2021). Additionally, complementary colors exist which are specific to common themes across the school. The themes cover (1) Digital & Technology, (2) Management, (3) Economics, (4) Environment, (5) Sustainability, (6) Innovation / Health, (7) Leadership, (8) Finance, and (9) Africa (Nova SBE 2021).

Given this information, the main color of the Lab derives from the Nova SBE Research department. The primary color “NOVA RESEARCH” is purple and can be combined with the complementary and theme-specific color “NOVA AMBER”, a warm orange tone. Its purpose is to represent the theme of “people and leadership” (Castela 2021). Following the Lab’s brand strategy, the warming and soft tone emphasizes the nurturing personality and value-based proposition of the Lab and balances out the purple with its rational research attributes.

## ***Typography***

In terms of typography, the Lab uses various fonts throughout different touchpoints with the audience. Whereas the website follows the regulations given from Nova SBE's brand book, including the fonts Playfair Display (used for titles in communication materials, such as brochures, flyers, and standard initiative names.) and Open Sans (used for subtitles and body copy in communication materials) (Nova SBE 2021), both presentations display different fonts (Calibri, Cambria, and Garamond) (Nova SBE Behavioral Lab 2019; 2020). For the future, the Lab's typeface system should only incorporate the fonts Playfair Display and Open Sans to achieve consistency.

## ***Imagery & Illustrations***

On the Lab's website, an illustration appears as a header (Appendix 4) that features bright colors such as yellow, rose, and orange. It displays duplicated heads with the logo appearing on top of it (Nova SBE 2021). Since this illustration does not convey the Lab's given caregiver personality and the colors do not align with the Lab's color palette, it is recommended to insert a new header that corresponds to the Lab's developed strategy. As the website is the main communication touchpoint for the Lab, especially for external sponsors and partners, it is vital to convey positive impressions and the right brand image that aligns with the brand strategy. A new header for the website can be found in Appendix 4.

The additional images on the website do also not reflect the Lab's personality, as they are standardized pictures and lacking a personal touch. The only personal approach of images can be found in the "People" section that presents images of the Lab's management but missing a picture of Hao Rang, the Assistant Lab Manager (Nova SBE 2021).

When it comes to the class material presentation, there is no use of imagery which makes it seem unappealing for students. However, instead of images, the class material presentation

includes an illustration that helps to loosen up the flow and catch the student's attention (Appendix 5). On the contrary, there are a lot of images built-in the course instructor presentation. Images from the Lab's management, the research facility, and experiments support the message of the presentation. Yet, these images are not from Nova SBE's image library and seem unprofessional (Appendix 6) (Nova SBE Behavioral Lab 2019; 2020).

To align all images with the given strategy, the Lab should focus on human-centered imagery to reflect the research community approach. In general, images should feel vibrant as well as engaging and can be used as a powerful tool to highlight and support a clear message (Delgado 2021). The selection of images in the brand guidelines (Appendix 7) aims to leave the audience feeling welcomed, curious, and cared for. Additionally, the Lab has access to Nova SBE's online library of exclusive photographs which can also be included on the website and in presentations. However, when working with images from Nova SBE's online library, it is important to credit the photographer (Castela 2021).

Similar to the imagery, illustrations can be used as visual elements with the artist being referenced in the materials. Nova SBE collaborates with national as well as international emerging artists to create exclusive artworks for the school which can be found in an online library. There is also the possibility to design theme-specific illustrations that are owned by a sub-brand (Castela 2021). As there is no budget for designing an illustration dedicated to the Nova SBE Behavioral Lab so far, the Lab should focus on one main illustration from the Nova SBE illustration library to represent the Lab's personality. The illustration "The taking – the giving" by Fernando Cobelo can be found in the brand guidelines (Appendix 7) and has been chosen as it reflects the Lab's supporting and caregiving attributes.

## **4.2. Verbal Elements**

### ***Name***

As the Lab is a sub-brand of Nova SBE and represents a part of the research department, it is important to name it correctly following the guidelines. Currently, the Lab is always referred to as “Nova Behavioral Lab” which is not correct. For sub-brands, the name needs to be adapted to the following: “Nova SBE + Name of Initiative/ Event” (Nova SBE 2021). Therefore, the Lab needs to match the architecture the school follows and should always be referred to as “Nova SBE Behavioral Lab”. Additionally, Nova SBE should always be mentioned as “school” instead of “college” and “university” (Nova SBE 2021).

