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Proposal for Brand Development Activities

Characteristics of thesis dilemmas:

Introduction
Definition of problem, objective of thesis
Theoretical starting points
Analysis of problem and contemporary situation
Proposal of solution, contributions of solutions
Conclusion
Literature
Appendix

Objectives which should be achieved:

The main objective of the thesis is to define activities for the development of the chosen brand on the basis of the relevant theoretical background, research and analysis. The aim of the theoretical part is to define an appropriate approach to brand development. The aim of the analytical part is to identify the key internal and external factors influencing the brand development and to define a possible direction of development. The aim of the design part is to elaborate a framework for brand development including recommendations for implementation and evaluation of impacts and assumptions of implementation.

Basic sources of information:

FLOOR, K., Branding a store: how to build successful retail brands in a changing marketplace. Philadelphia: Kogan Page, 2006. 360 p. ISBN 07-494-4832-6.

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Abstract

The aim of this bachelor's thesis is to define a set of development measures for a selected brand, based on relevant theoretical foundations, applied research, and structured analysis.

The theoretical part outlines the conceptual approach to brand development by introducing strategic models and frameworks applicable to growing and managing a brand. The analytical part focuses on identifying key internal and external factors that influence the brand's development, using tools such as SWOT analysis, benchmarking, and identity mapping.

In the final part, the thesis presents a development framework including practical recommendations for implementation, and evaluates the expected impact and assumptions associated with the proposed actions.

Abstrakt

Cílem této bakalářské práce je definovat opatření pro rozvoj zvolené značky na základě odpovídajících teoretických východisek, realizovaného výzkumu a provedených analýz.

Teoretická část vymezuje konceptuální přístup k rozvoji značky prostřednictvím představení strategických modelů a rámců použitelných pro její budování a řízení. Analytická část se zaměřuje na identifikaci klíčových interních a externích faktorů ovlivňujících rozvoj značky, a to pomocí nástrojů jako SWOT analýza, benchmarking a mapování identity.

Závěrečná návrhová část zpracovává rámec rozvoje značky včetně konkrétních doporučení pro implementaci a hodnotí očekávané dopady i předpoklady realizace navržených opatření.

Keywords

brand, rebranding, strategy, marketing, market, customer, analysis, development, distribution, product

Klíčová slova

Značka, rebranding, strategie, marketing, trh, zákazník, analýza, rozvoj, distribuce, produkt

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Affidavit

I declare that the present bachelor thesis is an original work that I have written myself. I declare that the citations of the sources used are complete, that I have not infringed upon any copyright (pursuant to Act. no 121/2000 Coll.). I also acknowledge that I have used OpenAI's ChatGPT solely as a tool to assist with text refinement, formatting, and improving linguistic clarity and professionalism.

Brno dated

Filip Hübl

Author's signature

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Introduction

In today's saturated and fast-evolving market, many distribution companies face challenges in developing strong brand recognition, especially when working with products that are managed externally. While global brands offer credibility and product consistency, they often require local distributors to adapt branding efforts within predefined limits.

This situation applies to Moravia Consulting, a Czech distributor of BestLife backpacks, which represents a brand developed and manufactured outside Europe. Although the company plays an active role in product selection and market execution, BestLife's brand perception remains generic and lacks emotional appeal or clear differentiation on the European market.

Across Europe, customers are increasingly attracted to brands that not only deliver functionality and price advantage, but also reflect lifestyle values, storytelling, and innovation. These trends push companies like Moravia Consulting to seek new strategies for enhancing the visibility, identity, and market relevance of the brands they distribute.

Problem definition

The BestLife brand, distributed by Moravia Consulting in selected European markets, offers practical and affordable backpacks targeted primarily at students and young professionals. Despite these advantages, the brand faces significant limitations in terms of market perception, emotional appeal, and differentiation from competitors.

Current branding efforts rely heavily on functionality and low pricing, without clearly defined visual identity, storytelling, or innovation. As a result, BestLife struggles to build stronger connections with customers, stand out in the saturated market, and maintain long-term relevance among evolving consumer preferences.

These shortcomings have led to reduced brand recognition, weak emotional engagement, and limited competitiveness in key market segments. Without strategic development, the brand risks stagnation and declining appeal, especially in comparison to more design-oriented or lifestyle-driven competitors.

Goals and Methodology

Goal of this thesis

The main objective of this bachelor's thesis is to define a set of strategic development measures for a selected backpack brand, Bestlife, distributed by the Czech company Moravia Consulting. The aim is to support the brand's long-term relevance and growth by combining theoretical knowledge, applied analysis, and actionable recommendations.

To achieve this objective, the thesis is structured into three main parts:

Theoretical part

This section introduces key concepts related to branding, positioning, and strategic brand development. It forms the knowledge base necessary for the following analytical and proposal sections.

Analytical part

The analytical part evaluates the current situation of the company and its product line, including internal and external factors affecting brand growth. It examines brand

perception, maps relevant competitors, and identifies development opportunities based on benchmarking and identity analysis.

Proposal part

The final section builds on the analytical findings to outline a development framework for the BestLife brand. It includes recommendations related to strategic direction, visual identity, communication, and implementation steps, taking into account potential benefits, risks, and conditions for success.

Areas of Interest

In this section, the key areas of interest addressed in the thesis are defined. These focus points help guide the research and the development of a strategic brand framework for Moravia Consulting. Each area includes specific research questions that are explored throughout the thesis.

1. Strategic Brand Development

- What are the key steps required for Moravia Consulting to strengthen the BestLife brand?
- How can the brand be developed to support long-term growth and market relevance?

2. Market Positioning and Competition

- How does the current brand position compare to key competitors?
- What opportunities exist to differentiate the BestLife brand within the European backpack market?

3. Brand Identity and Communication

- How should the visual and verbal identity of BestLife be improved?
- What role does emotional branding play in building customer connection?

4. Implementation Strategy

- What actions are needed to implement the brand development plan successfully?
- What risks and challenges could arise during the brand transition?

Methodology

The methodology of this thesis is designed to support the definition of a strategic development framework for improving the existing BestLife backpack brand distributed by Moravia Consulting. The selected methods correspond to the research questions and structure of the thesis, and are applied across both the analytical and proposal parts.

The analytical part is based on a combination of qualitative and comparative methods. First, a semi-structured interview was conducted with the CEO of Moravia Consulting to gain direct insights into the company's strategic goals, motivations for brand transition, and perceived market challenges. This internal perspective provides the foundation for understanding the company's current position and long-term intentions.

Second, a competitive analysis was carried out in the form of desk research in benchmarking. Four selected competitors, Samsonite, Wenger, XD Design, and Herschel, were evaluated across key brand attributes such as visual identity, messaging, customer perception, product portfolio, and distribution strategy. The purpose of this comparison is to identify gaps, opportunities, and potential areas for brand differentiation.

Third, a set of brand analysis tools was applied to examine the positioning and identity of the current brand (BestLife) also through desk research. This includes:

- **The Brand Positioning Map**, providing a visual representation of the brand's relative market position in terms of price level and innovation.
- **The Brand Identity Prism**, which captures six core dimensions of the brand's current identity, including personality, culture, customer reflection, and self-image.
- **A SWOT analysis**, which synthesizes internal strengths and weaknesses, as well as external opportunities and threats relevant to the market environment.

In the proposal part, the findings from all research methods are synthesized into a strategic development framework. This includes practical recommendations related to brand repositioning, identity development, communication strategy, and implementation planning.

1. Theoretical Framework

The purpose of this chapter is to provide the theoretical foundation for understanding how a company can develop and strengthen its brand in a competitive market. It introduces key concepts related to brand management, strategic positioning, customer perception, and long-term development. These topics are essential for building a consistent identity and for making effective decisions about how a brand should evolve.

In addition to explaining the role and value of brands, this section also introduces several analytical tools that are used later in the thesis, including SWOT analysis, benchmarking, the Brand Identity Prism, and the Brand Positioning Map. These models help evaluate both internal and external factors and support the formulation of practical development strategies.

The selected theories and approaches are based on respected academic sources and are tailored to the specific case examined in this thesis. The strategic development of a backpack brand distributed by Moravia Consulting.

1.1 Role of a Brand in Business

A brand is more than just a logo, product name, or design. It is a combination of associations, experiences, and expectations that live in the minds of customers. Keller (2013) defines a brand as the sum of everything that differentiates one company's offer from another's: visually, functionally, and emotionally. This multidimensional nature makes a brand an essential tool for creating recognition, building trust, and communicating value.

One of the brand's core functions is to simplify decision-making. In crowded markets, customers tend to choose products they recognize and trust. A well-managed brand acts as a shortcut in the decision process: it signals quality, reduces perceived risk, and creates a sense of reliability (Keller, 2013).

Kotler and Keller (2016) add that brands also help build emotional connections that go beyond the product itself. For example, companies like Apple create customer loyalty not just through product features, but by offering a consistent experience, strong design, and a lifestyle that users identify with. This kind of loyalty makes the brand more resilient and memorable in saturated markets.

Beyond customer relationships, a strong brand also brings internal value. It helps align employees with the company's purpose, supports decision-making, and unifies communication across departments. When a brand is clearly defined, it serves as a foundation for long-term growth, innovation, and strategic development (Kotler and Keller, 2016).

1.2 Strategic Management of a Brand

In a competitive market, brand-related decisions should not be made in isolation from the company's overall strategy. According to Grant (2024), a strong brand should be treated as a long-term investment, not just a short-term promotional asset. This means that brand decisions need to be aligned with the company's overall goals, resources, and market position.

Strategic brand management involves long-term planning and consistent evaluation. Companies must regularly review how their brand is perceived, how it fits within the market, and whether it supports their future direction. This includes asking key questions like: Is our brand still relevant to customers? Does it reflect our current values? Can it support new product lines or market expansion? (Grant, 2024)

One important part of strategic management is adaptability. Markets change, customer needs evolve, and competitors innovate, and brands must respond. If a brand stays static for too long, it can lose relevance. On the other hand, brands that evolve in a controlled and consistent way tend to build deeper trust with their audiences (Grant, 2024).

A well-managed brand also supports internal decision-making. It can guide choices in product development, pricing, partnerships, and even recruitment. When a company has a clear idea of what its brand stands for, it becomes easier to say yes or no to new opportunities (Grant, 2024).

In summary, the brand is not an isolated element but a strategic tool that connects customer expectations, company capabilities, and long-term vision. Companies that take branding seriously on a strategic level are often more focused, more resilient, and more effective in navigating complex markets.

1.3 Customer Perception and Loyalty

Customers don't just choose products based on logic, their decisions are often influenced by how they feel about the brand behind the product. Perception plays a key role in

shaping this relationship. It reflects a combination of experiences, expectations, and emotions that build over time.

Kotler and Keller (2016) explain that loyalty is not one-dimensional. Customers can stay loyal for different reasons, some based on logic, others on emotion. Understanding both sides of loyalty helps companies develop strategies that go beyond just satisfying basic needs.

Rational Loyalty

This type of loyalty is based on clear, measurable value. If a product works well, is affordable, and meets expectations, customers are likely to come back. Practical benefits such as durability, price-performance ratio, or convenient service play a major role in this kind of relationship. For example, a student who repeatedly buys the same type of affordable backpack because it lasts a long time and fits their needs is showing rational loyalty (Kotler & Keller, 2016).

