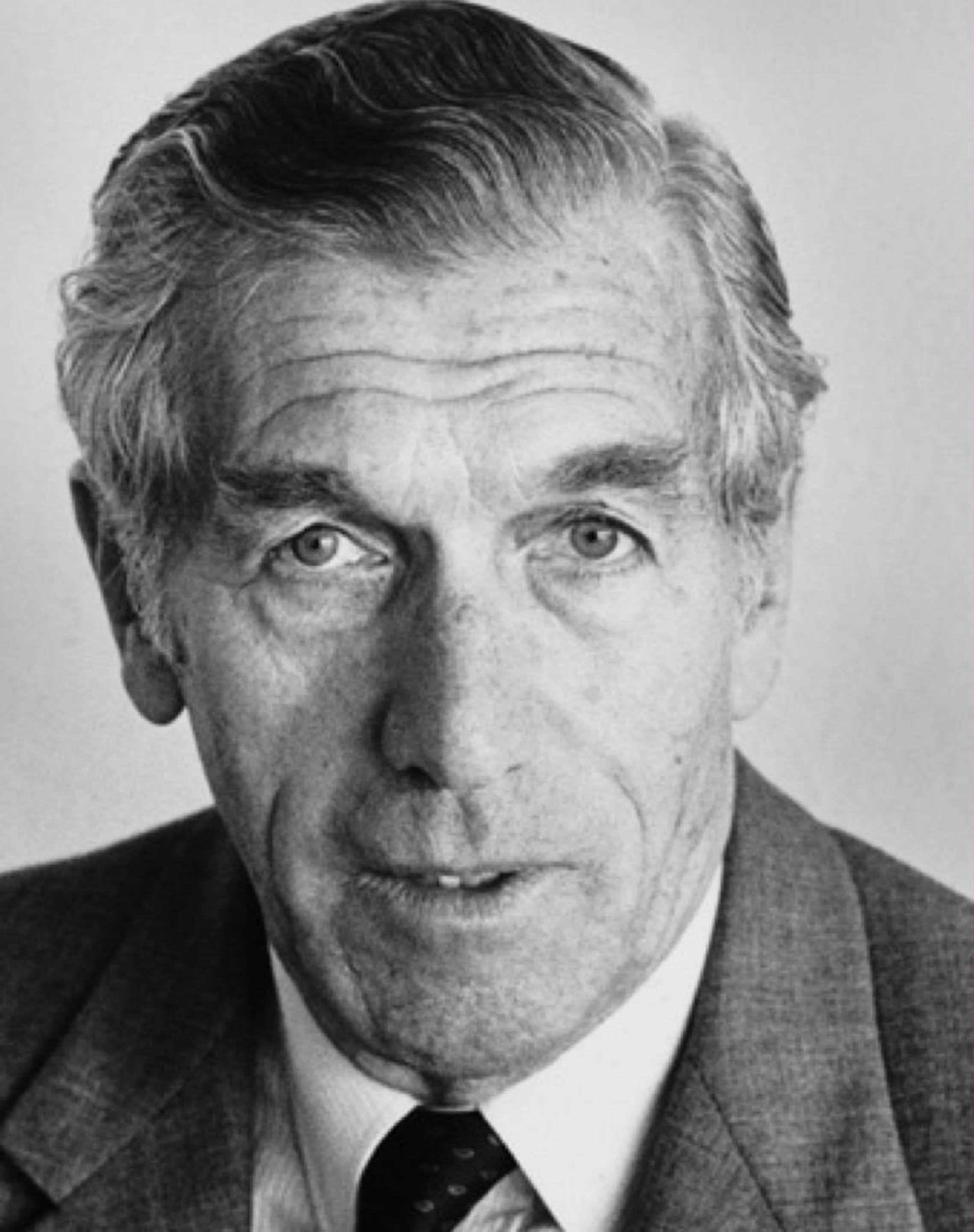


Nordic brand in a global context

Erik Modig

September 30th 2025





PRAGMATICS OF HUMAN COMMUNICATION



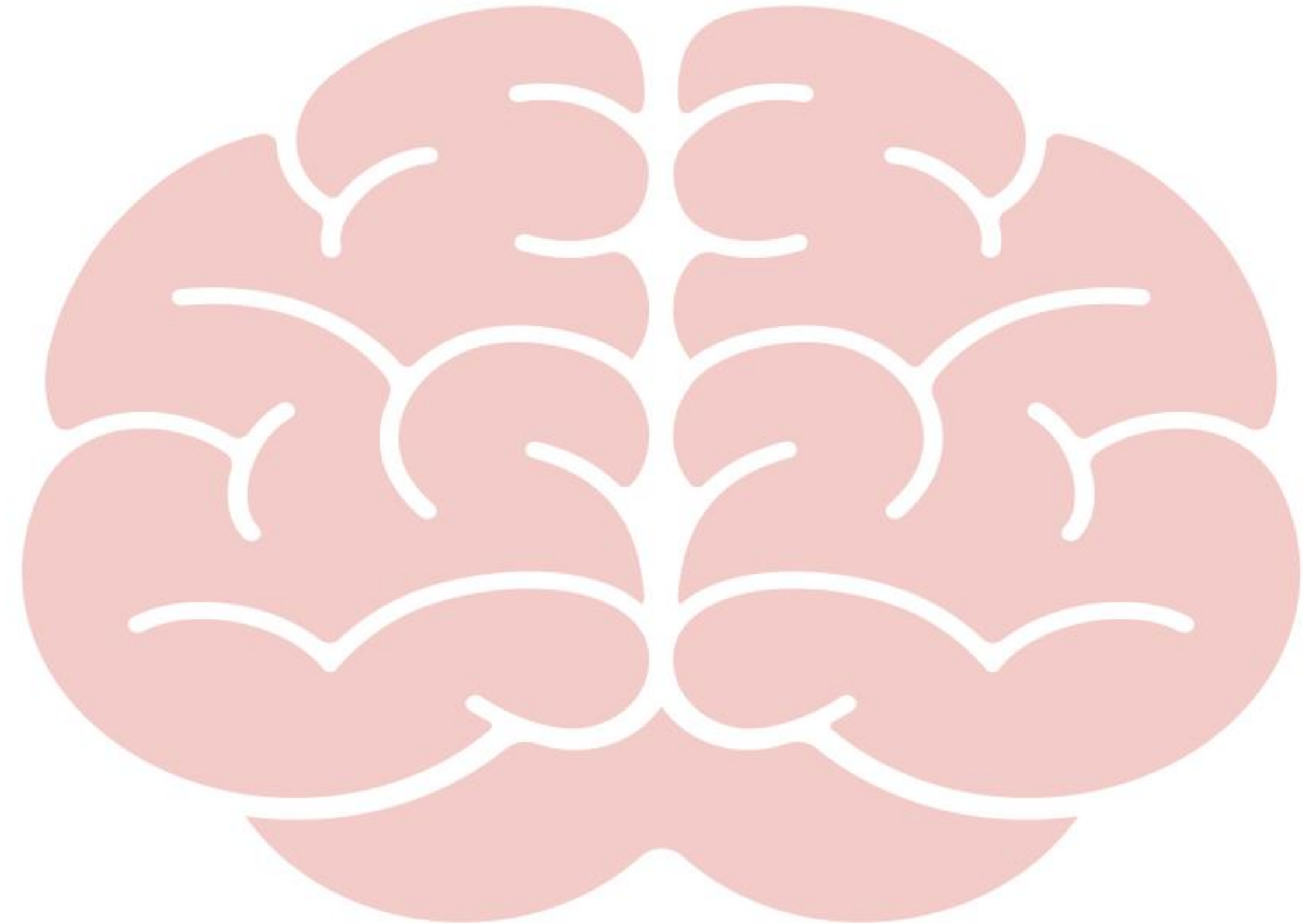
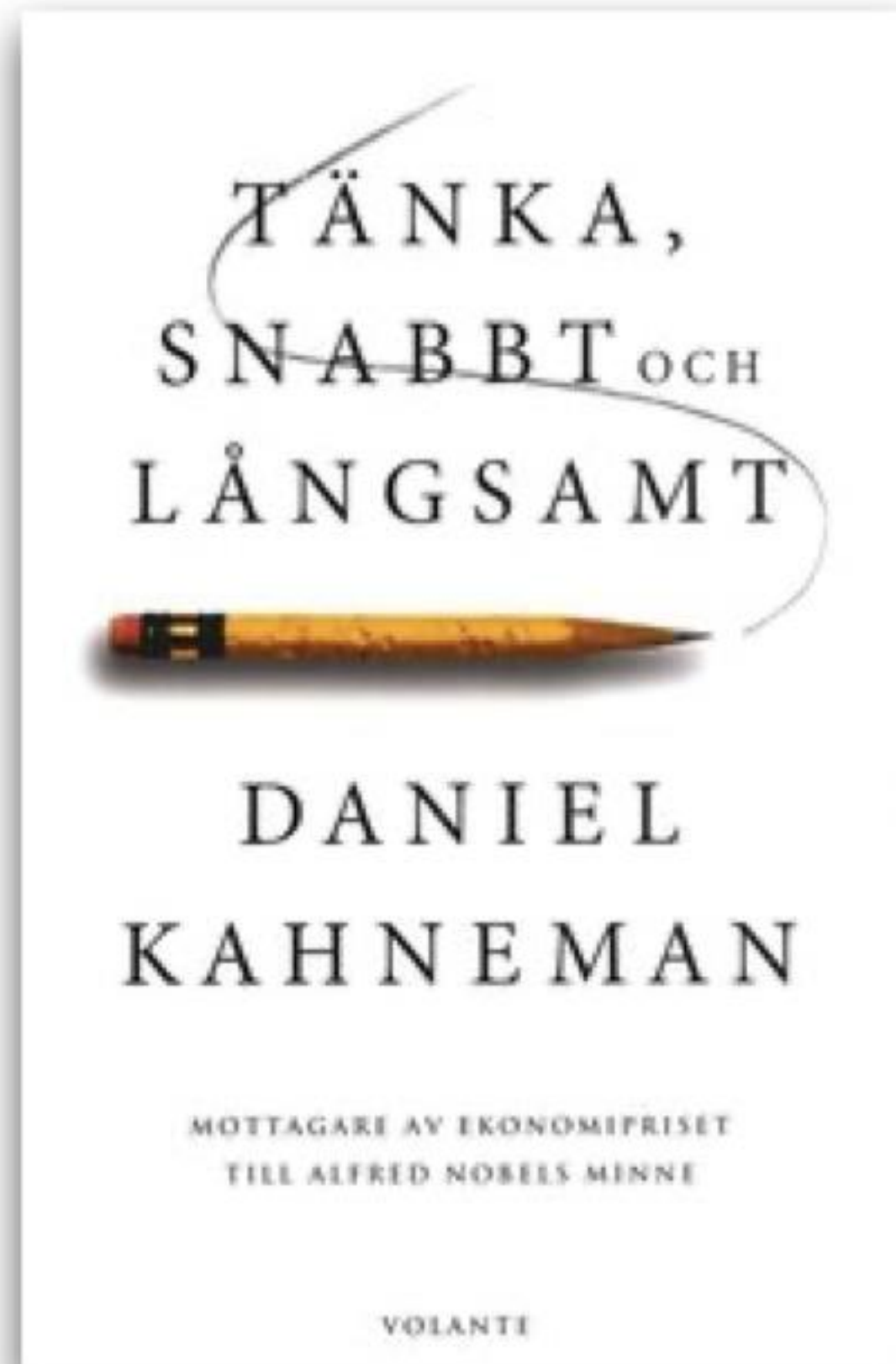
A STUDY OF INTERACTIONAL PATTERNS,
PATHOLOGIES, AND PARADOXES