### ***Choice of words***

A consultation of the Lab’s website revealed that the current choice of words is very limited, yet caring and meaningful. Words such as “understanding”, “support”, “learning”, “community”, “value”, “experience” and “impact” are incorporated to support the Lab’s brand strategy. The voice speaks directly to the audience, addressing them with “You”, which emphasizes its accessibility to researchers as well as students (Nova SBE 2021).

Within both presentations, the choice of words is misleading as the slides are filled with a lot of bullet points rather than one or two main sentences. However, some words represent the caregiver personality of the Lab, such as “invites students” and “contribute to academic research” (Nova SBE Behavioral Lab 2019; 2020).

When it comes to the choice of words that represent Nova SBE, the school is very mindful of its communication. The overall language should be positive and optimistic, with sentences following an active voice. Additionally, there are specific words the school prefers to use for communicating certain messages. Words to use are for instance “ambition, collaborative, collective, community, curiosity, grow, impact, inspiring, potential, purpose and

together”. Words that should be avoided are “duty, influence, institution, shape and university” (Nova SBE 2021).

For the future, the Lab’s choice of words should capture its core values to make it distinctive (Delin 2005) and reflect the developed brand strategy. As presented in the brand guidelines (Appendix 7), each core value is connected with a series of supportive words that should be used when writing any piece of communication (emails, class presentations, etc.).

### ***Tone of voice***

On the Lab’s website, the tone of voice is rather monotone and informative which prevents the Lab from seeking attention and being perceived as an engaging, interesting, and caring research community (Nova SBE 2021). This is also reflected in the class material presentation. Instead of engaging and evoking curiosity, the tone is rather strict and authoritative which is highlighted by phrases such as “you are expected to show up” (Nova SBE Behavioral Lab 2020).

Nova SBE aims to deliver its message with a nurturing voice that is rooted in humbleness and an open-minded attitude. Commands, impositions, and a sense of self-entitlement should be avoided. Overall, the tone of voice guidelines for Nova SBE fall under the motto: “Straight to the point, straight to the heart” (Delgado 2021). Thus, depending on the message and audience, the voice needs to adapt within that spectrum and can be either more clear, insightful, and straightforward or inspirational and engaging. When for example communicating with faculty and research, the voice is more serious to demonstrate knowledge. Additionally, there needs to be greater consideration regarding the tone of voice for strategic communication pieces with a long lifespan compared to communication pieces with a shorter lifespan such as emails (Delgado 2021; Nova SBE 2021).

To align the Lab’s tone of voice with its strategy, the Lab’s personality traits need to inform about the tone of voice and guide how the Lab communicates with different stakeholders. As established in the brand strategy development, the Lab as a person has four major characteristics. It is (1) caring, (2) open-minded, (3) truthful, and (4) intelligent. The four personality traits work together in balance. However, each one can be dialed up or down, depending on the audience and what the message is about (Appendix 7). When talking to sponsors or course instructors, the tone should adjust and be more truthful and intelligent, as it demonstrates professionalism, knowledge, and research excellence. On the other hand, when communicating with researchers and students, the tone can be more caring and open-minded to be more approachable and evoke the feeling of support, curiosity, and engagement. The following table (table 1) presents tone of voice principles for each personality trait of the Lab.

*Table 1: Nova SBE Behavioral Lab tone of voice guidelines (own presentation)*

<b>Personality trait</b>	<b>Tone of voice</b>
<b>Caring</b>	People engage with the Lab because they feel welcomed and cared for. This spirit should be used to connect with the audience on a personal level while remaining polite and professional. It is important to be respectful and empathic as this will help the audience to have a stress-free and enjoyable Lab experience. Rather than using over-formal and patronizing language, the Lab should engage in a warm and caring tone and include the first and second person such as “we”, and “you” to remain accessible and let everyone feel involved in the research community.
<b>Open-minded</b>	Being open-minded is reflected in the willingness to explore new approaches, asking questions, and staying curious about the needs and desires of the audience. Making use of interesting headlines without over-complicated terminology and communicating in an upbeat and positive tone provokes optimism. However, the tone should not be over-promising as this can be perceived as less trustworthy.
<b>Truthful</b>	The voice of academic excellence is demonstrated in a straightforward and precise tone. Rather than being vague, the Lab should focus on communicating messages clearly and

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transparently and support arguments with facts and evidence. Complex, long-winded sentences, bureaucratic jargon, and passive voice should be avoided and replaced with bold, active statements.

