



Experiential Branding in Traditional Industries: The Case of the Spanish Iberian Sector

Nuria Marcos Torres

Pontifical University of Salamanca

nmarcosto@upsa.es



Elena Fernández Blanco

Pontifical University of Salamanca

efernandezbl@upsa.es



How to Cite This Article / Standard Reference:

Marcos Torres, Nuria & Fernández Blanco, Elena (2026). *Branding* experiencial en industrias tradicionales: el caso del sector ibérico español [Experiential Branding in Traditional Industries: The Case of the Spanish Iberian Sector]. *Revista Latina de Comunicación Social*, 84, 1-23. <https://www.doi.org/10.4185/RLCS-2026-2704>

Date of Receipt: January 30, 2026

Date of Acceptance: April 13, 2026

Date of Publication: June 02, 2026

ABSTRACT

Introduction: This study examines the implementation of experiential branding in the Spanish Iberian ham sector, a context characterized by strong cultural identity but limited strategic brand management. In a setting where consumer experience has become a key driver of competitiveness, the research analyzes the degree of adoption of this experiential approach and companies' perceptions of its strategic value.

Methodology: A mixed-method design with a quantitative emphasis is employed, based on a structured questionnaire administered to 30 companies affiliated with Designations of Origin, complemented by an expert validation process using the Delphi method with 23 specialists in branding and communication.

Results: The findings reveal an incipient implementation of experiential branding, with only 23% of companies adopting it in a structured manner, while the majority apply it sporadically. Furthermore, a significant gap is identified between the awareness of the strategic value of the experiential approach and its effective application in business practice. From a discussion perspective, the results suggest that this gap is explained by structural factors such as lack of professionalization, limited resources and a product-oriented organizational culture. Expert validation also identifies three key dimensions — professionalization, communicative innovation and consumer orientation — as central axes for the sector to be transformed.

Conclusions: The study demonstrates that experiential branding represents a strategic opportunity for traditional sectors, provided that it is approached through structured, coherent management oriented toward the creation of experiential value.

Keywords: brand management; experiential branding; brand experience; traditional sectors; Iberian sector.

1. INTRODUCTION

The Iberian ham sector in Spain is a benchmark of cultural identity, gastronomic tradition and economic value, although its strategic development in terms of brand management shows significant inequalities. Despite the product's recognition for its quality and territorial roots, building strong and emotionally meaningful brands remains a challenge. In a context where consumer experiences determine competitiveness, understanding how these companies manage their brands becomes essential (Aaker, 1991; Bravo et al., 2024; De Chernatony & McDonald, 2003; Donthu et al., 2022; Kapferer, 2012; Keller, 2008; Santibáñez Vásquez, 2024 and Wood et al., 2021).

Experiential branding, understood as a strategy that connects the brand and the consumer through sensory and emotional dimensions, has gained prominence in recent decades (Pine & Gilmore, 1999; Schmitt, 2000). This approach transcends traditional communication and orients management toward the creation of comprehensive experiences that generate value and engagement. However, its application in traditional sectors such as the Iberian one remains in its early stages, with a product- and transaction-centered vision still predominating.

The study aims to identify the degree of implementation of experiential branding in companies within the sector and to compare business perceptions with expert insights. Using a mixed-methods approach — a structured questionnaire for brand managers and the Delphi method with communication experts — a rigorous diagnosis is proposed to validate strategic guidelines adapted to the specific context. Thus, the research contributes to rethinking brand management in the sector, demonstrating that experience is a lever for differentiation and competitiveness that balances cultural heritage with communicative innovation.

1.1. Brand Management

Historically, the progressive saturation of markets, along with the economic model resulting from the oil crisis and inflationary processes in Western economies, especially in the United States, contributed to a shift in the role of the brand concept during the 1980s. Until then, the brand was conceived as a resource directly connected to the product, to the tangible, playing a secondary role within companies (Kotler et al., 2011). However, this scenario evolved toward the concept of the brand as an intangible asset, a strategic aspect based on differential value.

All of this stems from the need to create meaningful connections with consumers through strategies based on emotional and meaningful storytelling. In this way, the brand has evolved from transactional variables to models focused on value creation.