Emotional Loyalty

In contrast, emotional loyalty goes beyond functionality. It's based on personal connection, brand values, and the way the brand fits into the customer's lifestyle. People feel attached to brands that reflect who they are or want to be. Brands like Apple or Starbucks are often cited as examples: customers don't just buy the product, they identify with the experience, the design, the community around it (Kotler & Keller, 2016).

This emotional bond makes customers more engaged and forgiving. They are more likely to recommend the brand, support it even during mistakes, and continue purchasing even when alternatives are available.

Loyal customers also create value for the business. They tend to buy more often, spend more over time, and are less sensitive to price changes. From a strategic perspective, a loyal customer base brings stability, reduces acquisition costs, and strengthens the company's competitive position. (Kotler & Keller, 2016).

1.4 Brand Identity and Structure

When we talk about a brand, we often think of how customers see it from the outside. But every brand also has an internal identity, a clear definition of what it stands for, how it

communicates, and what values it represents. This internal structure helps the company stay consistent in its actions and messaging, even as the market changes.

Kapferer (2012) introduces a model called the **Brand Identity Prism**, which helps companies understand and manage this internal structure. The prism consists of six key dimensions that together define how a brand presents itself and how it relates to its audience.

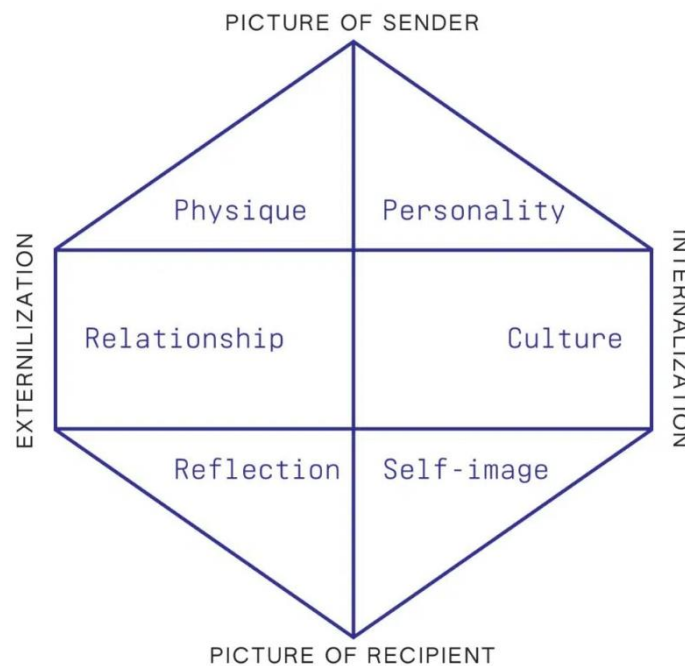


Figure 1: Brand Identity Prism Model 1

Source: HowBrandsAreBuilt.com (2018)

1.4.1 Physique and Personality

The physique refers to the physical characteristics of the brand: logo, colors, packaging, product design. It's what people see first. The personality, on the other hand, reflects the brand's tone of voice and behavior, is it playful, serious, confident, or friendly?

For example, a sporty backpack brand might use bold colors and rugged materials (physique) while also communicating in an energetic and adventurous tone (personality) (Kapferer, 2012).

1.4.2 Culture and Relationship

The culture of a brand comes from its values, origins, and internal principles. It guides how the brand behaves and what it stands for. Relationship refers to the kind of connection the brand builds with customers - is it formal, supportive, inspirational?

Brands that value sustainability, for instance, often highlight their environmental commitment (culture) and talk to customers like partners in change (relationship). (Kapferer, 2012).

1.4.3 Reflection and Self-Image

Reflection is how the brand sees its typical customer. Are they students, professionals, creatives, athletes? Self-image is how customers see themselves when using the brand. A good brand helps customers feel more confident, capable, or unique.

A minimalist backpack brand, for example, might reflect urban professionals, while making the user feel organized and in control (Kapferer, 2012).

Understanding and defining these six areas helps companies maintain consistency across all touchpoints. When the internal identity is clear, it becomes easier to design visuals, write content, choose partners, and communicate with customers in a way that feels authentic and aligned.

1.4.4 Additional Dimensions of the Brand Identity Prism

While the Brand Identity Prism is primarily built around six core elements, Kapferer also highlights four broader concepts that help explain how brand identity is structured and delivered: externalization, internalization, picture of sender, and picture of recipient.

Externalization

Externalization refers to the elements of brand identity that are visible to the outside world. This includes physical aspects like logo, packaging, and advertising, but also the tone of voice and style of communication. These elements are what customers immediately perceive when they encounter the brand.

Internalization

Internalization relates to how the brand is experienced or interpreted internally, both by customers and by employees. It reflects values, beliefs, and deeper meanings that shape

the emotional and psychological relationship with the brand. This dimension supports brand loyalty and long-term engagement.

Picture of Sender

This concept refers to how the brand projects itself outward, the way it wants to be seen. It includes personality and values that the brand expresses through its messaging and behavior. The brand acts as a sender of meaning, setting expectations and defining its identity from the inside out.

Picture of Recipient

On the other hand, the picture of recipient refers to how the brand sees its ideal customer. It's the mental image the brand has of the people it wants to serve, including their lifestyle, values, and aspirations. This helps the brand align its identity with its target audience and communicate more effectively.

1.5 Positioning on the Market

Positioning is about how a brand is perceived in the minds of customers, not just what the company says, but how people actually understand and remember it. It's the process of defining a specific place for the brand within a market and shaping that place through communication, design, and product experience.

The concept of positioning was first introduced by Ries and Trout, who described it as a battle not in the marketplace, but in the mind of the consumer. In a world overloaded with messages and choices, customers don't compare all available options equally. They rely on simple mental shortcuts, and positioning helps create one of those shortcuts (Ries & Trout, 2001).

To position a brand effectively, companies need to answer three key questions:

1. Who is the target audience?
2. What category is the brand competing in?
3. What makes it different or better?

The goal is to be both relevant and unique. **Points of parity** show that the brand belongs in the category (e.g., a backpack is functional and durable). **Points of difference** show why this specific brand is better (e.g., more stylish, sustainable, or affordable) (Ries & Trout, 2001).

Positioning is not just about what companies say, it's about what customers feel. Even small details like tone of voice, store layout, or packaging can influence perception. That's why positioning must be reflected consistently across communication, product design, and customer experience.

1.5.1 Brand Positioning Map

A Brand Positioning Map is a strategic tool used to visualize how different brands are perceived in relation to one another within a given market. Traditionally, such maps plot brands along two key dimensions, such as price and quality or functionality and design. However, recent insights suggest that this binary approach often oversimplifies complex consumer perceptions and fails to capture deeper brand associations (Lears, 2015).



Figure 2: Brand Positioning Map - Price 1

Source: Visme (2023)

Modern brand strategists advocate for more dynamic positioning frameworks that go beyond basic attribute mapping. According to Lears (2015), effective brand maps should consider both the centrality of a brand (how representative it is of the category) and its distinctiveness (how well it stands out from competitors). This two-dimensional approach offers a more nuanced view of market positioning and can reveal unique insights into customer preferences and competitive dynamics.

The purpose of a positioning map is not only to identify market gaps or overcrowded spaces but also to assess whether a brand is appropriately differentiated or too generic. A brand that is both central and distinctive tends to outperform others in recognition, relevance, and profitability. By plotting brands within this framework, companies can identify whether they need to reposition their brand to increase distinctiveness, reinforce category leadership, or both (Lears, 2015).

To develop a valuable positioning map, marketers must gather data that reflects actual customer perceptions, this can include interviews, surveys, or third-party studies. The resulting map then becomes a strategic guide to inform decisions about communication, innovation, and long-term brand development.

In the context of this thesis, the Brand Positioning Map will be used to evaluate how the selected backpack brand compares to its competitors in terms of both relevance within the category and uniqueness in customer perception. This visual analysis will support strategic recommendations for enhancing brand clarity and competitive advantage.

1.6 Competitive Benchmarking

In order to develop a strong brand, companies must understand how they compare to others in the same market. Competitive benchmarking is a method used to evaluate a brand's strengths and weaknesses by comparing it to direct and indirect competitors. This process helps identify areas where the brand is performing well, as well as areas where improvement is needed.

According to Floor (2006), benchmarking is not about copying others, but about learning from them. It allows businesses to recognize best practices and adapt them in a way that fits their own goals and identity. In branding, this often means analyzing how competitors communicate, how their products are positioned, what visual identity they use, and how they interact with their target audience (Floor, 2006).

An effective benchmarking process begins with identifying relevant competitors, ideally those that share a similar audience, price range, or product category. Then, specific evaluation criteria are selected. These might include product quality, brand message clarity, customer experience, design consistency, or distribution channels. Each of these factors can influence customer perception and brand preference.

Benchmarking also helps avoid blind spots. Without external comparison, companies risk becoming too focused on their internal view. Looking at others can provide fresh insights, uncover missed opportunities, or highlight gaps between what the brand promises and what others already deliver (Floor, 2006).

In the analytical part of this thesis, benchmarking will be used to evaluate the position of the selected backpack brand in comparison with its key competitors. The goal is to identify not only differences and similarities but also strategic opportunities that could support future brand development.

1.6.1 Purpose and Benefits

The primary purpose of competitive benchmarking is to gain insights into best practices within the industry and to understand how a brand measures up against its competitors. According to Floor (2006), benchmarking enables businesses to learn from others' successes and failures, facilitating continuous improvement and innovation. By analyzing competitors, companies can identify gaps in their own strategies and implement changes to enhance performance.

Moreover, benchmarking helps in setting realistic performance goals and standards. It encourages a culture of excellence by highlighting areas where a brand can excel and areas needing improvement. This process not only aids in strategic planning but also in aligning organizational objectives with market expectations.

1.6.2 Selection of Competitors

Selecting the right competitors for benchmarking is crucial. Competitors can be categorized into direct and indirect:

- **Direct competitors:** Brands offering similar products or services targeting the same customer base.
- **Indirect competitors:** Brands offering different products or services that satisfy the same customer need or solve the same problem.

Floor (2006) emphasizes the importance of choosing competitors that operate within the same market segment and share similar business models. This ensures that the benchmarking process yields relevant and actionable insights.

1.6.3 Criteria for Comparison

Establishing clear and relevant criteria for comparison is fundamental to effective benchmarking. These criteria serve as a basis for measuring performance, identifying best practices, and setting realistic improvement goals. By focusing on specific, strategically important areas, companies can ensure that the benchmarking process brings actionable insights and long-term benefits.

Common benchmarking criteria include:

- **Product quality and features** - Evaluating the durability, innovation, usability, and overall value of products offered by competitors.
- **Pricing strategies** - Comparing how companies price their products and how these strategies relate to customer perception of value.
- **Marketing and branding efforts** - Analyzing the effectiveness of promotional campaigns, brand positioning, and engagement with target audiences.
- **Customer service and satisfaction** - Assessing the responsiveness, efficiency, and overall experience provided to customers before, during, and after the purchase.

According to Yakovleva and Yakovlev (2015), the selection of benchmarking criteria should be aligned with the company's strategic objectives and customer expectations. Choosing the right criteria enables companies to evaluate their competitive position, highlight performance gaps, and implement targeted improvements. The benchmarking process thus becomes a structured approach to performance management and strategic development.