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**Intelligent** Intelligence is one of the core pillars of the Lab’s DNA. To communicate intelligence, the Lab should showcase their knowledge and achievements that benefit the research community and simultaneously express it in an emotional way that goes beyond functional benefits. Being intelligent also refers to being conscious about who the audience is, how much time they have, and what is important to them while communicating.

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## 5. Recommendations for Management & Conclusion

This work sought to develop a set of formulated visual and verbal identity guidelines for the Nova SBE Behavioral Lab, which correspond to the Lab’s brand strategy and fulfill the brand regulations and limitations from its parent brand Nova SBE. The thesis succeeded in answering the research question through applying secondary research and in-depth interviews.

To strengthen the Lab’s developed brand strategy, it is recommended for the Lab to follow the brand guidelines, especially when communicating with external stakeholders. In addition to this thesis, all guidelines were summarized in a Brand Book for the Lab’s management (Appendix 7). Updating the visual and verbal guidelines will support maintaining coherence, particularly once the Lab becomes bigger and grows its audience. Table 2 presents the type of prioritization for updating each brand element. This is particularly helpful for the Lab’s Management when deciding how to continue with the given suggestions.

*Table 2: Recommended brand element prioritization*

<b>Brand Element</b>	<b>How it is now</b>	<b>Alignment with Nova SBE and/ or brand strategy</b>	<b>Type of prioritization</b>
<b>Logo</b>	No coherence across different touchpoints	Logo guidelines from Nova SBE must be followed	Big discrepancy that should be fixed immediately

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<b>Color</b>	Black and white color scheme	Nova SBE's color guidelines must be followed and match with the Lab's developed brand strategy	Secondary issue that can be fixed throughout time
<b>Typography</b>	Variation of fonts across different touchpoints	Typography guidelines from Nova SBE must be followed	Big discrepancy that should be fixed immediately
<b>Imagery &amp; Illustration</b>	Unprofessional and limited use of imagery and illustrations	Imagery and illustrations should be used to support a message and to strengthen the Lab's identity	Big discrepancy that should be fixed as soon as the Lab starts to grow its audience
<b>Name</b>	Incorrect use of the given name	Nova SBE's sub-brand naming system must be followed	Big discrepancy that should be fixed immediately
<b>Choice of words</b>	Limitation and partly misunderstanding of the choice of words	The choice of words should reflect the Lab's identity across all touchpoints	Bigger issue that should be fixed in the long-term or as soon as the Lab starts to grow its audience
<b>Tone of voice</b>	Partly misleading tone of voice with missing adaptation to the audience	The tone of voice should be anchored on the Lab's personality traits and needs to adapt depending on the audience and message	Bigger issue that should be fixed as soon as the Lab starts to grow its audience

Due to the constraints of this thesis, it was only possible to focus on understanding the Lab's current visual and verbal standing, hence a competitive landscape has not been considered and analyzed.

Finally, even though this thesis does not address the customization per target audience, it does give the basic brand identity principles and insights on how the Lab's management can leverage them to strengthen its brand strategy.