PAUL WATZLAWICK, Ph.D.
JANET HELMICK BEAVIN, A.B.
DON D. JACKSON, M.D.

Kahneman
& Tversky

System 2

System 1

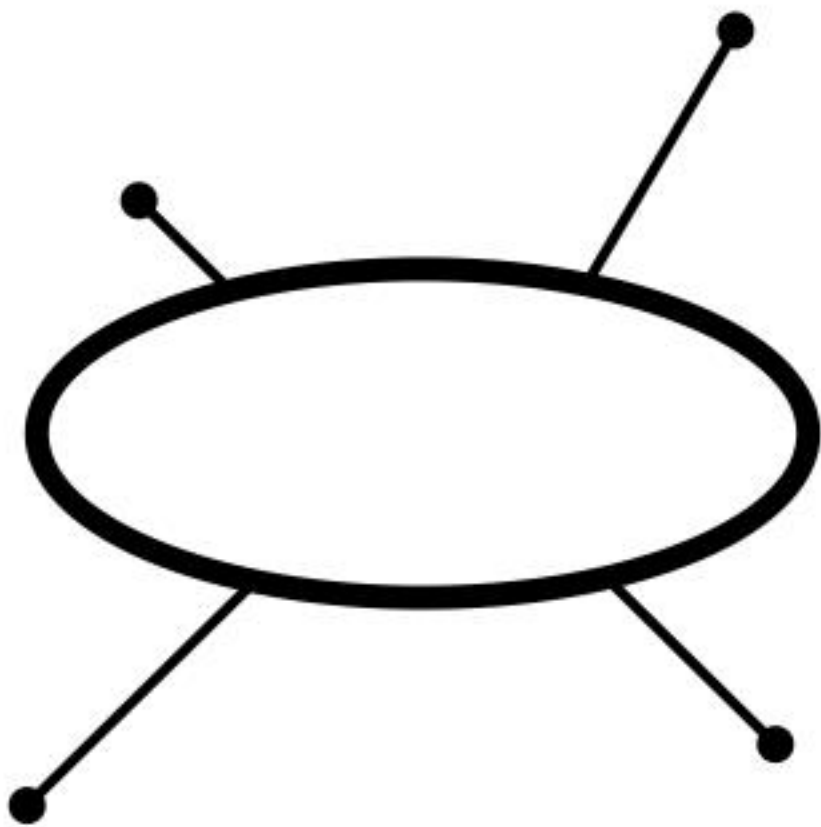


If we work with people, we need to understand people

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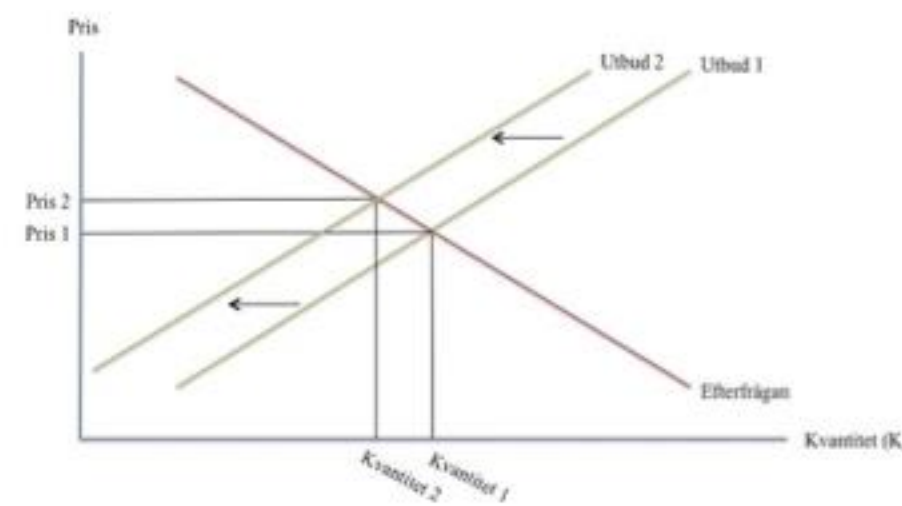
Part 1:

Human memory is selective



Part 2:

People do not make rational decisions



Part 3:

People are constantly looking for clues

Region
Country
City
Company

Part I: Human memory is selective

The overall perception of you
as a company and organization
is your brand.

It is created whether you like it or not

Based on people's knowledge of you as
a company, your product/service, and
reactions to these.