1.6.4 Strategic Implications

The insights gained from competitive benchmarking have significant strategic implications. By understanding where a brand stands in comparison to its competitors, companies can make informed decisions about product development, marketing

strategies, and customer engagement. Benchmarking can reveal opportunities for innovation, highlight areas requiring improvement, and assist in setting strategic priorities.

Furthermore, benchmarking fosters a proactive approach to market changes. It encourages companies to stay vigilant about industry trends and adapt their strategies accordingly. As Floor (2006) notes, continuous benchmarking is vital for maintaining a brand's relevance and competitiveness in a dynamic market environment.

1.7 SWOT Analysis as a Decision Tool

SWOT analysis is a strategic tool used to identify and organize key factors that influence a brand's current position and future potential. It divides these factors into four categories: **Strengths**, **Weaknesses**, **Opportunities**, and **Threats**. According to Calicchio (2021), SWOT is especially useful because of its structured simplicity, it gives decision-makers a clear overview of where the brand stands and where it could go.

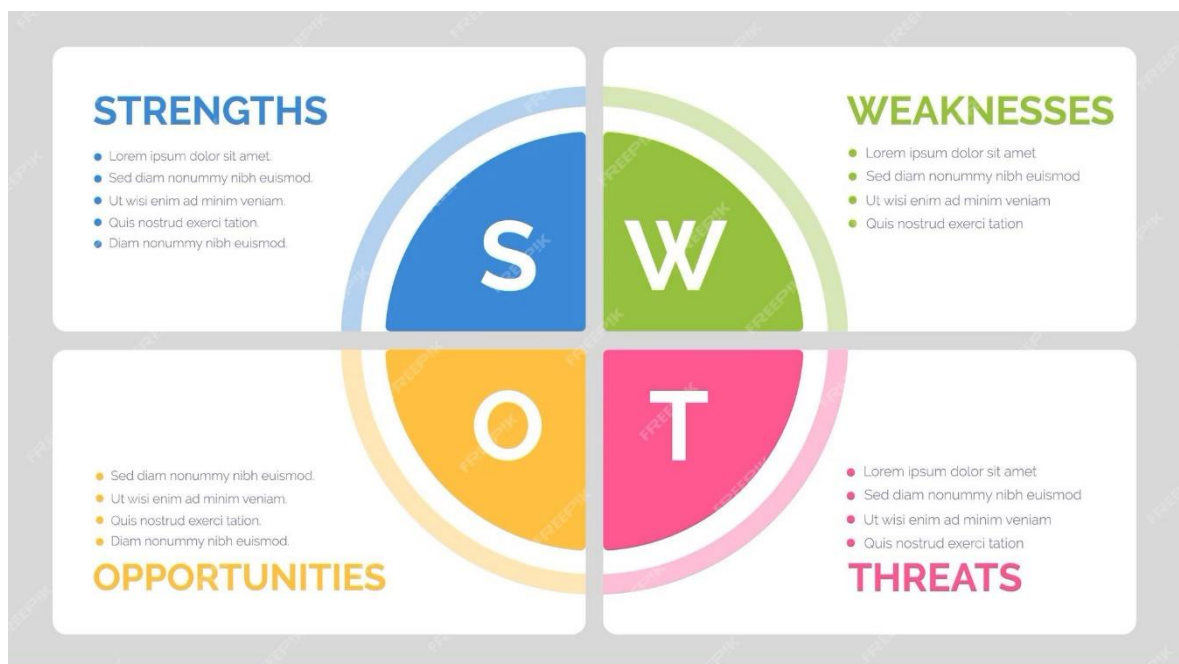


Figure 3: SWOT Analysis Template 1

Source: Freepik (n.d.)

1.7.1 Internal Factors: Strengths and Weaknesses

The top half of the SWOT matrix focuses on internal aspects that the company can influence.

- **Strengths** include competitive advantages, such as strong customer loyalty, cost efficiency, or innovative products.
- **Weaknesses**, on the other hand, are areas where the brand is lacking, such as limited product variety, weak online presence, or inconsistent messaging (Calicchio, 2021).

These two categories help companies understand their internal situation: what they can build on, and what they need to improve.

1.7.2 External Factors: Opportunities and Threats

The bottom half addresses external influences - market trends, customer behavior, economic or technological changes.

- **Opportunities** might include growing interest in sustainable products, shifts in lifestyle, or emerging digital platforms.
- **Threats** can involve increasing competition, regulatory challenges, or supply chain disruptions (Calicchio, 2021).

Unlike internal factors, external elements are not under direct control, but companies can prepare for them and respond strategically.

1.7.3 Connecting the Matrix: Strategic Relationships

What makes SWOT even more powerful is how these four areas interact.

- **Strengths + Opportunities:** When a company uses its strengths to take advantage of external opportunities, it creates a **strategic growth path**. For example, a brand known for affordable design can respond quickly to demand for budget-friendly innovation.
- **Weaknesses + Threats:** This combination highlights **critical risks**. If a company has poor product innovation and faces rising competition, it becomes vulnerable unless action is taken.

Even combinations like **Strengths + Threats** (using existing assets to defend against risk) or **Weaknesses + Opportunities** (turning internal limitations into growth potential through change) are valuable for planning.

By recognizing these connections, companies can prioritize actions more effectively, focusing not just on individual points, but on how they influence each other in the bigger picture.

In this thesis, SWOT analysis will be used to summarize key insights from previous tools such as benchmarking, positioning maps, and identity assessments. The matrix will help frame development proposals based on a balanced understanding of both the brand's internal state and its external environment.

1.8 Visual Communication

A brand's visual identity is often the first thing people notice, and sometimes the only thing they remember. It plays a key role in shaping perception, recognition, and emotional response. David Airey, a designer and author specializing in brand identity, explains that visual identity represents more than just a logo. It includes a complete system of design elements: typography, colors, layout, symbols, and imagery. That together form the visual language of the brand (Airey, 2010).

The purpose of visual identity is not only to make the brand recognizable but also to communicate its values, tone, and position in the market. A playful font, for example, sends a different message than a minimalist black-and-white layout. These choices influence how customers feel about the brand, whether they see it as modern, reliable, creative, or serious.

One modern example is **Spotify**. Its vibrant green color, simple circular logo, and consistent use of clean sans-serif typography create a strong, youthful, and technology-forward identity. Whether in the mobile app, desktop player, advertising, or social media content, Spotify's visual system is cohesive and instantly recognizable. This consistency helps the brand strengthen emotional connection and stand out in the competitive digital space.



Figure 4: Spotify Logo (PNG Format) 1

Source: Pixabay (n.d.)

Consistency is a major factor in building visual trust. When a brand uses the same style across packaging, website, advertising, and social media, it strengthens recognition and credibility. On the other hand, inconsistency in design can create confusion or even damage the brand's reputation. Airey (2010) emphasizes that a brand must feel coherent across all touchpoints to support long-term trust and customer loyalty.

Visual identity also plays a functional role. It helps customers navigate product lines, distinguish one brand from another, and make decisions faster. A strong logo or color scheme can act as a shortcut in a crowded environment, especially in industries like fashion, tech, or consumer goods, where shelf appeal and brand memory are crucial.

In the context of this thesis, visual communication will be addressed both as a part of the brand identity system and as a tool to support emotional loyalty, differentiation, and consistency in customer experience.

1.9 Scenarios of Brand Development

Brands must constantly adapt to changing customer needs, market conditions, and business strategies. Strategic brand development is not limited to visual design or identity, it often involves deeper changes in how a brand is structured, presented, and delivered. This chapter outlines four essential approaches to brand development: **repositioning, rebranding, product portfolio innovation, and marketing communication refresh.** Each offers a different level of transformation and serves a specific strategic purpose.

1.9.1 Repositioning

Repositioning refers to modifying how a brand is perceived by its target audience, without changing its fundamental identity. This can involve shifting the tone of communication, emphasizing different product benefits, or targeting a new customer segment. As Kapferer (2012) explains, repositioning is typically used when a brand is still viable but no longer aligned with market expectations or emerging trends.

Unlike rebranding, repositioning maintains continuity in brand name, visual identity, and core values. It helps a company stay relevant while preserving brand equity. For example, a backpack brand known for simple utility might reposition itself by highlighting sustainability, introducing eco-friendly messaging, and adjusting product descriptions, without changing its logo or name (Kapferer, 2012).

This approach is especially valuable when the brand has built recognition, but customer priorities have shifted. Repositioning allows the company to evolve while staying consistent and reducing risk.

1.9.2 Rebranding

Rebranding is a more radical and comprehensive process. It involves altering key components of a brand's identity, such as its name, logo, color scheme, messaging tone, or even its mission and values. According to Kapferer (2012), rebranding is typically considered when the current brand image is damaged, outdated, or misaligned with the business's strategic direction.

Unlike repositioning, which works within the existing framework, rebranding essentially creates a new identity. This might be necessary after a merger, a shift in target market, or a desire to leave behind negative associations. While the potential benefits include a fresh start and renewed attention, the risks involve confusion, brand equity loss, and high resource requirements.

Successful rebranding demands careful planning and execution. Companies must ensure that the new identity is not only modern and appealing but also strategically grounded and internally supported.

1.9.3 Product Portfolio Innovation

Innovating the product portfolio is one of the most direct ways to influence how a brand is perceived. Trott (2021) explains that innovation can take many forms, from launching

new product lines and redesigning existing ones to incorporating new materials or features that reflect consumer trends.

In the context of backpacks, this might include introducing modular compartments, using recycled materials, or designing models for specific use cases (e.g., students, travelers, professionals). Product innovation allows the brand to stay dynamic and demonstrate responsiveness to evolving customer needs.

Importantly, innovation isn't just about novelty, it's about strategic alignment. Companies must ensure that new products support the brand's positioning and add value to the existing offer. As Trott (2021) notes, brands that continuously innovate their portfolio are better equipped to defend their market position and build long-term customer engagement.

1.9.4 Marketing and Communication Refresh

Refreshing brand communication involves updating how the brand interacts with its audience, through advertising, messaging, design, and media. Kotler and Keller (2016) highlight that even strong brands must evolve their communication to stay culturally relevant and emotionally resonant. Unlike rebranding, a refresh maintains the core brand identity while changing how it is expressed.

This might include adopting a new tone of voice, updating graphic elements, introducing new storytelling formats, or leveraging new communication platforms such as short-form video, influencer partnerships, or community-based content. A refresh is often subtle but powerful, it helps the brand feel contemporary, even if its core hasn't changed.

The goal is to maintain engagement, improve message clarity, and adapt to how people consume media. Brands that refresh their communication regularly are more likely to be seen as active, aware, and close to their audience.

1.10 Summary of Theoretical Findings

This theoretical framework has explored key concepts related to brand development, positioning, perception, and strategic growth. The chapter began by explaining the general role of brands in business and their impact on decision-making, emotional connection, and internal company alignment.

Subsequent sections focused on brand identity, customer loyalty, market positioning, and visual communication. These areas provide the necessary foundation for understanding how a brand is perceived, how it communicates its value, and how it builds long-term relationships with its audience.

The chapter also introduced several strategic tools that will be applied in the analytical part of the thesis: the Brand Identity Prism, Brand Positioning Map, SWOT analysis, and competitive benchmarking. These models were selected for their ability to provide structured insights into the internal and external factors influencing brand development.

Finally, four main scenarios of brand development were described: repositioning, rebranding, product portfolio innovation, and marketing communication refresh. These options form the basis for the proposal part of the thesis, where they will be assessed and tailored to the specific context of the selected brand.