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## Appendices

### Appendix 1: Nova SBE Behavioral Lab Brand Strategy

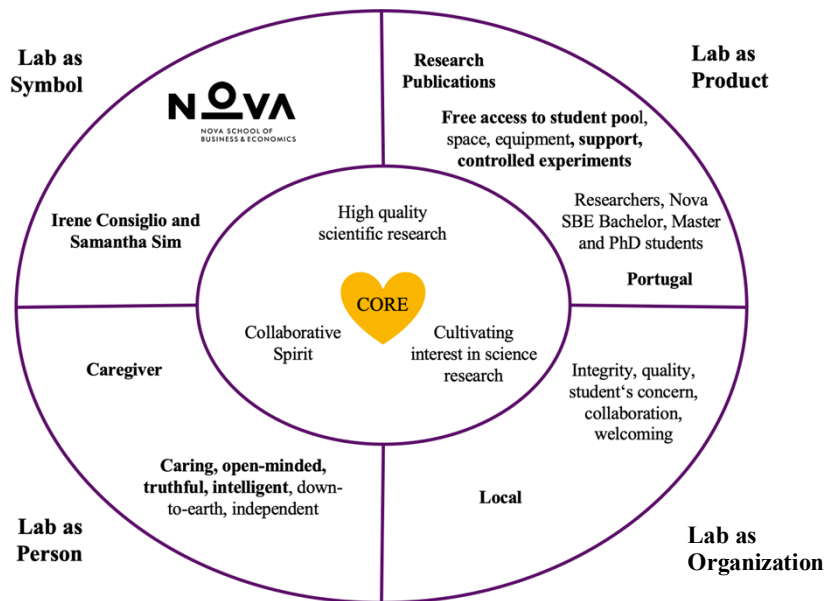


Figure 1: Nova SBE Behavioral Lab Brand Strategy (Fortunato, Seiler & Witte 2021)

### Appendix 2: Interview Guide Ana Castela

#### Introduction

- a. Presentation of the work and the associated goals.
- b. Reference to anonymization, dissemination and submission of the oral consent.

#### 1. Warm Up

- a. Please briefly introduce yourself and your current position at Nova SBE.

#### 2. Core of the interview

##### 2.1. Nova SBE Brand Identity

- a. Please briefly describe Nova SBE's Brand Identity.
- b. Please briefly describe Nova SBE's visual brand guidelines.

## **2.2. Visual Identity**

- a. How do visual limitations for sub-brand's (e.g. Labs) in terms of logotypes, colors, imagery, typefaces and symbols look like? Do you provide support?
- b. Are there visual materials that can be used by sub-brands? If yes, how do I access them?

## **3. Conclusion**

- a. Is there anything else we haven't mentioned, or do you want to add something to a point?

## **Acknowledgment and farewell**

## **Appendix 3: Interview Guide Natacha Delgado**

### **Introduction**

- a. Presentation of the work and the associated goals.
- b. Reference to anonymization, dissemination and submission of the oral consent.

### **1. Warm Up**

- a. Please briefly introduce yourself and your current position at Nova SBE.

### **4. Core of the interview**

#### **2.3. Nova SBE Brand Identity**

- a. Please briefly describe Nova SBE's Brand Identity.
- b. Please briefly describe Nova SBE's verbal brand guidelines?

#### **2.4. Verbal Identity**

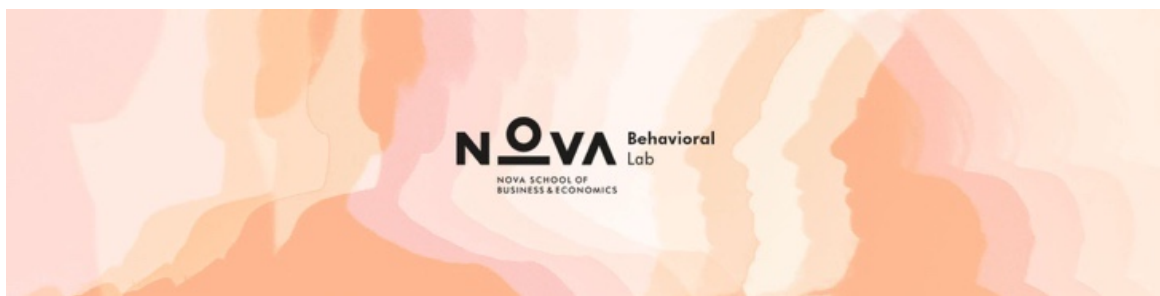
- a. How do verbal limitations for sub-brand's (e.g. Labs) in terms language, choice of words and tone of voice look like? Do you provide support?
- b. How do you adapt verbal communication across different touchpoints?

### 3. Conclusion

- a. Is there anything else we haven't mentioned, or do you want to add something to a point?