Kevin Lane Keller

Conceptualizing, Measuring, and Managing Customer-Based Brand Equity

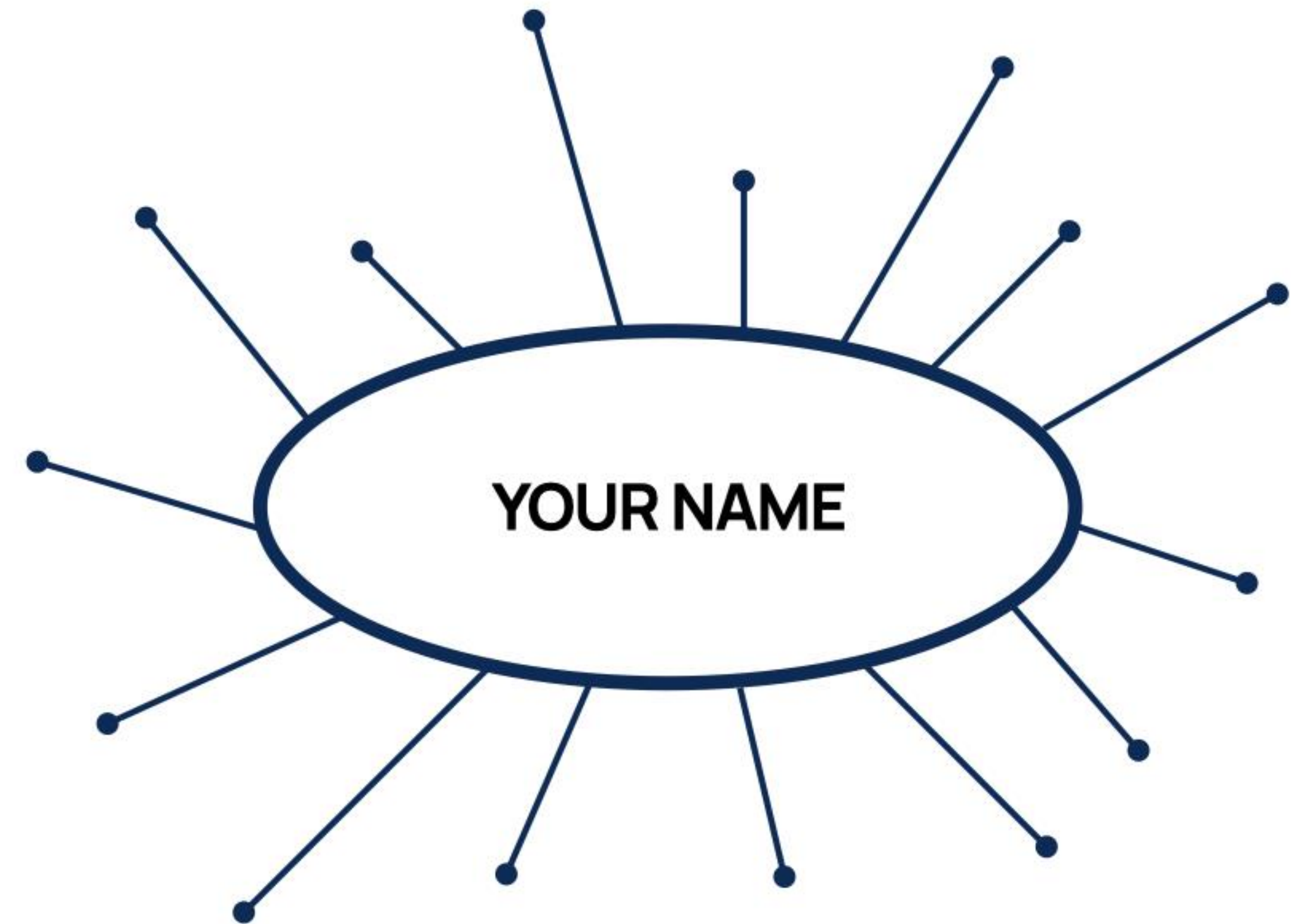
The author presents a conceptual model of brand equity from the perspective of the individual consumer. Customer-based brand equity is defined as the differential effect of brand knowledge on consumer response to the marketing of the brand. A brand is said to have positive (negative) customer-based brand equity when consumers react more (less) favorably to an element of the marketing mix for the brand than they do to the same marketing mix element when it is attributed to a fictitiously named or unnamed version of the product or service. Brand knowledge is conceptualized according to an associative network memory model in terms of two components, brand awareness and brand image (i.e., a set of brand associations). Customer-based brand equity occurs when the consumer is familiar with the brand and holds some favorable, strong, and unique brand associations in memory. Issues in building, measuring, and managing customer-based brand equity are discussed, as well as areas for future research.

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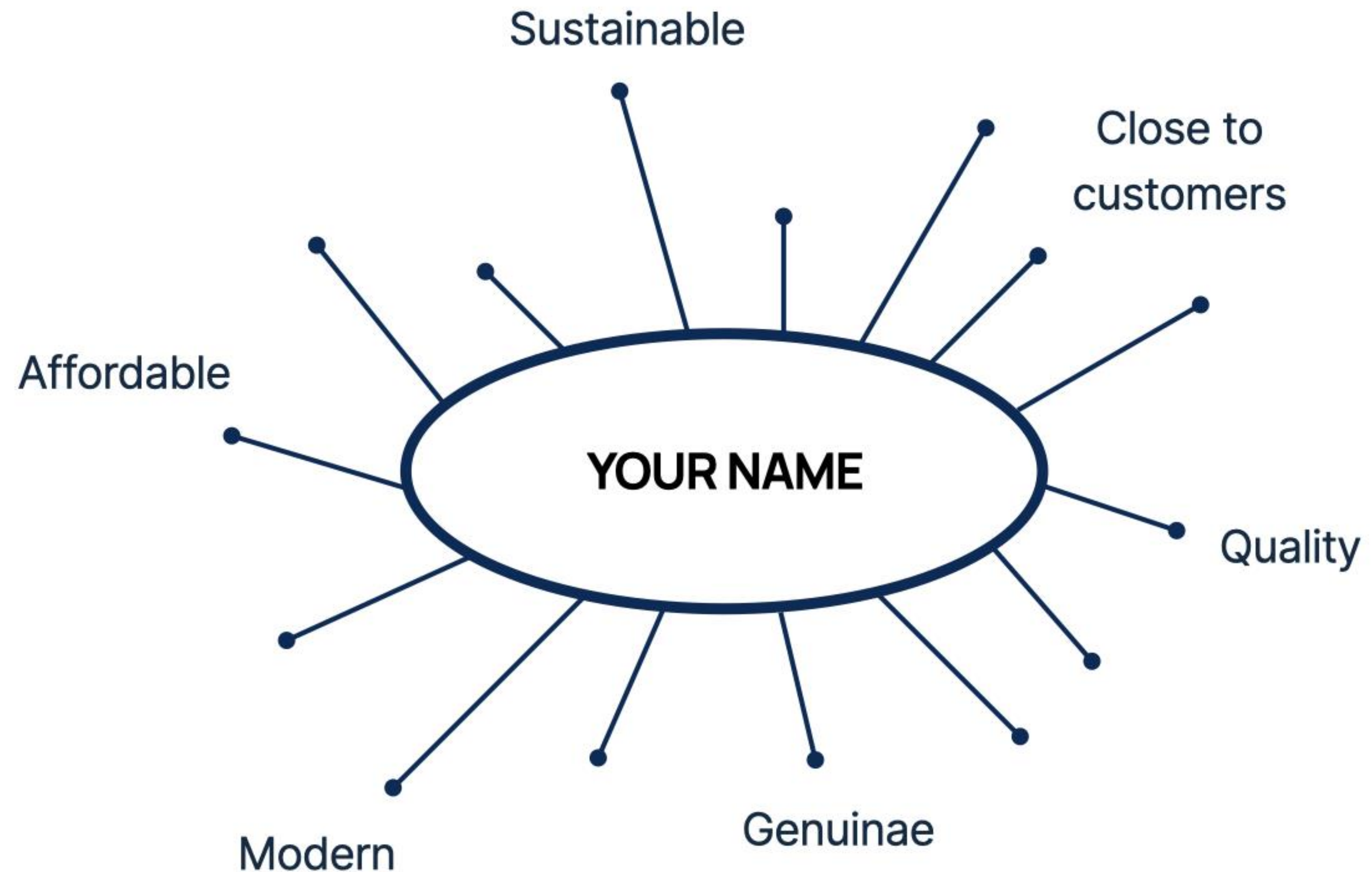