Together, the theoretical findings offer a strong foundation for evaluating the current brand situation and proposing actionable development strategies.

2. Analytical Part

This chapter introduces the background and motivation behind the improvement of the brand identity for the backpack product line distributed by Moravia Consulting in Europe. These backpacks are currently sold under the BestLife brand, which is owned and managed by an Asian parent company. While Moravia Consulting oversees product selection and sales strategy, its influence over brand development has been limited in certain areas.

This situation creates challenges in building lasting brand equity and adapting the communication to the specific needs of European consumers. Although Bestlife is a globally recognized brand known for functional design, durability, and affordability, its branding and marketing remain centralized outside of Europe. This limits Moravia Consulting's ability to tailor the brand message, connect with local markets, and build a strong, region-specific identity.

As a Czech company with significant experience in distribution, logistics, and customer service across Europe, Moravia Consulting sees brand development as an opportunity to gain greater strategic flexibility, improve communication with partners, and build deeper relationships with local consumers.

The purpose of this analytical part is to evaluate the brand's current position and to identify the most effective direction for future development. Creating a new brand identity is considered one possible outcome, but the final decision will be based on the insights gained from internal and external analysis.

Author's Note on Sources Used in the Analytical Section

A portion of the data used in the analytical section of this thesis was obtained through a semi-structured interview conducted with the CEO of Moravia Consulting, the company that distributes Bestlife backpacks in selected European markets. The interview was designed to gather internal insights regarding the brand's current positioning, strategic objectives, and market challenges.

Whenever specific statements or analyses in the thesis are based on information shared during this interview, they are marked with a short note indicating that the source is the CEO of Moravia Consulting.

2.1 Brand Background and Company Overview

Bestlife is a brand of backpacks focused on combining affordability with functional design, durability, and everyday practicality. The products are primarily targeted at students, professionals, and travelers, and are manufactured in Asia by an external supplier. The brand operates internationally and is distributed in several European countries by different partners, including Moravia Consulting in the Czech Republic (it distributes these backpacks in other countries also, but I focused on the Czech Republic) (interview with the CEO).

Moravia Consulting is a Czech company based in Brno with many years of experience in distribution, logistics, and customer service across the European market. In addition to distributing educational technology and consumer electronics, the company also manages the distribution of backpacks under the Bestlife brand in selected European regions. While it holds distribution rights, it does not own the brand or have influence over its core identity, which remains managed by the Asian parent company (interview with the CEO).

As a result, Moravia Consulting is responsible for the operational side, such as sales, product selection, and local market execution, and although it does not manage core brand assets like the official logo or centralized campaigns, it still holds the ability to influence how the brand is presented locally. This includes adjusting communication tone, tailoring visual content, and shaping customer-facing materials. These conditions have shaped the company's position in the market and created both opportunities and limitations, which are further explored in the following analyses (interview with the CEO).

2.2 Benchmarking Analysis

2.2.1 Selection of Competitors and Data Collection Method

The goal of this benchmarking analysis is to compare the selected brand with key competitors operating in a similar market segment. The aim is to evaluate how the brand performs in areas such as product presentation, customer perception, brand consistency, and overall market communication.

For the purpose of this analysis, **four brands were selected** that best reflect the competitive environment in which BestLife operates. The selection includes **Samsonite, Wenger, XD Design, and Herschel**, each representing a different type of value that is

relevant to today’s backpack market. Samsonite and Wenger were chosen mainly because of their strong presence and reputation for quality, especially among professionals. XD Design brings something different, with its focus on innovation and smart features. Herschel, on the other hand, appeals more to younger customers thanks to its lifestyle image and stylish design. Putting these brands together gave a well-balanced view of what the market offers in terms of function, innovation, and emotional appeal, and helped show where BestLife stands in comparison.

Information was gathered through official brand websites, e-commerce platforms (e.g., Amazon, Alza, Heureka), customer reviews, and available marketing materials. The comparison focused on the following aspects:

- Visual identity and branding consistency
- Clarity and strength of brand message
- Customer ratings and reputation
- Product portfolio and innovation
- Sales channels and distribution model

2.2.2 Benchmarking Results

The following table summarizes the key differences and similarities between the selected competitors:

Table 1: Benchmarking Comparison of Selected Brands 1

(Source: Own elaboration)

Criterion	Benchmark - Samsonite	Benchmark - Wenger	Benchmark - XD Design	Benchmark - Herschel
Visual Identity	Strong, premium, and consistent	Conservative and functional	Modern and minimalist	Retro-inspired, lifestyle, trendy
Brand Message	Focus on quality, durability, and innovation	Swiss reliability and everyday functionality	Innovation and sustainability	Style-driven utility, travel-ready

Customer Reviews	4.7/5 stars (average rating across popular models on Amazon)	4.3/5 stars (average based on popular models on Amazon and Heureka.cz)	4.5/5 stars (average across top models, e.g., Bobby Hero and Bobby Soft)	4.4/5 stars (Zalando/Footshop)
Product Portfolio	Broad and well-segmented	Moderate variety, mostly business and laptop backpacks	Narrower but design-focused	Medium-wide, lifestyle-focused
Distribution	Available in global retail chains, Samsonite stores, and online marketplaces (e.g., Amazon, Zalando, Alza.cz)	Sold in electronic and office supply stores (e.g., Datart, Alza, Amazon), but not directly on brand e-shop	Primarily online and B2B (gift shops, design concept stores, and wholesale)	Online + fashion/lifestyle retail

2.2.3 Explanation of Benchmarking Results and Data Sources

To ensure the transparency and credibility of the conducted benchmarking analysis, this subsection provides detailed explanations for each evaluation criterion presented in the comparative table above. For each brand, individual categories such as visual identity, brand message, customer reviews, product portfolio, and distribution strategy are discussed in depth, together with the specific sources from which the information was obtained.

The findings are based on **desk research** carried out using publicly available online resources, including official brand websites, e-commerce platforms (e.g., Amazon, Alza.cz, Heureka.cz), and consumer review aggregators. All interpretations aim to support the conclusions drawn in section 2.2.1 and contribute to a more precise understanding of the brand's current positioning.

Samsonite

- **Visual Identity:**

Samsonite's visual identity is characterized by consistency, minimalism, and a premium feel. Their website uses clean layouts, white backgrounds, and high-quality imagery, which together communicate professionalism and reliability. The brand's logo is simple and recognizable, used consistently across products and digital channels (Samsonite Official Website).

- **Brand Message:**

Samsonite positions itself as a global leader in travel solutions, with a clear focus on durability, functionality, and innovation. Phrases such as "high-quality luggage that lasts" and "engineered for life on the move" are repeatedly used in their brand communication (About Us - Samsonite).

- **Customer Reviews:**

The average rating of 4.7/5 stars is based on reviews of top-selling models such as the Tectonic Lifestyle Crossfire Business Backpack (4.6stars), Xenon 3.0 Slim Backpack (4.8stars), and others. The average is calculated from Amazon reviews with thousands of user ratings (Amazon.com - Samsonite Backpacks).

- **Product Portfolio:**

Samsonite offers a broad and well-segmented portfolio, including business backpacks, suitcases, cabin luggage, laptop bags, and children's travel gear. These products are categorized by target group (e.g., business, casual, kids) and purpose (e.g., short trips, business travel), allowing the brand to cover a wide range of customer needs (Samsonite - Products Overview).

- **Distribution:**

Samsonite products are available in official brand stores, licensed retailers, department stores, and online platforms such as Amazon, Alza.cz, and Zalando. The brand also operates e-shops tailored to individual markets (e.g., samsonite.de, samsonite.cz) (Samsonite Retailer Network, Amazon, Alza.cz).

Wenger

- **Visual Identity:**

Wenger's branding relies on a functional and traditional look with minimal design elements. Their visual identity focuses on practical utility, reinforced by the use of neutral color palettes (black, grey, navy), and standard typography. While consistent, it appears less dynamic than more modern brands (Wenger Official Website, Amazon Listings).

- **Brand Message:**

Wenger emphasizes its Swiss heritage, reliability, and everyday functionality. This is visible through recurring phrases like “Swiss company since 1893” and “trusted functionality for everyday use.” (Wenger Brand Story)

- **Customer Reviews:**

The average customer rating of 4.3/5 stars is based on popular models like the Wenger Carbon Backpack (4.4stars with over 3,000 reviews) and the Reload Backpack (4.2 stars). These ratings were gathered from Amazon.com and Heureka.cz (Amazon.com, Heureka.cz).

- **Product Portfolio:**

Wenger's product range is moderately broad, mainly focusing on business-oriented backpacks, laptop bags, and briefcases. It lacks broader segmentation found in Samsonite, but covers key categories for urban professionals (Wenger Product Categories, Alza.cz Product Listings).

- **Distribution:**

Wenger does not operate a dedicated e-shop for direct B2C sales but is widely available through major electronic and office supply retailers, such as Alza.cz, Datart, and Amazon (Heureka.cz, Alza.cz, Amazon.com).

XD Design

- **Visual Identity:**

XD Design is known for its sleek, minimalist design language. Their branding strongly reflects sustainability and modern urban aesthetics. The use of clean product images, natural tones, and bold but simple fonts communicates innovation and clarity (XD Design Official Website).

- Brand Message:**

The brand promotes itself through the motto “Designing products with a purpose,” placing emphasis on sustainability, anti-theft features, and recycled materials. Messaging centers around improving city travel and security (XD Design Homepage).
- Customer Reviews:**

Customer ratings average 4.5/5 stars. Notable examples include the Bobby Hero (4.6 stars on Amazon.de) and the Bobby Soft (4.4 stars on Alza.cz). Both products are widely reviewed and represent the brand’s typical offerings (Amazon.de - Bobby Hero, Alza.cz - Bobby Soft).
- Product Portfolio:**

XD Design offers a narrow, highly curated selection of anti-theft backpacks with smart features (e.g., hidden zippers, USB ports, RFID protection). Their collection is not broad but focuses on a well-defined niche (XD Design Product Overview).
- Distribution:**

The brand primarily sells online via its own e-shop and collaborates with B2B partners for corporate gifting. Products are also available through lifestyle and design shops (Modio).

Herschel

- Visual Identity:**

Herschel’s branding is highly recognizable for its retro-modern aesthetic, combining vintage-inspired design with current fashion trends. The brand uses muted color palettes, leather details, and iconic woven labels across its product line. Visual identity is consistent across platforms and matches urban/lifestyle culture (Herschel Official Website, Footshop.cz, UrbanStore.cz).
- Brand Message:**

The core of Herschel’s messaging focuses on “timeless design, thoughtful details, and travel-ready functionality.” The brand appeals to both style-conscious and practical users, often highlighting versatility and portability in city and travel settings (Herschel Brand Philosophy).

- **Customer Reviews:**

Herschel bags (e.g., Little America, Retreat, Heritage) generally receive 4.4-4.6 stars across various platforms. On Zalando.cz, models such as the Heritage Backpack rate 4.5stars (Zalando.cz - Herschel,).

- **Product Portfolio:**

The brand offers a medium-wide selection, focused on backpacks, shoulder bags, travel accessories, and duffels. Though not as segmented as Samsonite, it targets a broad spectrum from students to urban professionals. New collections often include limited editions and collaborations (Herschel Product Overview).