Brand management is a strategic and comprehensive discipline that has gained relevance in recent decades, as intangible assets consolidate as a key competitive advantage. It involves identifying audiences, analyzing the market and generating differentiated value propositions, aligned with the brand identity and consumer needs (Limonta Más et al., 2020; Mantilla Manjarrés, 2025; and Singh & Shukla, 2024).

In this context, tangible attributes have lost their ability to differentiate themselves from the competition, being reinterpreted by consumers as necessary conditions, where emotional and experiential values emerge as the central axis linked to the brand.

This is where the brand cannot be reduced to formal aspects, such as logos, symbols, or visual identities. These elements function as identity markers, but they acquire meaning when integrated into a system of signification derived from deep insights provided by individuals. These insights allow for the construction of a distinct brand personality, which is projected through strategies (Maza-Maza et al., 2020).

The brand is configured as an intangible asset of a strategic nature, which transcends the business sphere to be situated in the experiential realm of people. On the one hand, it generates competitive advantages for companies; on the other, it acts as a catalyst for experiences that contribute to the construction of the identity of the people who consume them (Ruiz-Aguilar & Avalos-Pelayo, 2020). Today, people demand brands that connect in a more personalized way and create unforgettable experiences, which intensifies the role of the brand as a privileged interface.

1.1.1. Brand Concept

Originally, brands were “a name, term, sign, symbol, design, or a combination thereof, whose objective is to identify the products or services of a seller or group of sellers and differentiate them from their competitors” (De Chernatony & Riley, 1997, p. 90). However, brands have evolved into fundamental elements, shifting towards a set of mental associations expressed in different processes of social construction (Benavides, 2013; Branward, 2021). They have turned towards the management of intangibles and companies are realizing that the sources of differentiation in the market between brands no longer reside in the products or services themselves, but are generated by excellent brand management (Alloza, 2015).

Likewise, the brand's strength lies in its ability to “connect the promise with the experience. It guarantees that consumer expectations are met. Because the more a brand promises, the more it is obligated to provide” (Velilla, 2022b). Therefore, brand associations “are created, sustained and gain value with each experience and encounter that consumers have with the brand” (Batey, 2013, p. 29).

Expanding on the concept of branding, specialists could add several nuances, although they all agree that brands are created as a result of company strategies and that companies must be aware that the brand is the main link: enhancing, helping to differentiate and generating value (Salinas, 2007). Furthermore, as Keller and Lehman (2006) observed, brands simplify consumer choice and generate trust, as that element created by aspects related to the brand image that do not involve physical aspects or benefits of the product the brand represents. Even Costa (2013) argued that the brand is the inextricable fabric in which diverse elements coexist—some material and others symbolic, some constant and others variable—but all connected, with a structure, mechanisms and laws.

These aspects lead to conduct a detailed analysis of the brand concept. Due to the continuous evolution of brand trends, its meaning has also evolved. However, drawing inspiration from Mayorga Escalada's (2018) classification of brand perspectives—product, image, or connection—it was possible to reflect the variety of brand concepts according to different authors.

1.2. Experiential Branding

This concept begins at the moment when markets are saturated and competitive and it is not enough to work on the price strategy, but the brand has to focus on the consumer and their experiences, those they live when they connect with the brand (Pine & Gilmore, 1999).

Brand experience is conceptualized as a subjective aspect: internal consumer responses, sensations and feelings and behavioral responses evoked by brands through their stimuli, which are part of the design, identity, packaging, communication and environment (Brakus et al., 2009). Furthermore, brand experience is not limited to the functional promise or symbolic value, but rather is the sum of interactions and perceptions that arise from the connection between the person and the brand. Moreover, to be effective, it must be authentic, non-replicable and aligned with the brand's values (Alume-Cusme & Lozano-Zumba, 2025; Stalman, 2018).

This is why experiential branding is presented as an evolution of the approach based on attributes that are

functional to brand management and that are oriented towards creating meaningful experiences for the consumer. It is based on the activation of senses, the generation of emotions and the symbolic connection with the brand universe (Brakus et al., 2009; Jeon & Lee, 2021; Onyeke et al., 2024 and Schmitt, 2000).