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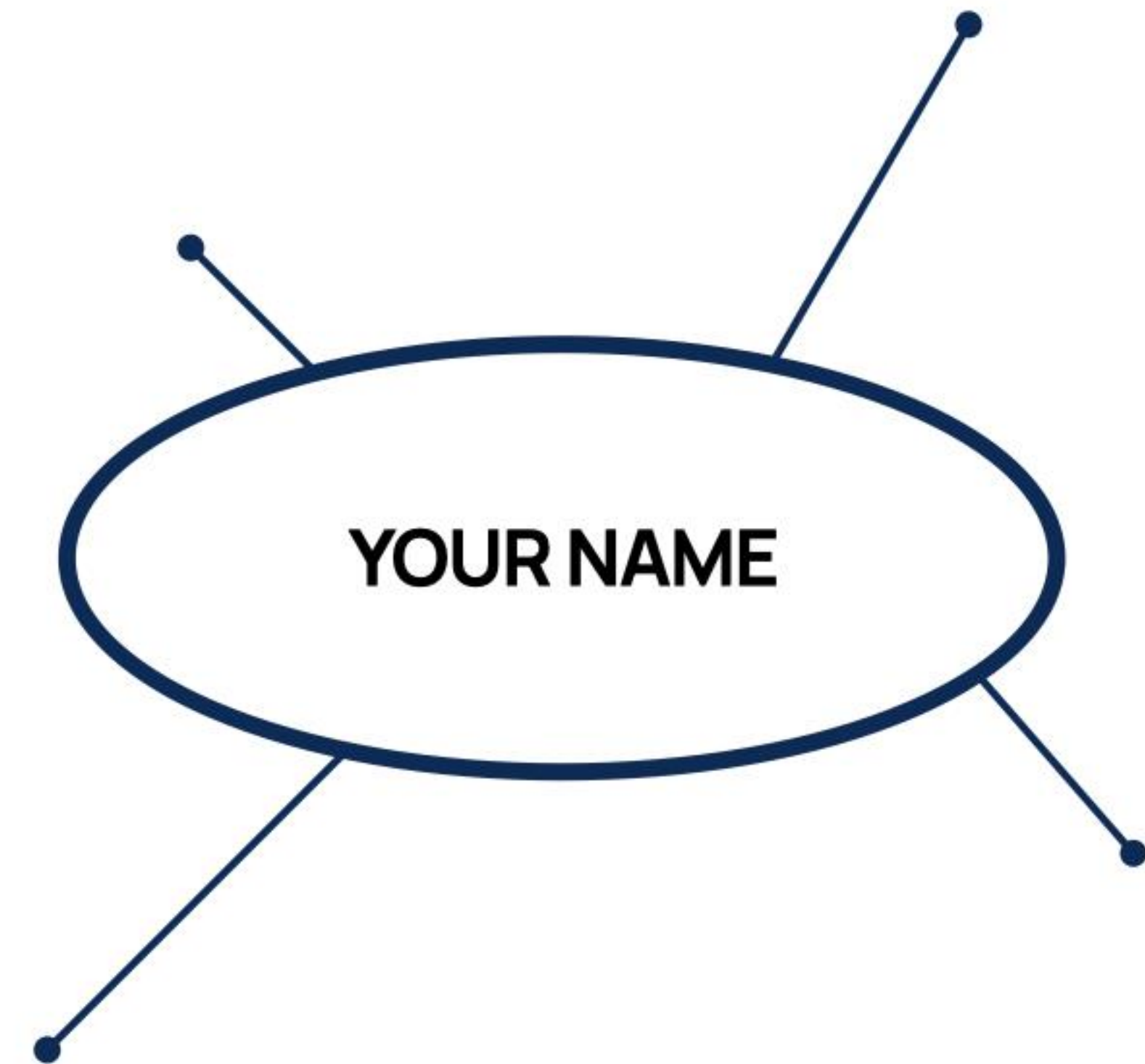


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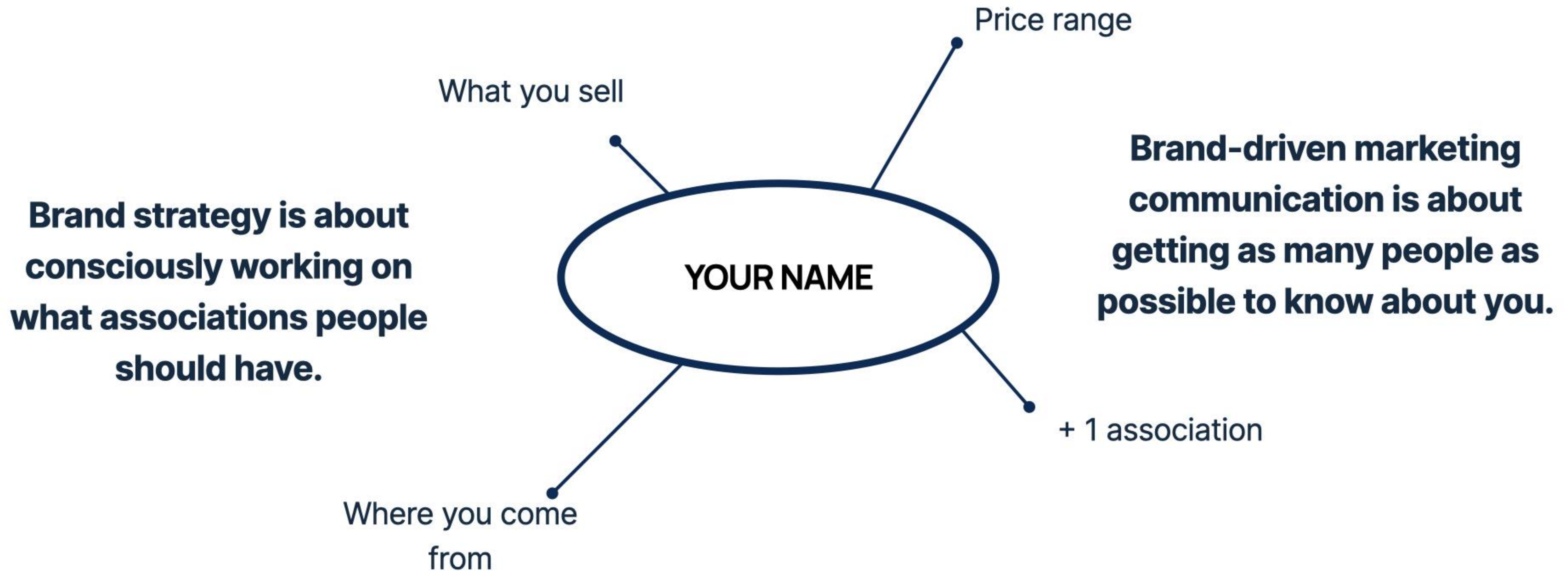