- **Distribution:**

Herschel is sold online via its own e-shop and in major fashion and lifestyle stores, such as Footshop, UrbanStore, Zalando, and Answear. The brand is also available globally through local distributors and boutique stores (Zalando.cz, Glami.cz, Answear).

2.3 Brand Positioning Map

2.3.1 Methodology and Data Collection

The purpose of the Brand Positioning Map is to visually illustrate the market positioning of the analyzed brand in relation to selected competitors. This tool helps identify potential strategic opportunities, market gaps, and overlaps in brand perception.

The map is based on **desk research** conducted in Section 3.2 and compares each brand along two strategic axes:

- **X-axis:** Price Level (from low to high)
- **Y-axis:** Design & Innovation (from traditional to modern)

These dimensions reflect key factors in customer decision-making within the backpack segment: price perception and added value through design, materials, technology, or sustainability.

2.3.2 Brand Positioning Visualization

The following map plots all analyzed brands including BestLife:

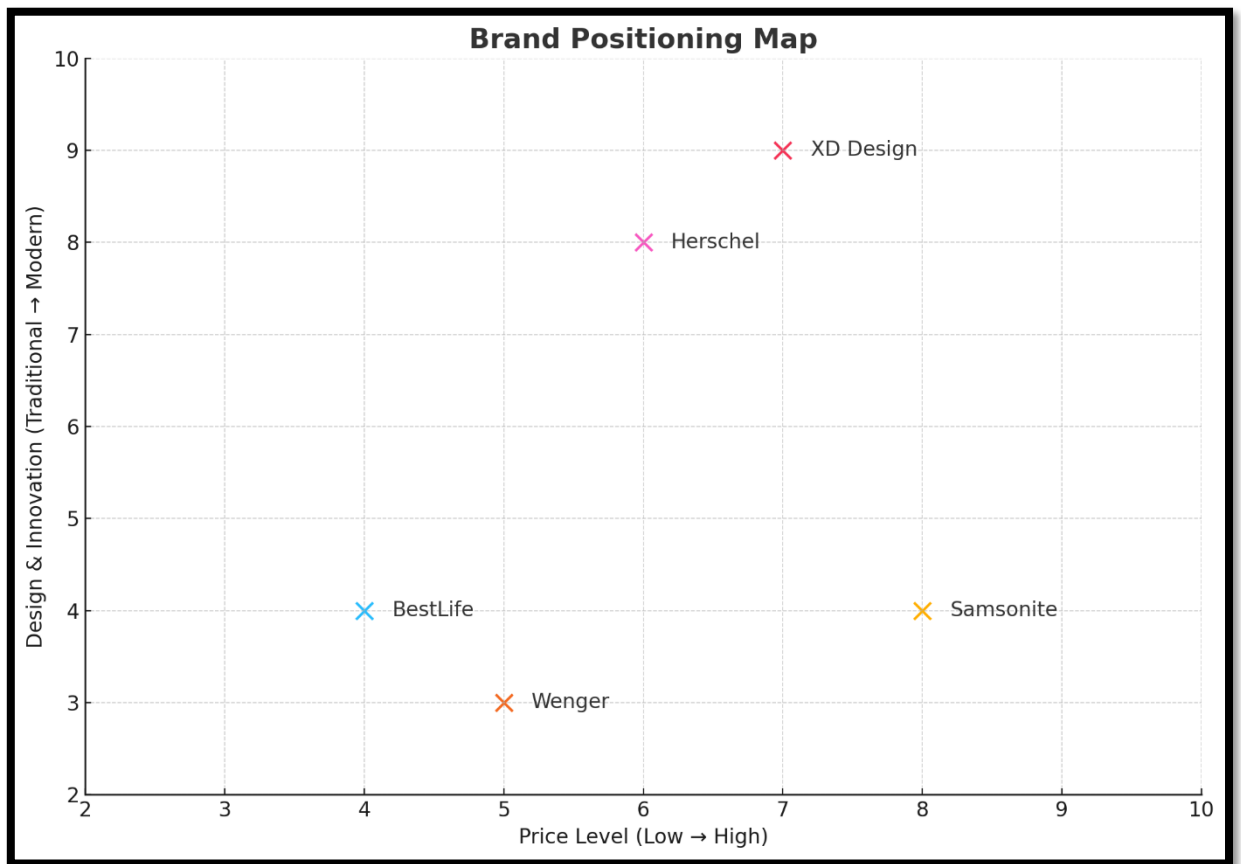


Figure 5: Brand Positioning Map of BestLife and selected competitors 1

Source: Own elaboration based on desk research (see Chapter 3.2).

2.3.3 Interpretation of Results

Samsonite

Samsonite was positioned in the upper range of the price spectrum (8/10) based on its average prices on platforms such as Amazon and Alza.cz, where backpacks typically range between 2,500-4,000 CZK. Its design was assessed as moderately innovative (4/10), focusing more on premium materials and durability than on modern features or emotional appeal.

These insights were gathered from the official Samsonite website as well as price and product data from Amazon.com and Alza.cz.

Wenger

Wenger occupies a mid-price range (5/10), with backpack prices between 1,500-2,500 CZK. While functional and reliable, its product design is conservative, aimed at

professionals. Reviews and visuals show little emphasis on innovation, resulting in a lower design/innovation score (3/10).

The evaluation is based on information from the Wenger official website, product listings on Heureka.cz, and user reviews available on Amazon.com.

XD Design

XD Design is positioned at the higher end of mid-price (7/10), with typical prices ranging from 2,000-3,000 CZK, but justified by smart features such as RFID protection, anti-theft design, and sustainable materials. These features position the brand high on the innovation scale (9/10).

This positioning was supported by data found on the XD Design official website, as well as customer feedback and pricing on Amazon.de and Alza.cz.

Herschel

Herschel was placed in the mid-price category (6/10), with most backpacks priced between 1,800-2,700 CZK. The brand scores high on perceived innovation (8/10), mainly due to its strong lifestyle branding, urban aesthetic, and fashion collaborations, although it does not offer technological features.

This assessment is based on product and pricing data from Zalando.cz, and the official Herschel website.

BestLife

BestLife is currently placed in the lower-mid price range (4/10), reflecting product prices between 1,200-1,800 CZK. The innovation score (4/10) reflects the brand's basic functionality and practical design, but with limited emotional branding or unique visual identity. The absence of modern features (e.g., RFID, sustainable materials) also contributed to this placement. (interview with the CEO)

2.3.4 Implications for BestLife

The current positioning of BestLife in the lower-mid quadrant of the Brand Positioning Map reveals several key implications for the brand's future development. Compared to its competitors, BestLife offers a more affordable product range with basic functionality but lacks a strong emotional or innovative appeal. While this position can be strategically advantageous in price-sensitive market segments, it also brings limitations in terms of differentiation and long-term brand value.

There is visible market space between BestLife and more design-oriented brands such as Herschel or XD Design. These brands manage to maintain accessible price levels while simultaneously building strong lifestyle identities or offering tangible innovations (e.g., sustainable materials, anti-theft features). This suggests that BestLife could benefit from gradually enhancing its perceived design value, brand storytelling, or specific product features, without needing to reposition itself entirely in the premium segment.

Moreover, the map highlights the risk of stagnation in the current quadrant. If competitors in similar price ranges increase their investment in branding and product innovation, BestLife could lose relevance unless it adapts. However, the brand's existing focus on practical use, student-friendly pricing, and distribution channels provides a solid foundation for targeted strategic development.

These implications will be further explored in the following sections through the lens of brand identity and potential development frameworks.

2.4 Brand Identity Prism

2.4.1 Purpose and Methodology

The Brand Identity Prism developed by Jean-Noël Kapferer (*Kapferer, 2012*) provides a comprehensive framework to understand and articulate a brand's personality, communication style, and perceived value. It consists of six interconnected dimensions: Physique, Personality, Culture, Relationship, Reflection, and Self-image.

This analysis was conducted using data from internal brand documentation and an interview with the CEO of the distribution partner, complemented by insights from the benchmarking analysis and visual identity audit. The goal is to map the current state of the brand's identity and identify potential gaps or inconsistencies.

2.4.2 Brand Identity of BestLife

Based on internal distributor materials and insights gathered through a personal interview with the CEO, the brand identity of BestLife can be described using Kapferer's Brand Identity Prism (*Kapferer, 2012*). The following interpretation reflects how the brand currently positions itself in the market and how it is perceived in terms of both functionality and image.

The physical appearance of the brand is defined by its practical and affordable backpack designs, typically featuring standard compartments, simple materials, and visible logo placement. This consistency was observed across product lines offered through Czech retail platforms.



Figure 6: BestLife Backpack (Internal Product Photo) 1

Source: Internal material, Moravia Consulting, 2025

The brand personality is rational, modest, and function-oriented. The brand avoids emotional or expressive messaging and instead communicates through factual product descriptions focused on utility (e.g., laptop protection, volume, number of pockets).

Culturally, BestLife promotes efficiency and pragmatism, prioritizing usability over fashion or trend appeal. The brand's internal strategy emphasizes long-term utility and cost-effectiveness over visual innovation or seasonal updates.

The relationship dimension of the brand represents a quiet, reliable partner that helps customers stay organized. It is not a brand that seeks attention, but one that fits seamlessly into the user's daily routine.

In the reflection component, the brand clearly targets students, young professionals, and practical buyers who seek value-for-money rather than emotional or prestige-driven purchases.

Lastly, the self-image associated with BestLife customers includes a sense of responsibility, rational decision-making, and goal-oriented thinking. These individuals are primarily focused on their tasks and efficiency, not on building social status through brands.

2.4.3 Brand Identity of Selected Competitors

To compare the brand identity of BestLife with its main competitors, four brands were selected that represent different strategic positions and value propositions within the backpack market: **Samsonite**, **Wenger**, **XD Design**, and **Herschel**. Each brand was analyzed through the lens of Kapferer's Brand Identity Prism, offering insights into how these brands communicate their values and engage their customers.

Samsonite is a globally recognized brand known for durability and product quality. Its backpacks feature sleek, professional designs made from premium materials. The brand presents itself as reliable, high-performing, and tailored to modern business travelers. Culturally, it draws from a long tradition of engineering excellence and global mobility. The customer relationship is formal and stable, providing users with a sense of trust and prestige. Its reflection targets professionals and frequent travelers who seek performance, reputation, and sophistication. Samsonite users typically perceive themselves as successful, well-organized, and quality-driven individuals.



Figure 7: Samsonite Pro Standard Backpack 1

Source: Samsonite, 2024

Wenger, a Swiss heritage brand, blends traditional aesthetics with functional utility. Its backpacks are practical, often including features such as laptop compartments and smart organization. Wenger's personality is pragmatic, dependable, and suitable for everyday routines. The brand emphasizes Swiss values of engineering, reliability, and understated innovation. It builds a balanced, supportive relationship with users, helping them navigate daily responsibilities. Its reflection appeals to students and working professionals who value long-term practicality and product quality. These users often view themselves as structured, disciplined, and efficient.



Figure 8: Wenger Pegasus Business Backpack (25L) 1

Source: Offix Group, 2024

XD Design is known for its minimalist, anti-theft backpacks with hidden zippers and sustainable materials. It projects a forward-thinking, security-oriented, and innovation-driven personality. The brand culture emphasizes smart urban living, environmental awareness, and functional design. Its relationship with customers is proactive, offering not just protection and usability but also a clear sense of purpose. XD Design reflects the lifestyle of modern city dwellers and tech-savvy consumers. Users tend to see themselves as forward-looking, socially conscious, and practical problem-solvers.