### Acknowledgment and farewell

#### Appendix 4: Website header of Nova SBE Behavioral Lab



*Figure 1: Nova SBE Behavioral Lab current website header (Nova SBE 2021)*



*Figure 2: Nova SBE Behavioral Lab new website header*

## Appendix 5: “NOVA Behavioral Lab Class materials 2020” presentation Imagery

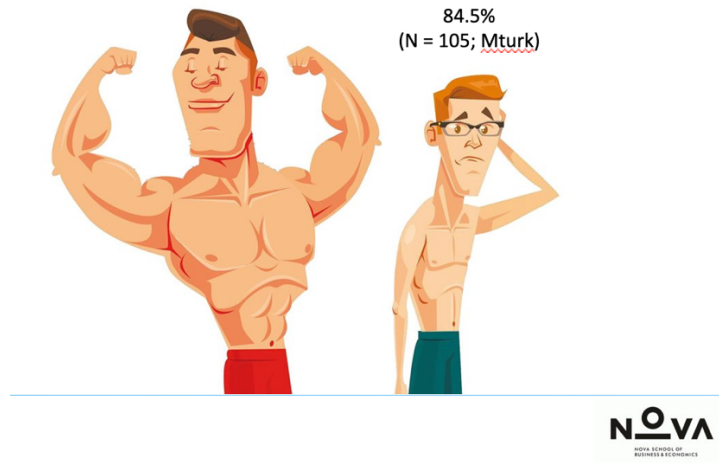


Figure 6: Illustration slide 5 (Nova SBE Behavioral Lab 2020)

## Appendix 6: “Teaching Day – Course instructors presentation” Imagery



Figure 3: Research facility slide 7(Nova SBE Behavioral Lab 2019)



Figure 4: Research facility slide 9 (Nova SBE Behavioral Lab 2019)

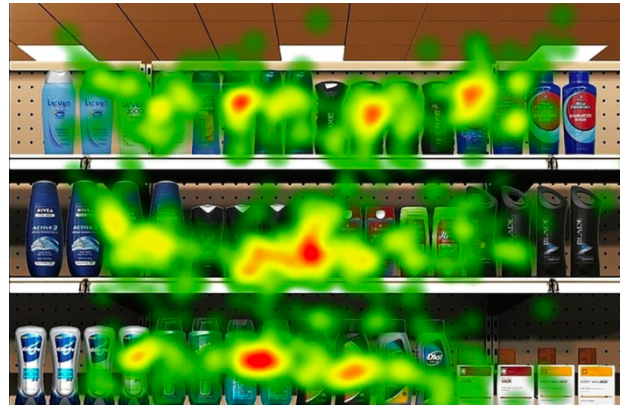
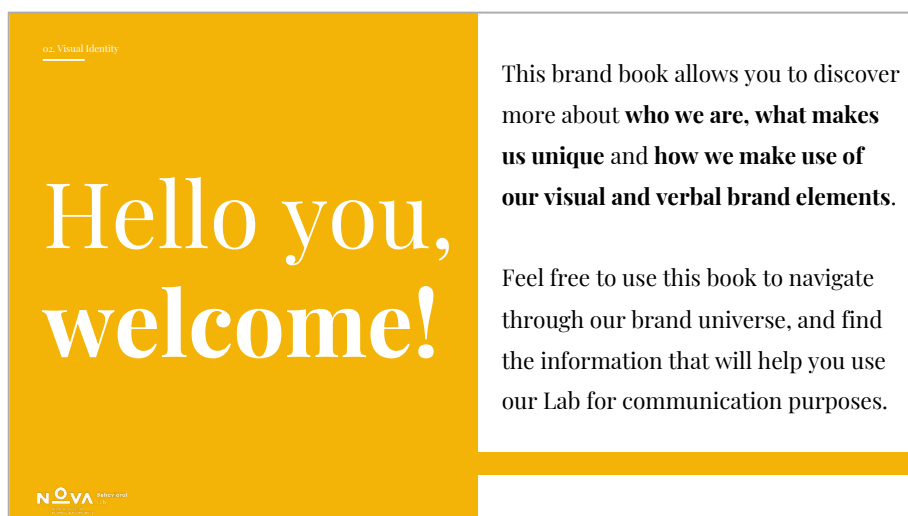
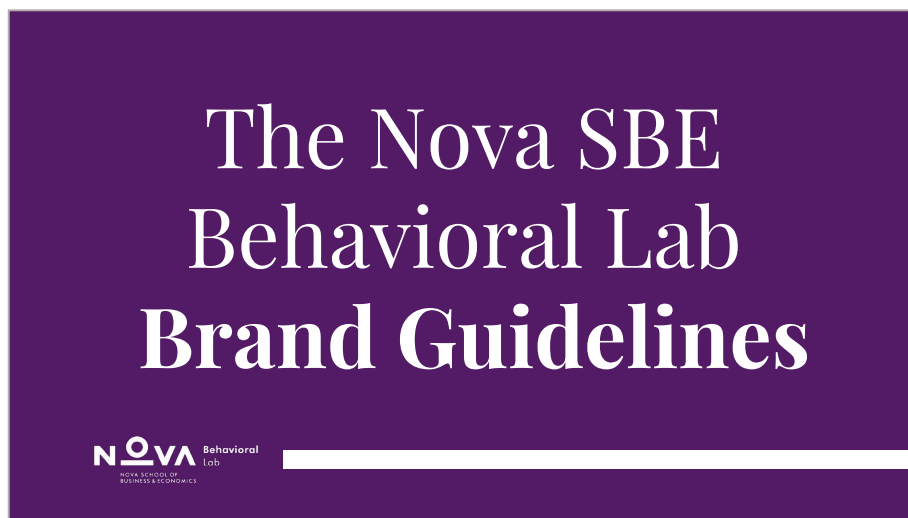