Part I: Human memory is selective

**Brand strategy is about
consciously working on
what associations people
should have.**



Part I:
Human memory is
selective



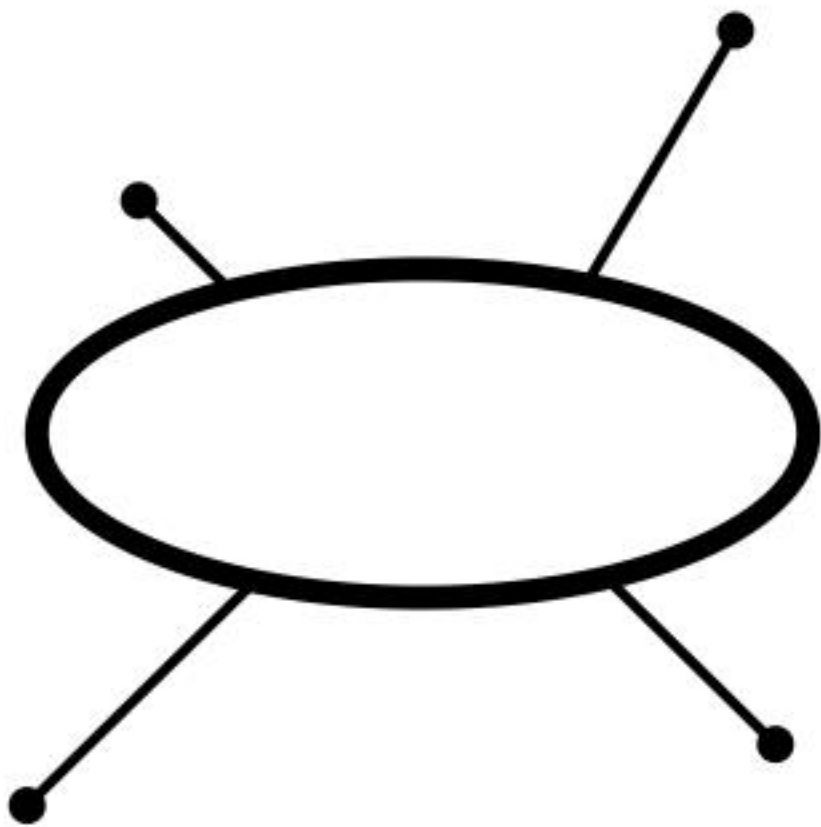
How many will you convert to
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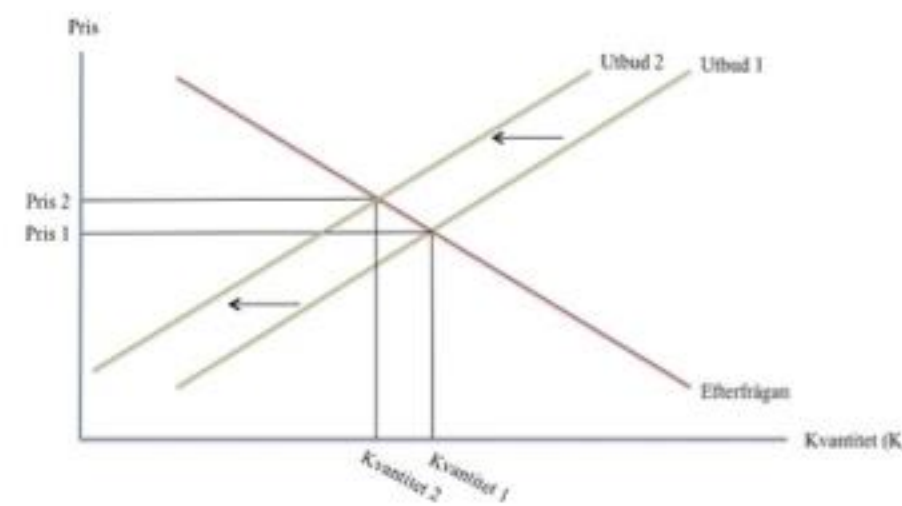
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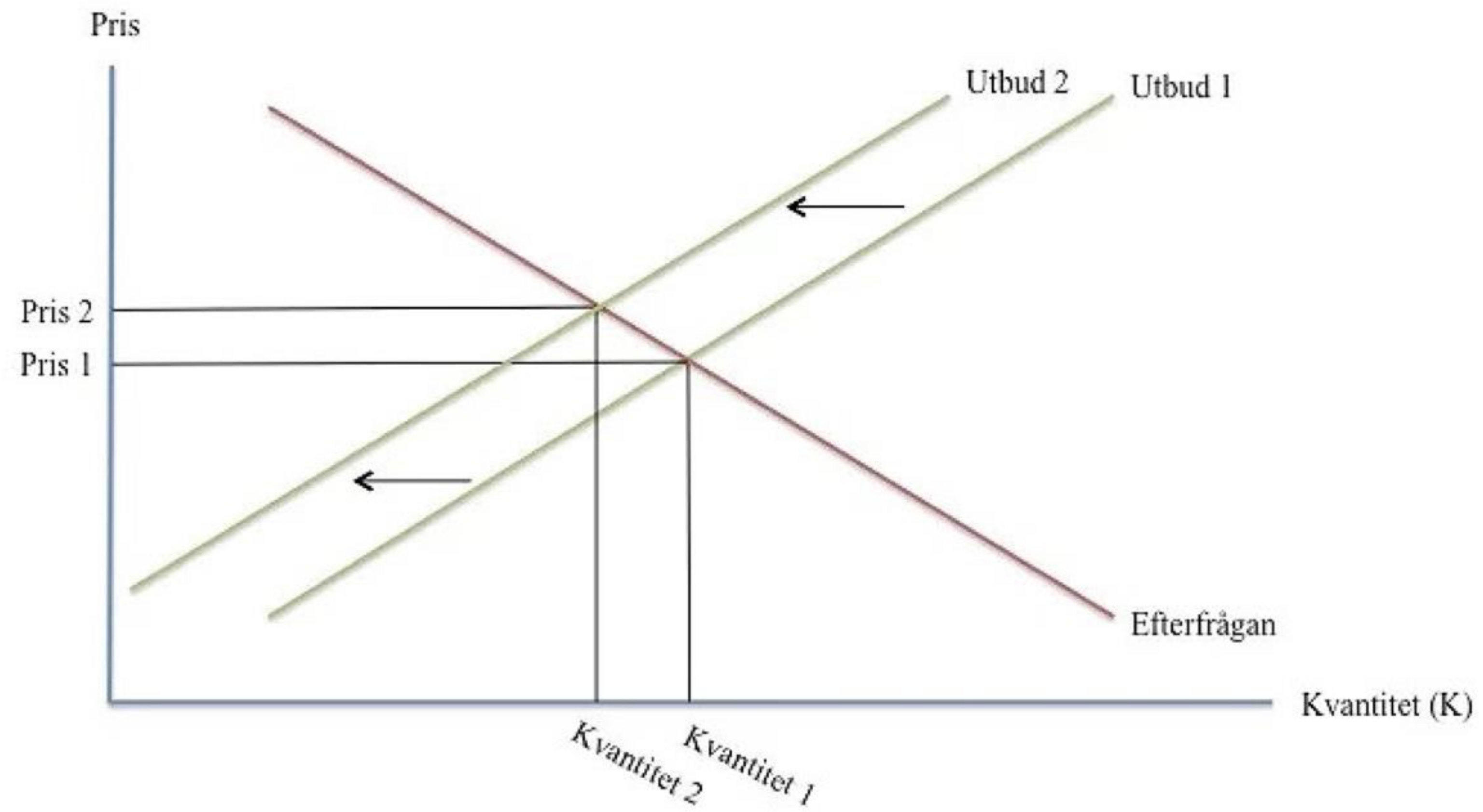
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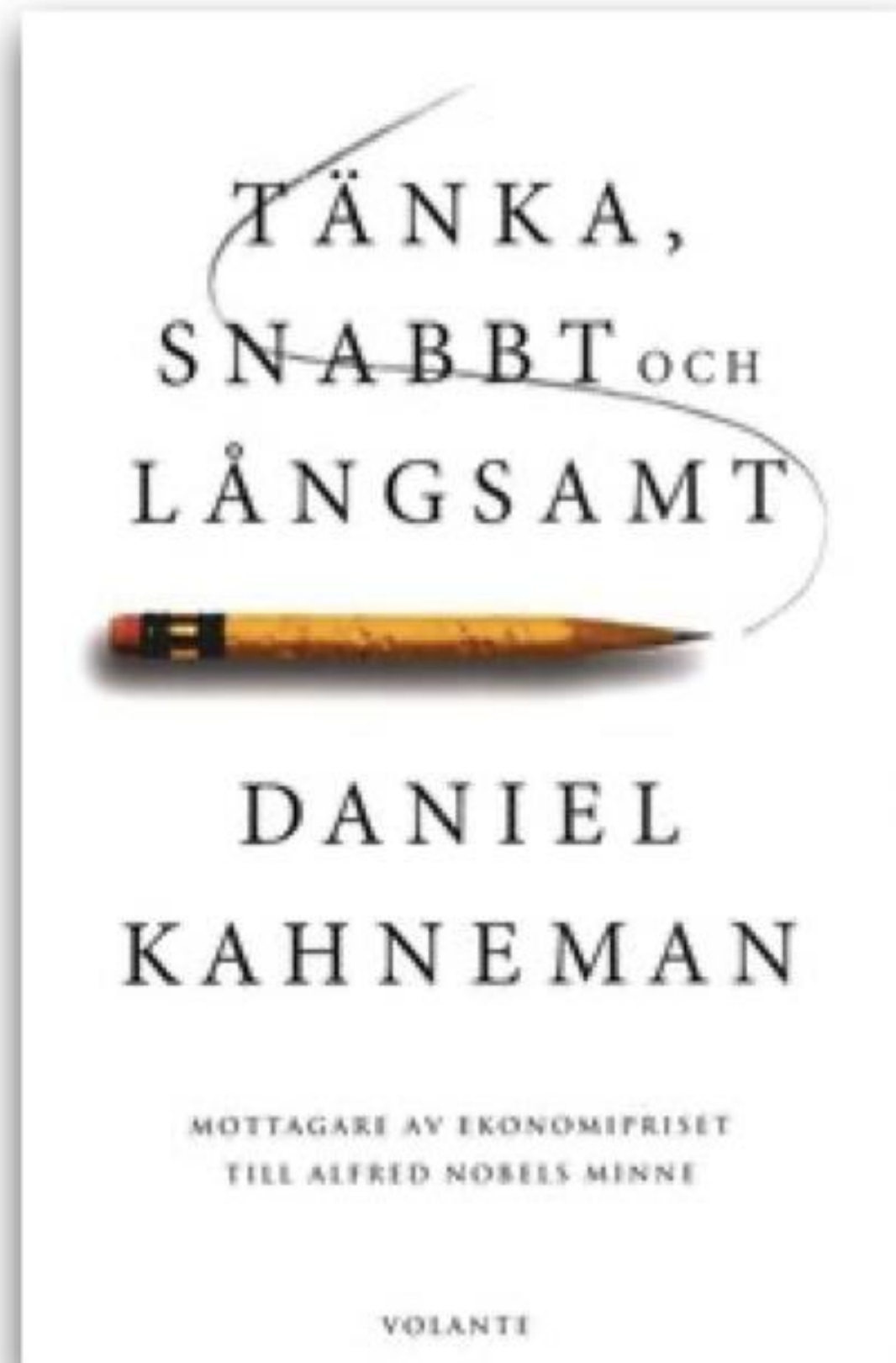