Figure 9: XD Design Bobby Original Anti-Theft Backpack 1

Source: Amazon.co.uk, 2024

Herschel is a lifestyle brand from Canada recognized for its retro-inspired backpack designs, soft fabrics, and casual yet stylish aesthetics. It presents a creative, youthful personality and builds an emotional, expressive connection with customers. Culturally, Herschel draws inspiration from art, music, and street fashion, encouraging individuality and personal storytelling. The brand relationship is built through lifestyle marketing and authenticity. It reflects young creatives, students, and style-conscious consumers. Herschel users typically perceive themselves as independent, expressive, and visually aware.



Figure 10: Herschel Supply Co. Backpack (Model 11391) 1

Source: Giglio.com, 2024

2.4.4 Summary of Identity Findings

The current brand identity of BestLife is well-aligned with its pricing strategy and target group, offering practical solutions for value-conscious consumers. However, the analysis also reveals a clear lack of emotional connection, storytelling, and aspirational value. While these aspects may not be essential for basic functionality, they are increasingly relevant in competitive markets where consumers respond not only to practicality but also to purpose and image. These findings will be further considered in relation to brand development opportunities and future strategic directions.

2.5 SWOT Analysis

2.5.1 Introduction

This revised SWOT analysis consolidates the internal and external factors influencing the current position of BestLife in the backpack market. It builds upon previous findings from benchmarking, the Brand Positioning Map, the Brand Identity Prism, and an internal interview with the CEO of Moravia Consulting. The matrix is not symmetrical in terms

of the number of items, as each category reflects the real weight and significance of identified issues or opportunities. This allows for a more authentic and contextually accurate strategic evaluation.

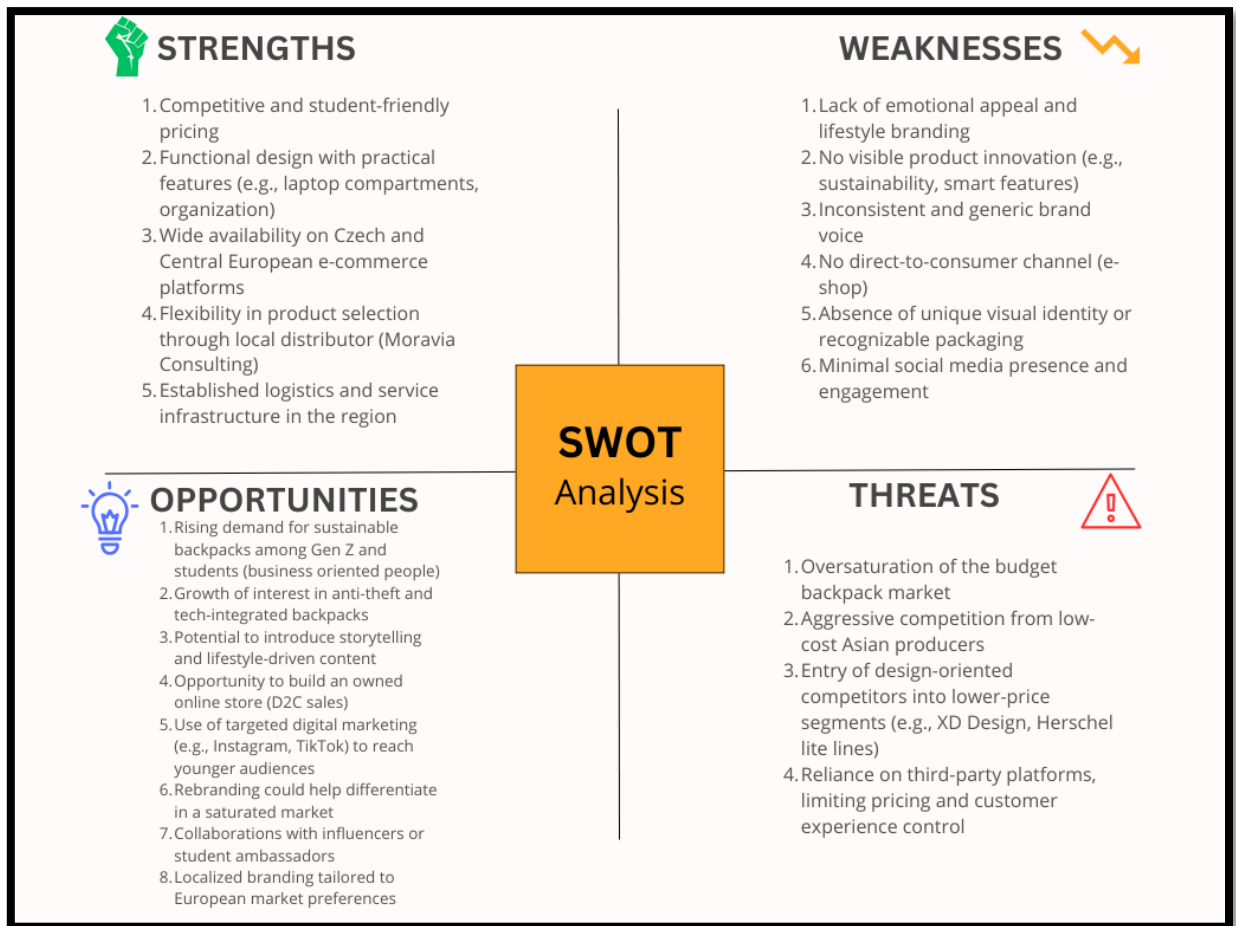


Figure 11: SWOT Analysis of BestLife 1

Source: Own elaboration.

2.5.2 Justification of SWOT Findings

Strengths

BestLife’s most fundamental strength lies in its highly competitive pricing. Desk research conducted on platforms such as Alza.cz and Heureka.cz confirms that BestLife backpacks are consistently positioned below comparable models from other brands, making them accessible to students and budget-conscious customers.

Functionality is another key asset. Products regularly feature practical designs, including padded laptop compartments, internal organizers, and durable zippers. These elements,

mentioned in the benchmarking and Brand Identity analysis, contribute directly to the product's appeal in day-to-day usage scenarios.

Furthermore, the brand enjoys significant visibility across Czech and regional e-commerce sites. Despite not operating its own e-shop, its presence on trusted third-party platforms ensures steady accessibility. Moravia Consulting's role as distributor grants the company the ability to influence product selection, thus tailoring offerings to local preferences. Combined with an already established logistics network, this provides a robust operational foundation.

Weaknesses

One of the clearest weaknesses identified through the Brand Identity Prism is the lack of emotional engagement. BestLife fails to communicate any aspirational values or lifestyle associations, unlike competitors such as Herschel or XD Design. This is particularly disadvantageous in a market where younger consumers often choose brands based on identity and storytelling.

From an innovation standpoint, BestLife lags behind. Benchmarking revealed that modern features, such as RFID protection, sustainable materials, and modular storage, are now common expectations that BestLife does not meet.

Additionally, the brand voice is inconsistent. Listings across marketplaces often use plain, functional descriptions without any distinctive tone or branding, further eroding recognition. The absence of a direct-to-consumer e-shop compounds this issue, as it prevents the company from shaping the user experience and collecting direct customer insights.

Visual identity is another area of concern. Compared to the instantly recognizable aesthetics of Herschel or XD Design, BestLife relies on generic packaging and conservative design that fail to leave a lasting impression. This is reinforced by its minimal presence on social media, where other brands actively build engagement and loyalty.

Opportunities

Sustainability is emerging as a dominant consumer value. Gen Z buyers, in particular, show a preference for products with recycled materials and ethical manufacturing

processes. BestLife has a clear chance to address this gap and appeal to environmentally conscious buyers.

While BestLife already offers selected functional features such as USB ports or anti-theft compartments, there is potential to enhance their visibility and positioning. Competitors like XD Design have successfully elevated similar elements by integrating them into their brand story and design identity.

Furthermore, the brand has room to introduce emotional storytelling. By aligning itself with values such as personal growth, student life, or mobility, it could develop a stronger identity and emotional resonance.

BestLife also has the potential to launch a dedicated e-shop, increasing both its control over the customer journey and its brand-building capabilities. Targeted social media marketing could reinforce this presence, especially through platforms such as Instagram and TikTok.

A well-executed rebranding effort could serve as a strategic response to the saturated market. Collaborations with influencers or student ambassadors, as well as regionally adapted branding messages, would help reinforce a distinctive position in the European context.

Threats

The most serious external threat is the oversaturation of the low-priced backpack segment. Many brands compete solely on price, making differentiation difficult unless added value is introduced.

Low-cost producers from Asia further escalate the price war, often offering visually similar products for even less, eroding overall profit margins.

In parallel, design-focused competitors are expanding downward in the pricing spectrum. Brands like Herschel have introduced more affordable collections, which could appeal to the same demographic as BestLife.

Finally, the brand's reliance on external platforms (e.g., Alza.cz, Amazon) means limited control over product presentation, pricing, and user reviews. Any change in algorithms or listing rules can significantly impact visibility and sales, making this a long-term vulnerability.

2.5.3 Note on Distribution and Weight of SWOT Factors

The number of identified factors within each SWOT category is not uniform, and this asymmetry is intentional. It reflects the actual complexity and strategic importance of the findings derived from the preceding analyses.

- Opportunities (8 points) were the most numerous. This is not coincidental. The analytical part repeatedly demonstrated that, despite its current limitations, BestLife operates in a dynamic environment full of emerging trends, especially around sustainability, smart features, and emotional branding. These trends represent realistic and actionable growth paths. The high number of opportunities signals the brand's latent potential, which can be unlocked through strategic initiatives.
- Weaknesses (6 points) were also significant, indicating that the brand faces internal limitations that must be addressed. Many of these stem directly from benchmarking and the Brand Identity Prism, such as the lack of emotional connection, innovation, and consistent communication. This count mirrors the challenges BestLife must overcome to stay competitive.
- Strengths (5 points) were fewer but more concentrated. These focus on operational and market access advantages, such as pricing and distribution. The relatively lower number does not mean the brand is weak, but rather that its current positioning relies on a limited but stable foundation that must be strategically built upon.
- Threats (4 points) were more concise. This reflects the fact that while the external environment is competitive and saturated, the most significant risks are already known and have been observed in benchmarking: market saturation, low-cost competitors, and platform dependence. The relatively lower count also shows that BestLife's main threats are well-defined rather than numerous and unpredictable.

Overall, the distribution of SWOT items supports the strategic narrative: BestLife has a solid base, faces clear internal gaps, but also holds great potential if it takes advantage of emerging market trends.

2.6 Summary of Analytical Findings

The conducted analyses provide a comprehensive overview of BestLife's current market position, competitive context, and brand identity. Through benchmarking, it became clear that while BestLife operates in the lower-mid price segment, it competes with brands that have significantly stronger emotional appeal or product innovation. The inclusion of brands such as Samsonite, Wenger, XD Design, and Herschel highlighted the limitations of BestLife in areas such as brand communication, feature development, and visual identity.

The Brand Positioning Map revealed that BestLife occupies a relatively isolated position with regard to design and innovation, falling behind competitors that have successfully balanced affordability with modernity or aspirational value. This placement suggests both a challenge and an opportunity: while the brand avoids direct competition with premium or trendy brands, it also risks being overlooked in a saturated market.