Figure 5: Eye-tracking slide 12 (Nova SBE Behavioral Lab 2019)

## Appendix 7: The Nova SBE Behavioral Lab Brand Guidelines



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## 01. Who we are and what makes us unique

### OUR CORE CONCEPT

# A research community

As a research community, we will always provide support and welcome those who aspire to create high quality scientific research. As a safe space for our minds, we cultivate interest in science research and explore the truth to improve the world's scientific understanding of human behavior.

01. Who we are and what makes us unique

#### OUR VISION

Our vision is to become the **largest research Lab in southern Europe** in which the research community creates **purposeful output with given scientific solutions for society**

**NOVA** behavioral  
LAB

06

01. Who we are and what makes us unique

#### OUR MISSION

Understanding **human behaviour** in organizations and markets

**NOVA** behavioral  
LAB

07

01. Who we are and what makes us unique

#### OUR BRAND VALUE PROPOSITION

### **I.** **Academic excellence**

As an interdisciplinary research facility that focuses on understanding human behavior, creating unbiased and high-quality research output is our highest priority. At the same time, we are providing students with the opportunity to participate in meaningful research studies and enhance their learning experience outside the classroom.

**NOVA** behavioral  
LAB

08

OUR BRAND VALUE PROPOSITION

## 2. Collaboration

Due to our young state of maturity, we follow a collaborative spirit with less bureaucratic processes that allow for flexibility, exchange and support among the research community. Course instructors, students and researchers work together as a research community to improve scientific understanding of human behavior.

OUR BRAND VALUE PROPOSITION

## 3. Accessibility

We enable accessibility by providing a pool of students for controlled experiments directly on campus that are free of charge for registered lab-users.

OUR BRAND VALUE PROPOSITION

## 4. Impact

Using Nova SBE's brand heritage and driving it forward, we build the bridge between high quality research and the Portuguese community to create an impact beyond society.

02.

## Our visual identity

02. Visual Identity

# Visual Identity Intro

Reflecting the deepest values of our brand, the visual identity embraces all visual elements that enable the recognition and identification of our brand.

Just as the saying goes “a picture is worth a thousand words” the visual elements of our brand are very influential and impact our audiences perception and memory.

02. Visual Identity

## Logo – Concept/ application

The logo contains three elements that create a logo system for the Lab.

1. The purple “O”
2. The school name
3. The descriptor “Behavioral Lab”

Please make sure to use the logo as a whole for all communication purposes. There are two available color variations including (1) the black option with the purple “O” (preferred option) and (2) the negative version.

The three logo elements must be present at all times and should not be distorted or altered in any way that is not contemplated in this brand book.

**NOVA** Behavioral Lab  
NOVA SCHOOL OF BUSINESS & ECONOMICS

**NOVA** Behavioral Lab  
NOVA SCHOOL OF BUSINESS & ECONOMICS

## Color palette

### • Primary color

Besides black and white, the Lab's primary color is purple as it not only represents excellence, but also knowledge and deep thought.



## Color palette

### • Secondary color

The secondary color, a warm orange, represents the theme people and leadership. The color emphasizes the Lab's nurturing attributes and balances out the purple with its rational research attributes.



## Typography

### Headings & Titles

### PlayFair Display

Regular, *Italic*  
Bold, *Bold Italic*  
Black, *Black Italic*

Playfair Display is used for headlines and titles in all communication materials such as presentations, brochures and flyers.

### Subtitles & Body

### Open Sans

Light, *Light Italic*  
Regular, *Italic*  
SemiBold, *SemiBold Italic*  
Bold, *Bold Italic*  
ExtraBold, *ExtraBold Italic*

Open Sans is used for subtitles and body copy in all communication materials such as presentations, brochures and flyers.