* Antagande: människor är rationella

**Kahneman
& Twersky**

System 2

System 1



**Kahneman
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System 2



System 1



**Kahneman
& Twersky**

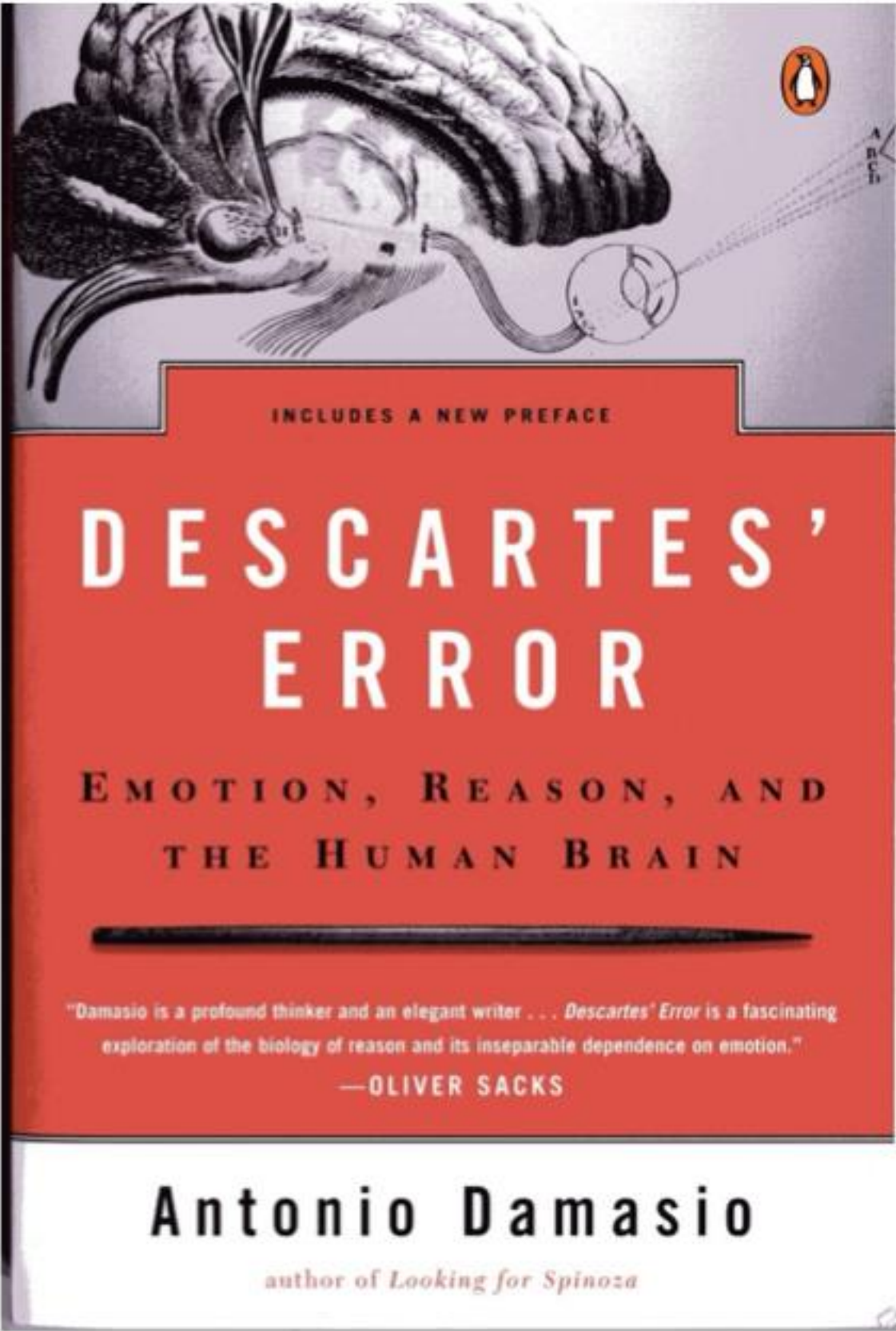
Damasio

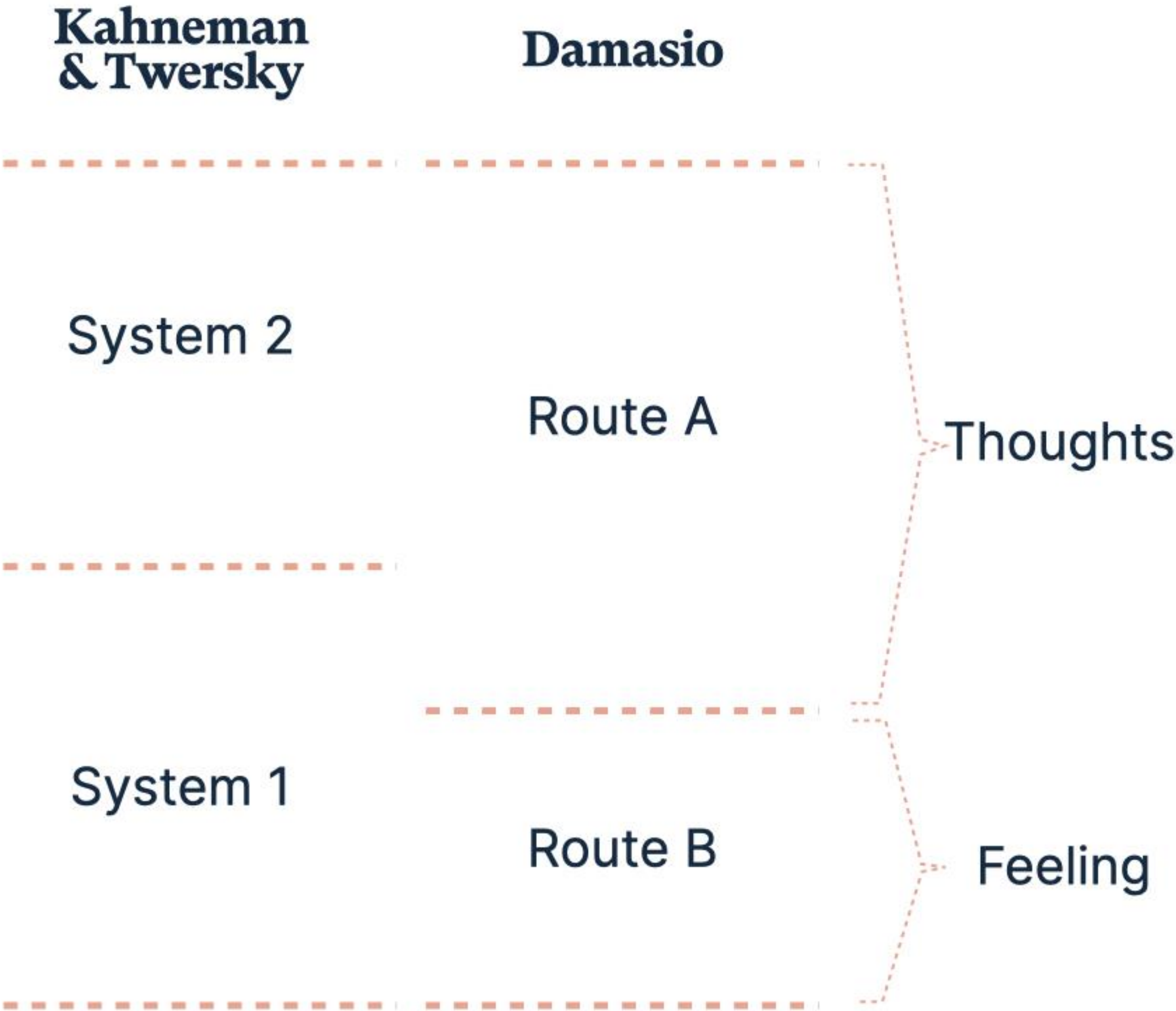
System 2

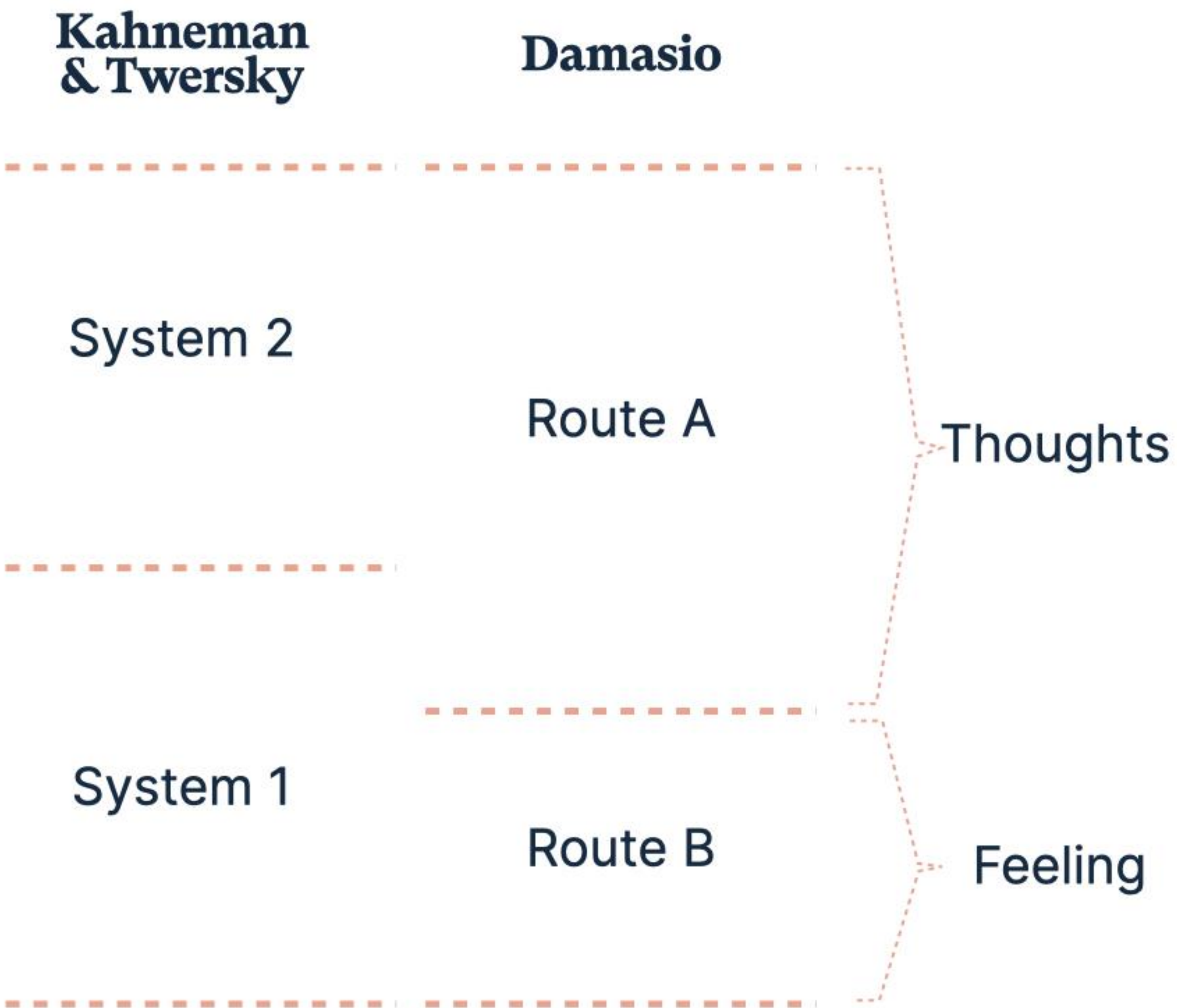
Route A

System 1

Route B







Modig

Evaluating

Fast thinking

Emotional



Modig

Evaluating

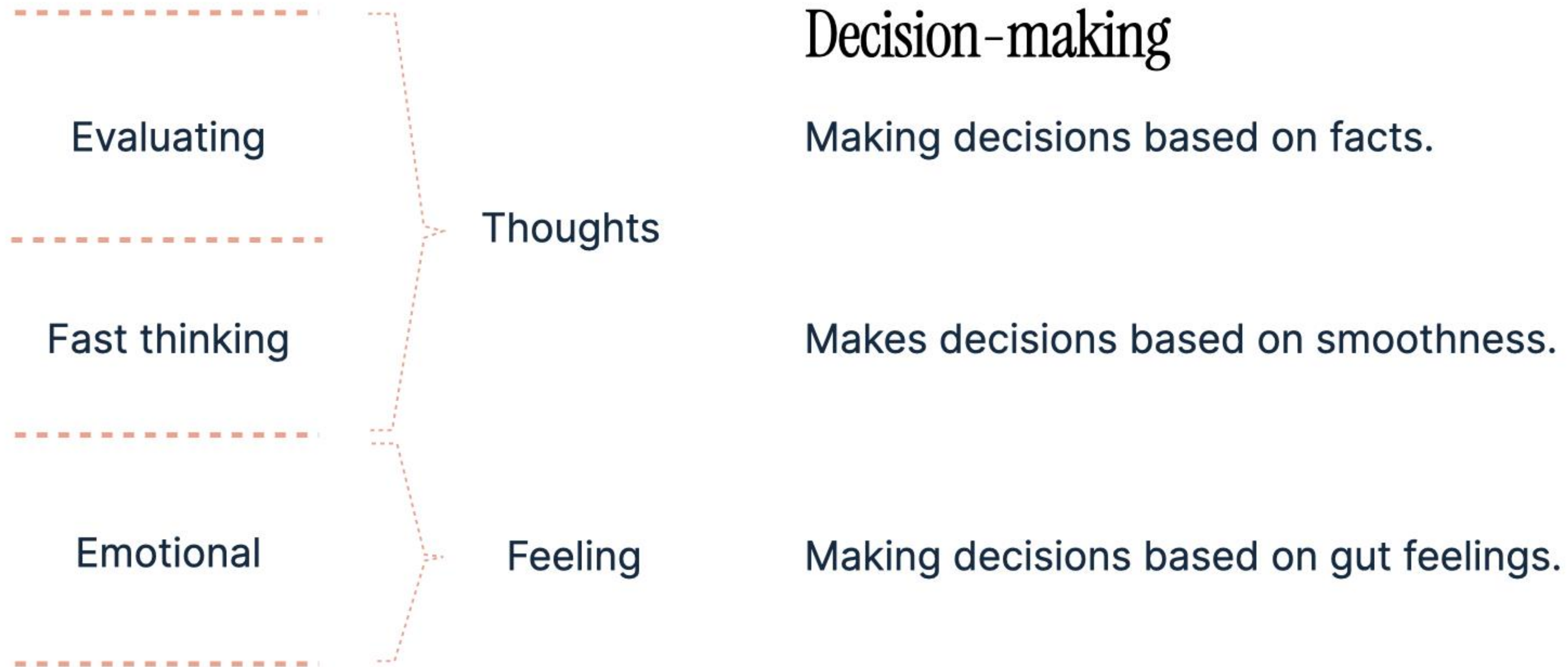
Fast thinking

Emotional

Thoughts

Feeling







Decision-making

Making decisions based on facts.

20-30%



Makes decisions based on smoothness.

70-80%

Making decisions based on gut feelings.

*Especially when it
comes to opting out
of alternatives.*

Decision-making

Making decisions based on facts.

20-30%

High risk



Makes decisions based on smoothness.

Low risk

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Small difference!

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Now

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Future

Making decisions based on gut feelings.