Further analysis using the Brand Identity Prism confirmed that BestLife's current identity is grounded in practicality, simplicity, and budget awareness. The brand serves a clear functional purpose but lacks distinctive personality traits or emotional storytelling, which limits its appeal beyond basic utility. This identity is consistent, but not particularly engaging or differentiating.

Finally, the SWOT analysis summarized the key strengths, weaknesses, opportunities, and threats that define BestLife's strategic context. The brand's strengths lie in its practical product offering and competitive pricing, while its weaknesses include limited emotional appeal, inconsistent visual identity, and an innovation gap. At the same time, the growing market emphasis on sustainability, design, and lifestyle-driven branding represents both a threat from competitors and an opportunity for strategic repositioning.

Together, these findings underline the need for a more defined brand strategy that builds on existing strengths while addressing areas of improvement. The next part of the thesis will focus on outlining potential development directions and strategic proposals aimed at enhancing the long-term competitiveness of the brand.

3. Proposal Section

3.1 Introduction to the Proposal Section

This section presents strategic recommendations for the further development of the BestLife brand. The proposals are grounded in the findings of the analytical section, including the benchmarking analysis (Chapter 2.2), brand positioning map (Chapter 2.3), brand identity prism (Chapter 2.4), and SWOT analysis (Chapter 2.5). These tools revealed that while BestLife holds a competitive position in terms of price and functionality, it suffers from limited brand distinctiveness, weak emotional connection, and low innovation visibility.

The goal of this section is not to propose a final solution, but rather to define a development framework that reflects the current brand reality and supports its long-term competitiveness. The recommendations are designed to respond to specific challenges and strategic gaps identified in the analytical part of the thesis.

The proposed development directions address four main areas: brand identity evolution, product portfolio enhancement, marketing communication refresh, and implementation strategy. These suggestions are not intended as a rigid plan but rather as flexible, realistic pathways that the company can adapt over time depending on market response and internal resources.

3.2 Future Brand Identity Based on Identity Gaps

The brand identity assessment conducted in Chapter 2.4 revealed that BestLife maintains a consistent focus on functionality, practicality, and affordability. These attributes reflect the brand's roots and help position it as a reliable choice for cost-conscious consumers. However, the analysis also identified a notable absence of emotional value, distinctive personality, and lifestyle relevance, factors that increasingly influence customer decision-making, especially among younger audiences.

The brand's current identity does not fully align with the expectations of its primary target group: students and young professionals. While this segment appreciates functional products at a reasonable price, it is also influenced by visual aesthetics, brand storytelling, and personal expression. Competing brands such as Herschel and XD Design have successfully embraced these emotional and cultural elements without losing accessibility or practicality.

As a result, there is a clear gap between BestLife’s current positioning (neutral, rational, low engagement) and the aspirational direction needed to resonate with modern consumers (engaging, relatable, lifestyle-oriented). This identity gap creates an opportunity for the brand to evolve in a way that retains its core strengths while expanding its emotional and visual appeal.

The following elements were selected based on recurring themes observed across the benchmarking analysis (Chapter 2.2), the Brand Identity Prism evaluation (Chapter 2.4), and general findings from market observation. These components, visual identity, tone of voice, product features, and brand emotion, emerged as the most critical areas where BestLife's current brand positioning deviates from evolving customer expectations.

To clearly illustrate, the following table summarizes key differences between the current brand identity and the desired brand direction based on market expectations:

Table 2: Brand Identity Gap - Current vs Desired State 1

(Source: Own elaboration)

Element	Current State	Desired Direction
Visual Identity	Neutral, basic visuals	Youthful, modern, expressive
Tone of Voice	Rational, factual	Relatable, confident, simple
Product Features	Functional, standard	Affordable + smart/sustainable add-ons
Brand Emotion	Low involvement	Aspirational, story-driven

Bridging this gap does not require a complete brand overhaul. Instead, BestLife can implement gradual adjustments that strengthen specific identity components while preserving what already works. Based on the findings from the benchmarking analysis, brand identity prism, and market observations, the following development directions are proposed:

- **Enhance visual identity** by updating the design language, packaging, and digital presentation to better align with youth culture and modern lifestyle trends.

- **Introduce new product lines or sub-brands** that incorporate innovation (e.g., smart compartments) or sustainability (e.g., recycled materials) while maintaining affordability.
- **Refine the tone of voice** in brand communication to express values such as simplicity, ambition, and individuality in a more relatable and engaging way.
- **Leverage emotional storytelling** in marketing by focusing on relatable contexts such as studying, commuting, or everyday challenges, allowing customers to associate the brand with real-life aspirations.

These suggestions form the basis for the following section, where strategic development options are evaluated in greater detail. The aim is to define a realistic, low-risk path that helps the brand evolve into a more relevant and emotionally resonant player in the backpack market.

3.3 Strategic Development Framework

Based on the findings of the benchmarking analysis (Chapter 2.2), brand positioning (Chapter 2.3), brand identity assessment (Chapter 2.4), and SWOT analysis (Chapter 2.5), four key areas of development have emerged as the most critical for the future of the BestLife brand: brand identity, product innovation, communication strategy, and overall market positioning.

To address these areas, this section presents four strategic development options: rebranding, repositioning within the existing brand, product portfolio innovation, and marketing and communication refresh. These strategies were selected because each of them responds directly to specific challenges identified in the analytical part of the thesis:

- **Rebranding** is considered as a potential response to the brand's weak emotional appeal, undefined personality, and lack of distinctiveness compared to competitors such as Herschel or XD Design. This was highlighted in both the Brand Identity Prism and SWOT analysis, where the brand was described as neutral and invisible in emotionally driven purchase decisions.
- **Repositioning within the existing brand** was selected as a more moderate approach that retains existing brand recognition but still addresses the need for a clearer tone of voice, updated visuals, and stronger emotional connection. This

reflects the current mismatch between the brand's rational identity and the lifestyle preferences of its target audience.

- **Product portfolio innovation** is included due to the lack of differentiated product features, as shown in the benchmarking analysis. Competing brands offer unique selling points such as anti-theft technology or sustainable materials, while BestLife's offer remains basic and function-driven.
- **Marketing and communication refresh** is recommended based on the finding that the brand lacks a consistent message and fails to build emotional engagement across digital platforms. This weakness was noted in both the SWOT and brand identity assessments.

These four strategic directions represent a balanced set of options, from radical transformation to gradual improvement, and can be implemented individually or in combination. The following subsections describe each approach in detail, outlining their benefits, risks, and practical implications.

3.3.1 Rebranding

A complete rebranding would involve changing the brand's name, visual identity, and overall positioning. This radical shift could allow BestLife to break free from its current perception as a purely functional, budget-oriented brand and build a new identity tailored to students and young professionals.

Pros:

- Strong signal of change and renewal
- Opportunity to build a modern, emotionally engaging brand from scratch
- Greater freedom in defining values, tone, and style

Cons:

- High implementation cost and time demands
- Loss of existing brand recognition and loyalty
- Risk of confusion or rejection from current customers

Summary: This option offers the strongest transformation potential but carries the highest level of risk, cost, and disruption. It is most suitable when a complete brand reset is necessary.

3.3.2 Repositioning Within the Existing Brand

This strategy focuses on evolving the brand's identity without changing the name. It aims to clarify the brand personality, enhance emotional messaging, and modernize the visual style, all while preserving the existing brand equity.

Pros:

- Maintains brand recognition and customer familiarity
- More cost-effective than full rebranding
- Allows for gradual transition without alienating current users

Cons:

- Slower shift in market perception
- Potential inconsistency across communication channels if poorly coordinated
- Requires strong internal alignment

Summary: This is a balanced approach that minimizes risk while improving brand relevance. It is well-suited for brands with a solid foundation but weak identity expression.

3.3.3 Product Portfolio Innovation

This option involves launching new products or features, such as smart compartments, eco-friendly materials, or limited collections, that increase the brand's perceived value and attract attention without altering its core identity.

Pros:

- Enhances functional value and supports brand storytelling
- Opportunity to differentiate without drastic change
- Can be tested and scaled based on market response

Cons:

- Requires coordination with suppliers and R&D
- Risk of cost increases or product inconsistency
- Impact depends on execution quality and relevance

Summary: Product innovation strengthens brand perception through tangible improvements. It works best when paired with clearer identity and communication updates.

3.3.4 Marketing and Communication Refresh

This strategy focuses on improving how the brand communicates with its audience, especially through digital platforms. It includes refining tone of voice, visual assets, social media content, and storytelling techniques.

Pros:

- Cost-efficient and easy to implement
- Quickly increases emotional engagement and visibility
- Flexible and scalable

Cons:

- Limited long-term impact if not supported by product or identity changes
- Requires continuous content creation and audience engagement
- May struggle to shift perception alone

Summary: This option is ideal for improving short-term engagement and testing new brand narratives, but it needs to be supported by deeper changes to achieve lasting results.

The following section (3.4) provides a strategic recommendation based on these development options and evaluates which combination best fits the current situation of BestLife.

3.4 Recommendation and Direction for Brand Development

Based on the comparative analysis of the four strategic options, the most suitable development direction for BestLife is a **gradual repositioning within the existing brand**, supported by selective product innovations and a refreshed communication

strategy. This approach offers the best balance between risk, cost, and long-term effectiveness.

The full rebranding option is not recommended at this stage, as the brand still retains valuable recognition within certain customer segments, particularly in the Czech market. Starting from scratch would require significant investment, pose a risk of customer confusion, and potentially disrupt established distributor relationships.

Instead, BestLife should focus on evolving its identity step by step, clarifying its values, enhancing its communication style, and modernizing its appearance. This repositioning can be implemented while keeping the current brand name and product line, ensuring continuity for existing customers.

Key Strategic Priorities for Brand Development

- **Clarify the brand personality:**

Define a tone of voice that is confident, youthful, and relatable, reflecting values such as simplicity, ambition, and independence. This includes using more personal, friendly language in marketing content and highlighting the everyday utility of the products in real-life contexts.

- **Modernize visual identity:**

Update the brand's visual language by refining elements such as the logo, color scheme, and packaging. The goal is to create a more modern, appealing look without overcomplicating the design or increasing production costs. Visual inspiration can be drawn from minimalist, student-friendly aesthetics.

- **Introduce targeted product innovations:**

Develop one or two product lines featuring added-value elements such as eco-conscious materials, hidden pockets, or charging ports. These innovations should remain affordable and reinforce the brand's identity as functional but forward-thinking.

- **Implement story-driven communication:**

Build a consistent narrative around the brand that connects emotionally with users, especially students and young professionals. Marketing materials should focus on relatable moments (e.g., going to class, traveling for a weekend trip, preparing for exams) to help customers associate the brand with real life and personal goals.

This development path allows BestLife to evolve meaningfully while staying grounded in its current positioning. By reinforcing its emotional appeal, modernizing its visual presence, and expanding its product value, the brand can differentiate itself in a saturated market and build stronger loyalty among its target audience.

The next section outlines how this strategy can be implemented in practice, including timeline suggestions, required resources, and risk mitigation steps.

3.5 Implementation Considerations

To successfully execute the proposed repositioning strategy, Moravia Consulting must take into account several practical factors, including internal capabilities, market readiness, and timeline feasibility. Since the recommended approach focuses on gradual evolution rather than a complete transformation, the implementation can be designed as a phased process, allowing for testing, feedback, and adaptation over time.