01. Who we are and what makes us unique

## Illustration

The illustration "The taking – the giving" by Fernando Cobelo emphasizes the Lab's supporting and caregiving attributes. It can be used as an extra visual element to support the message.

Please make sure to always reference the artist in the materials.



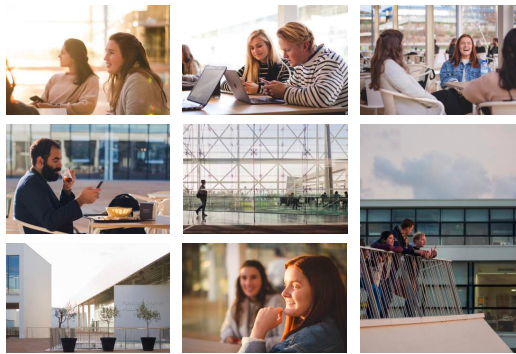
Illustrations by Fernando Cobelo

01. Who we are and what makes us unique

## Image Library

Useful images to highlight and support a clear message.

Please make sure to always reference the photographer in the materials.



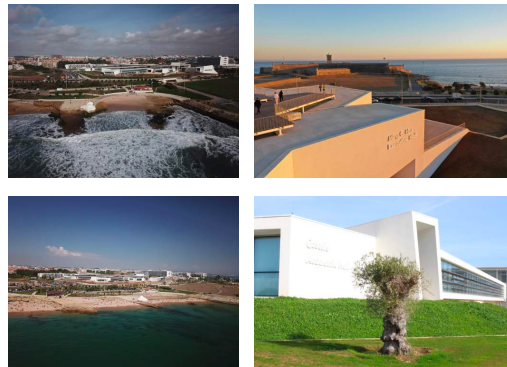
Photographs by Maria Cabral da Câmara

01. Who we are and what makes us unique

## Image Library

Useful images to highlight and support a clear message.

Please make sure to always reference the photographer in the materials.



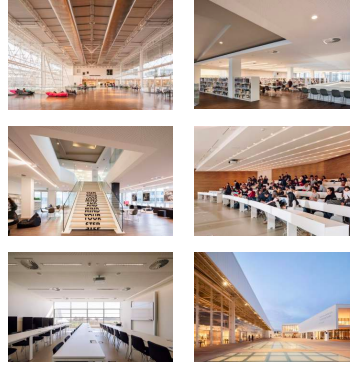
Photographs by Afonso Costa Pereira

02. Who we are and what makes us unique

## Image Library

Useful images to highlight and support a clear message.

Please make sure to always reference the photographer in the materials.



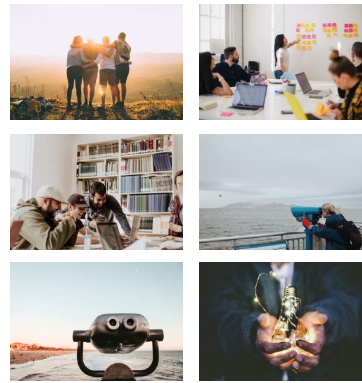
Photographs by Francisco Nogueira

02. Who we are and what makes us unique

## Image Library

Useful images to highlight and support a clear message.

Please make sure to always reference the photographer in the materials.



Photographs via unsplash.com

Nova SBE Behavioral Lab Brand Book

03.

## Our verbal identity

# Verbal Identity Intro

Our verbal identity is anchored on our brand's personality and present wherever written and spoken language is used. Within our community we encourage everyone to communicate a clear message with purpose and inspiration.

Here you will find insights on who our target audiences are, where we communicate with them and what are the main guidelines to keep in mind.

## Name

The official name of our Lab is  
**Nova SBE Behavioral Lab**

As our Lab represents a part of Nova SBE's research department, it needs to match the architecture the school follows and should always be referred as "Nova SBE Behavioral Lab". When writing any piece of communication, please be careful to reference the Lab's name correctly.



## Choice of words

This section refers to the choice of words that respects our brand voice. When writing any piece of communication (whether emails, newsletter, website content, etc.), please be mindful of the words you make use of. Our core values are connected with a series of words we prefer that help to clarify what we want to say and simultaneously speak with meaning.