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High risk

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Can understand

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Low risk

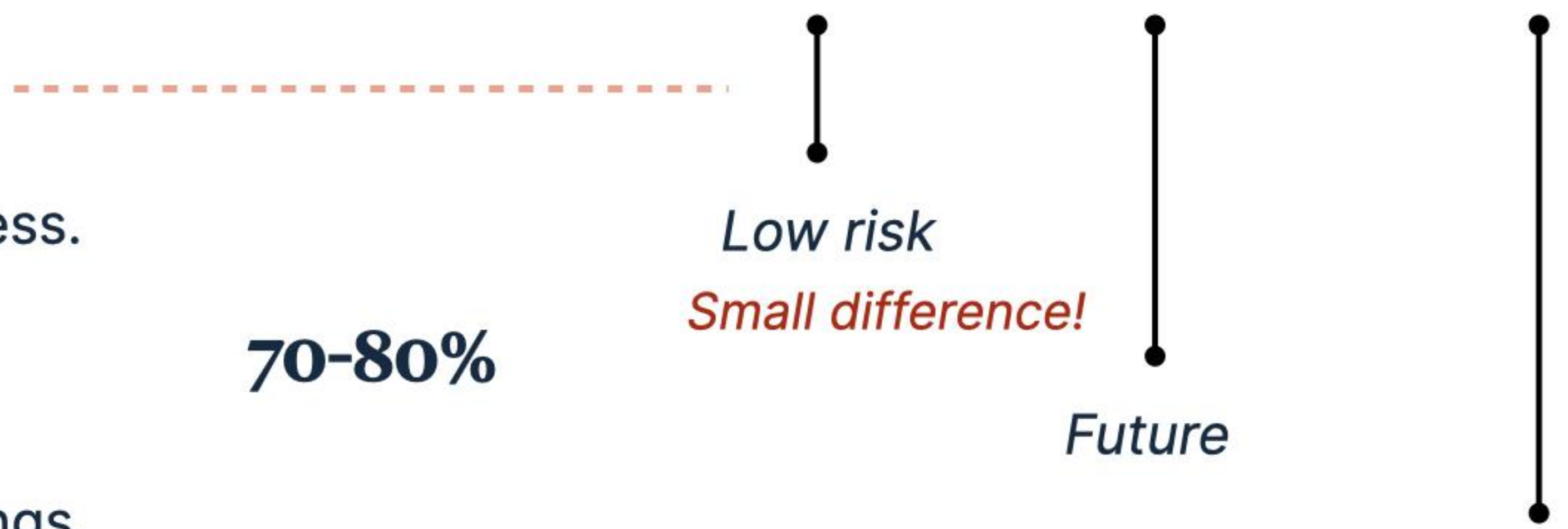
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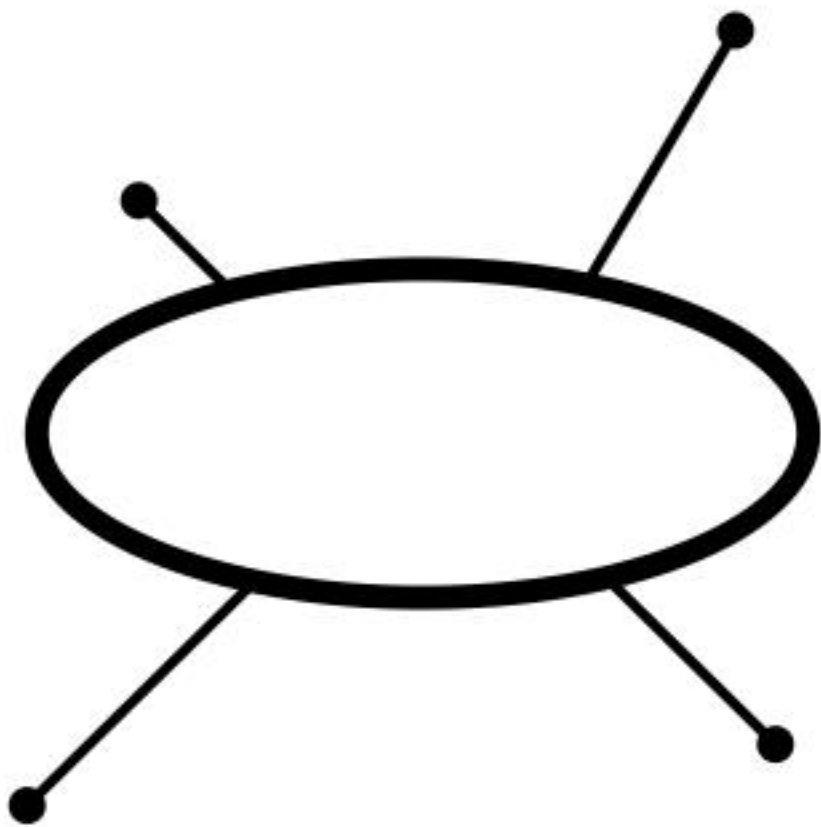
Too complex



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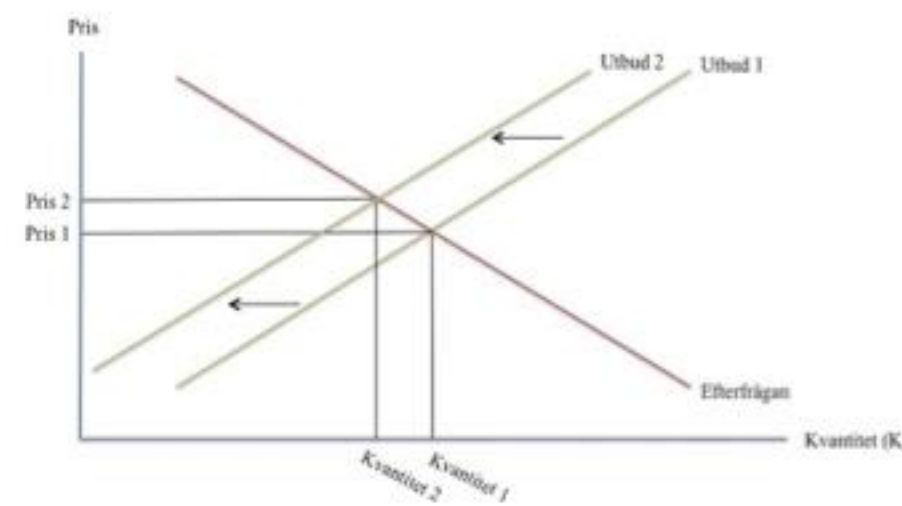
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Stressed?
Tired of decisions?

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Stressed?
Tired of decisions?



*More than ever,
people want to make
easy decisions.*

*More than ever,
people want to make
easy decisions.*

*What is it that makes
someone start a choice
that could lead to us?*

*More than ever,
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Region

Country

City

Company

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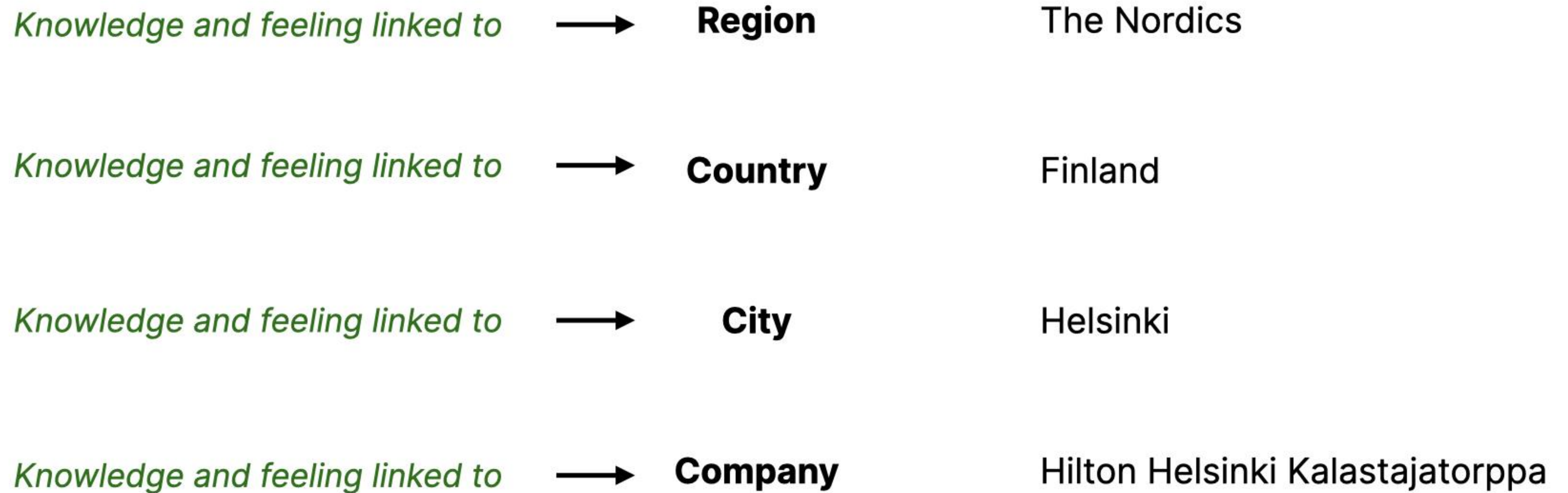
Knowledge and feeling linked to → **Region**

Knowledge and feeling linked to → **Country**

Knowledge and feeling linked to → **City**

Knowledge and feeling linked to → **Company**

*More than ever,
people want to make
easy decisions.*







What concepts exist in your mind as destinations?

The Nordics

Baltic States

Caribbean

Finland

Lettland

Barbados

Helsinki

Riga

Bridgetown

Hilton Helsinki Kalastajatorppa

Wellton Hotel & SPA

Accra Beach Hotel & Spa

Knowledge and feeling linked to → **Region**

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Thank you!

Erik Modig

September 30th 2025