3.5.1 Key Areas of Change

The development strategy outlined in the previous section focuses on four main areas:

- **Visual identity refinement** - updating the logo, packaging, and digital presentation of BestLife products to create a more modern, student-oriented look.
- **Tone of voice enhancement** - introducing a clearer and more relatable communication style across online and offline materials related to the BestLife brand.
- **Targeted product innovation** - integrating simple yet valuable features (e.g., sustainable materials or smart compartments) into selected BestLife product lines.
- **Content-based storytelling** - shifting from technical product descriptions to relatable narratives that reflect the target audience's daily life and aspirations.

These areas were selected based on the key weaknesses identified in:

- the **Brand Identity Prism** (Chapter 2.4),
- the **SWOT analysis** (Chapter 2.5)

- the **Gap Analysis** (Chapter 3.2)

They offer the most accessible and impactful opportunities for repositioning without compromising affordability or existing customer familiarity.

3.5.2 Implementation Phases

A phased implementation approach is recommended to minimize risk and ensure flexibility. Each phase can be adjusted based on resource availability and early feedback.

Table 3: Overview of Implementation Phases and Key Areas 1

(Source: own elaboration)

Phase	Timeline	Focus Areas
1	0-3 months	Internal planning, development of updated visual elements, tone of voice guidelines
2	3-6 months	Launch of new communication on digital platforms, pilot packaging updates, initial storytelling campaigns
3	6-12 months	Release of selected innovative products (e.g., eco-material models), customer feedback collection
4	12+ months	Scaling visual identity and product updates across full portfolio, based on evaluated results

Roadmap timeline

	0–3 months	3–6 months	6–12 months	12+ months
Step 1:	Internal planning, new visuals & tone guidelines			
Step 2:		Digital launch, pilot packaging, first storytelling		
Step 3:			Release of eco-models, gather customer feedback	
Step 4:				Scale updates across portfolio based on results

Figure 12: Roadmap Timeline for Brand Identity Development 1

Source: Own elaboration

3.5.2 Resource Requirements

The repositioning strategy is designed to be realistic for a company with limited internal teams. However, several key resources and competencies will still be required:

- **Graphic design** - for refining the visual identity and packaging of BestLife products
- **Marketing and copywriting** - for developing consistent tone of voice and branded content
- **Product development** - to design and test new features or materials
- **Customer insight tools** - for collecting and analyzing user feedback (e.g., online surveys, reviews)

If internal capacity is limited, these functions can be supported through freelancers or collaboration with external agencies.

Another promising approach, suggested during a consultation with doc. Ing. Robert Zich, Ph.D., involves engaging an entire student group from the **Entrepreneurship and Small Business Development (ESBD)** study program at the Faculty of Business and Management of Brno University of Technology. The branding task could be assigned as

a course project, where students would work in teams and propose development concepts and solutions. This format has been successfully used in previous collaborations with external companies and can serve as a flexible, cost-free way to generate fresh ideas from a practical academic environment.

3.5.3 Risks and Mitigation Strategies

Several potential risks must be considered and proactively managed:

- **Internal resistance to change:**
Moravia Consulting should involve team members and distribution partners early in the planning process to build alignment and reduce friction.
- **Mismatch between updated brand and customer expectations:**
Pilot new visuals and messaging with a small group of existing customers before full-scale implementation.
- **Supplier limitations or production delays:**
Start with low-risk innovations (e.g., packaging, limited-edition runs) to test feasibility without overcommitting.
- **Lack of long-term consistency:**
Create clear brand guidelines to ensure unified implementation across platforms and markets.

By approaching repositioning as a step-by-step process supported by practical tools and ongoing feedback, Moravia Consulting can strengthen the BestLife brand without disrupting core operations or customer trust.

3.6 Summary of Proposal Section

This proposal section has outlined a strategic framework for developing the BestLife brand under the direction of Moravia Consulting. Based on the results of the analytical part, the proposed direction is a gradual repositioning of the brand, supported by targeted product innovations and refreshed communication. Four strategic options were evaluated in detail, rebranding, repositioning, product portfolio innovation, and marketing refresh, of which repositioning was selected as the most balanced and feasible approach. An implementation plan was proposed, structured into four phases with realistic timelines and resource requirements. If executed carefully, this strategy will allow Moravia

Consulting to improve the emotional appeal, visual identity, and long-term relevance of the BestLife brand, while preserving its core strengths and customer recognition

Conclusion

The aim of this bachelor's thesis was to explore how Moravia Consulting, as a distributor of the BestLife brand, can enhance the brand's long-term competitiveness through strategic development. The focus was placed on increasing market relevance and strengthening customer engagement, without necessarily pursuing a complete rebranding. The primary motivation was to address challenges related to brand identity, differentiation, and growth in a highly competitive backpack market.

To achieve this goal, the thesis was structured into three main parts. The theoretical section introduced key branding concepts, strategic tools, and frameworks for developing and evaluating brand identity. The analytical section included a benchmarking analysis, brand positioning map, Brand Identity Prism, and a SWOT analysis. Together, these tools provided a comprehensive overview of how the BestLife brand is currently positioned and perceived, and what key limitations exist in terms of emotional appeal, innovation, and customer communication.

The analyses showed that although BestLife is competitive in terms of pricing and functionality, especially for students and budget-conscious users, it lacks a clear emotional dimension, innovative features, and a distinctive brand voice. These insights were synthesized through a Brand Identity Gap Analysis, which revealed a mismatch between the brand's current positioning and the expectations of its target audience.

In response, the proposal section outlined four strategic options: full rebranding, repositioning within the existing identity, product portfolio innovation, and marketing communication refresh. Taking into account the strengths and constraints of Moravia Consulting, the recommended path was to gradually reposition the BestLife brand. This involves refining visual identity, clarifying tone of voice, introducing moderate product innovations (such as eco-friendly or smart elements), and applying storytelling strategies to create stronger emotional relevance. The implementation plan was structured as a phased, low-risk process tailored to the company's scale and resources.

The main contribution of this thesis lies in its practical, flexible framework for brand development. It balances strategic ambition with operational feasibility and provides a clear roadmap for Moravia Consulting to transition from a traditional distributor to an active brand co-creator.

Naturally, the thesis has certain limitations. It does not include quantitative customer surveys or detailed financial projections, which would require additional time and data. However, the combination of internal interviews, desk research, and competitive benchmarking offers a solid foundation for making informed strategic decisions.

In conclusion, the future success of the BestLife brand within the European market depends on Moravia Consulting's ability to adapt, to evolve in ways that resonate with modern consumers, embrace innovation, and communicate its values with clarity and authenticity. The recommendations in this thesis are not meant to dictate a single path, but to support thoughtful, data-informed brand development grounded in real-world market conditions.

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Annex I: Interview with the CEO of Moravia Consulting

Date of interview: 5. 4. 2025

Respondent: CEO of Moravia Consulting, Alois Hübl

Interview format: Informal, in-person discussion. Notes were summarized and translated from Czech to English.

Purpose: To gain internal insight into the strategic direction, branding challenges, and development opportunities of the backpack brand currently distributed by the company.

Brand Background and Company Overview

1. What is the core focus or positioning of the BestLife backpack brand in terms of product attributes and value?

(Purpose: To clarify the main characteristics that define the brand's product identity and how it delivers value to customers.

What it uncovered: The brand positions itself as affordable, functional, and durable, with a focus on everyday usability rather than trend-based design.)

2. Who is the primary target audience for BestLife backpacks, and how was this target group identified?

(Purpose: To understand customer segmentation and whether the brand intentionally serves a defined lifestyle or demographic.

What it uncovered: The main target groups include students, professionals, and travelers - users who value practical and accessible design over luxury or high fashion.)

3. Where are BestLife products manufactured, and how is the production process organized?

(Purpose: To clarify the supply chain structure and manufacturing ownership, especially in relation to the distributor's strategic control.

What it uncovered: All products are produced in Asia by a third-party supplier, which limits the distributor's ability to directly influence product innovation or flexibility.)

4. In which countries is the BestLife brand currently present, and how is its distribution network structured?

(Purpose: To map the geographic scope and organizational structure of distribution, and to define the position of Moravia Consulting within that network.

What it uncovered: BestLife is distributed across several European markets by local partners, including Moravia Consulting in the Czech Republic, which handles national distribution.)

5. What level of control does Moravia Consulting have over the BestLife brand identity and strategic direction?

(Purpose: To clarify the legal and strategic relationship between the distributor and the brand owner, including limitations in decision-making or branding autonomy.

What it uncovered: Moravia Consulting holds distribution rights for selected European countries but does not own the BestLife brand. Key aspects such as brand identity, design standards, and long-term positioning are managed entirely by the Asian parent company. This limits the distributor's influence over strategic development and visual direction of the brand.)

6. What operational responsibilities does Moravia Consulting hold in managing the BestLife brand locally, and what limitations result from this structure?

(Purpose: To define the scope of day-to-day influence Moravia Consulting has over the brand, and to understand how the lack of control in branding affects business strategy.

What it uncovered: Moravia Consulting is responsible for the operational execution in the Czech market, including product selection, pricing, sales, and distribution. However, it has no authority over visual branding, marketing campaigns, or communication strategy, which are controlled by the brand owner. This creates a situation where the company can respond to local market needs only within limited boundaries, affecting its ability to fully align brand presentation with consumer expectations.)

Brand Positioning Visualization

7. How would you position the current BestLife brand on a price and innovation scale, compared to other backpack brands?

(Purpose: To map the brand's current perception through quantifiable positioning attributes.

What it uncovered: BestLife was rated 4/10 in both price and innovation. The pricing reflects a range between 1,200-1,800 CZK, positioning it in the lower-mid segment. The low innovation score was due to the brand's basic functional design and lack of modern features, such as RFID protection or sustainable materials. The brand also lacks a distinctive emotional or visual identity, which negatively impacts its perceived uniqueness.)

Brand Identity Prism

8. How would you describe the visual and functional characteristics that define the physical appearance of the BestLife brand?

(Purpose: To understand the core tangible attributes of the brand from the distributor's point of view.

What it uncovered: BestLife offers practical and affordable backpack designs, usually featuring simple materials, standard compartments, and visible logo placement. These features are consistent across the product lines and reflect a focus on everyday usability.)

9. What kind of internal values or brand culture do you believe BestLife expresses through its product strategy and communication?

(Purpose: To explore how internal philosophy and strategic direction shape external brand behavior.

What it uncovered: The brand culture promotes efficiency and pragmatism, prioritizing usability and cost-effectiveness over fashion or trend-based design. This is evident in the long-term strategy, which emphasizes functional value rather than visual innovation.)

10. How would you describe the relationship BestLife builds with its customers, and what kind of user-brand interaction does it encourage?

(Purpose: To identify how the brand positions itself in the customer's life and the nature of its engagement with users.

What it uncovered: BestLife establishes a quiet and dependable relationship with its users. Rather than aiming for emotional or attention-grabbing interaction, the brand fits into users' daily routines as a reliable, unintrusive companion.)

11. What personal traits or lifestyle values do you think BestLife users associate with themselves through the brand?

(Purpose: To understand what kind of self-image the brand supports or reflects in its users.

What it uncovered: Customers tend to identify with values such as responsibility, practicality, and goal orientation. They view themselves as task-focused and rational decision-makers who seek functional solutions over status-driven purchases.)