**Collaboration** \_\_\_\_\_  
Caring, Community, Understanding, Together, Support, Encourage, Responsive

**Academic excellence** \_\_\_\_\_  
Committed, Ambitious, Goal-oriented, Potential, Problem-solving, Investigate, Significant

**Cultivating interest in science research** \_\_\_\_\_  
Curiosity, Discovery, Questioning, Important, Purposeful, Valuable

## Tone of voice

The Lab's four personality traits inform about the tone in which we deliver a specific message. The four personality traits work together in balance and can be dialed up or down, depending on the audience and what the message is about.

Please keep in mind that any communication pieces with a long lifespan need to have greater consideration when it comes to the tone of voice, especially when addressed to an external audience. Communication pieces with a shorter lifespan (e.g. E-mails) don't require as much consideration when it comes to the tone of voice.

## Tone of voice

### Our personality

#### Caring

People engage with us because they feel welcomed and cared for. This spirit should be used to connect with the audience on a personal level while remaining polite and professional. It is important to be respectful, empathic as this will help the audience to have a stress-free and enjoyable Lab experience. Rather than using over-formal and patronizing language, please engage in a warm and caring tone and include the first and second person such as "we", and "you" to remain accessible and let everyone feel involved in the research community.

#### Open-minded

Being open-minded is reflected in the willingness to explore new approaches, asking questions and staying curious about the needs and desires of our audience. Making use of interesting headlines without over-complicated terminology and communicating in an upbeat and positive tone provokes optimism. However, the tone should not be over-promising as this can be perceived as less trustworthy.

## Tone of voice

### Our personality

#### Truthful

The voice of academic excellence is demonstrated in a straightforward and precise tone. Rather than being vague, we focus on communicating messages in a clear and transparent way and support arguments with facts and evidence. We avoid complex, long-winded sentences, bureaucratic jargon and passive voice and replace them with bold, active statements.

#### Intelligent

Intelligence is one of the core pillars of our DNA. To communicate intelligence, we always showcase our knowledge and achievements that benefit the research community and simultaneously express it in an emotional way that goes beyond functional benefits. Being intelligent also refers to being conscious about who the audience is, how much time they have and what is important to them while communicating with us.

### Tone of voice

## Researchers

While communicating with researchers, our main goal is to promote a collaborative spirit, making them feel supported and cared for. Simultaneously we aim to nurture them with knowledge as well as intelligence to emphasize their valuable impact. This will support our goal to grow as a community and attract new researchers.

EXAMPLES OF COMMUNICATION PIECES THAT FIT THIS TARGET ARE:

- Academic brochures/ seminars
- Researchers section on the website



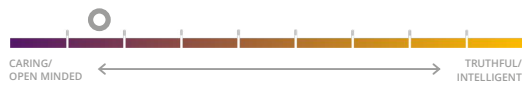
### Tone of voice

## Students

While communicating with students, our main goal is to cultivate their interest and curiosity in science research. We want them to be engaged and feel cared for so that they become a part of the research community. In some occasions, the use of humor and light puns is welcomed and encouraged. We trust you to use your better judgment and be mindful that on the one hand, we don't want to lose seriousness but on the other hand, we also don't want to be dull.

EXAMPLES OF COMMUNICATION PIECES THAT FIT THIS TARGET ARE:

- Class material presentation
- Students section on the website



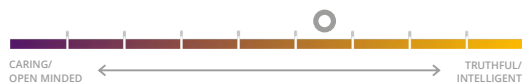
### Tone of voice

## Course Instructors

While communicating with course instructors, our main goal is to demonstrate knowledge and to promote engagement to highlight the Lab's positive impact on students. Please be mindful that we don't want to lose the seriousness and the importance in our message, but we also don't want to deliver a dry message that won't impact and convince a course instructor.

EXAMPLES OF COMMUNICATION PIECES THAT FIT THIS TARGET ARE:

- Course instructors presentation
- Course instructor section on the website



**Tone of voice**

**Sponsors**

While communicating with sponsors, our main goal is to demonstrate academic excellence and present the importance as well as potential of our research community. Please be mindful that we don't want to lose the seriousness and professionalism in our message, but we also don't want to deliver a dry message that won't impact a potential sponsor.

EXAMPLES OF COMMUNICATION PIECES THAT FIT THIS TARGET ARE:

- Potential presentation for sponsors
- Potential sponsor section on the website



04.

**Contact information**

04. Contact information

Doubts, question, comments?

**Feel free to get in touch with us anytime!**



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