This perspective demands comprehensive management of all points of contact between brand and audience, incorporating consistency between what is promised, communicated and experienced (Carolina, 2020). Moreover, the customer journey is shaped by the multiple touchpoints between a brand and its customers, where each individual's experiences and emotions play a fundamental role. Furthermore, all of this is subject to social, cultural and economic influences, affecting brand building due to the customer's perception, trust and loyalty. Lemon and Verhoef (2016) conceive of the individual's experience as a cognitive, emotional, behavioral, sensory and social construct that occurs throughout the entire consumer journey, encompassing its different phases: pre-purchase, purchase and post-purchase.

The relationship between the customer journey and the brand development is best understood if one introduces the concept of brand experience and brand equity based on the consumer. Keller (1993, 2003) defines the brand equity, from the customer's perspective, as the differential effect that brand awareness has on the response to marketing; this "awareness" is fueled by the experiences accumulated at all points of contact in the journey.

For their part, Brakus *et al.* (2009) consider that brand experience is the response to the impacts of organizations during the consumer journey we discussed earlier, reinforcing the idea that the customer journey is the place where the brand experience is built.

Furthermore, the economic impact is based on the dialogue between brand and consumer, recognizing people and speaking with them, recreating interactions based on human connection (Lenderman & Sánchez, 2008). It is this dialogue, the consumer's positive experiences, their satisfaction with the purchase and their repeat purchases in the near future that generate an emotional connection with the brand and benefits for the company (Mittelstaedt, 2019).

Thus, brand experience emerges as a multisensory and emotional process involving stimuli created by the company and individual interpretations, along with sociocultural, technological and economic contexts. Swaminathan (2020) proposes that experiences not only connect brand and consumer more strongly, but also contribute different values such as sensory, emotional, cognitive, behavioral and relational ones, replacing purely functional values.

These experiential tools (sensory, emotional and symbolic), which are a strategy designed to connect with people, as we have previously discussed, through unique experiences, will be fundamental when asking online questions to brand representatives about the importance they place on brand experience and how they foster it through strategies that activate emotional connections, going beyond the rational aspect; also with questions related to actions carried out where there are physical stimuli designed to activate the five senses in an immersive environment, adapting the experiences to consumers in a positive way and also questioning how their clients received the intangible information of the brand based on the unique experience and the importance they gave to it.

Therefore, it is not only about satisfying tangible expectations, but also about generating memorable experiences that provide a symbolic difference compared to competing brands. Brands that are able to position themselves meaningfully in the consumer's memory will activate diffusion processes that amplify symbolic capital (Yagüez & Merino, 2021).

In this context, branding is understood as the management process that builds a positive and emotionally meaningful perception of the brand. A strong brand attracts and retains consumers and also acts as an engine for generating economic and symbolic value (Bravo et al., 2024; Keller, 2008). Credibility and communicative consistency are fundamental in a digital environment and a constantly evolving society (Donthu et al., 2022). For this reason, branding responds to a new reality in which brands, beyond their functional value, operate as cultural and social signifiers that must generate authentic and sustainable experiences over time (Fernández-Blanco et al., 2017). Ultimately, it is about fulfilling promises, building solid relationships through a coherent and planned brand experience (Durán Medina, 2020; Mayorga Escalada & Lalwani Lalwani, 2023).

In this sense, the brand must be managed in a planned, strategic and coherent way, integrating rational, emotional and experiential dimensions into its narrative and brand managers assume that fundamental role in connecting with the public (Swaminathan et al., 2020).

Experiences also connect the company and the brand with the customer's lifestyle and place the customer's personal actions and the purchase occasion within a broader social context. In short, experiences provide sensory, emotional, cognitive, behavioral and relational values that replace functional values (Schmitt, 2000).

In short, experiential branding shifts the focus from simply delivering the message to the experience each individual has, recognizing that the true value of a brand lies in the connection within the intangible realm where meaning, emotion and experience intertwine. As Stalman (2018) points out, emotions are essential to consumer experiences and it is crucial that brands address this to connect positively with diverse audiences. Experiential branding centers on the experiences individuals have with the brand. In this way, experiences are generated as a result of the connection between brand and consumer.

1.3. Traditional Sectors

In traditional sectors like Iberian products, this vision presents both an opportunity and a challenge due to the limited professional development of experiential branding practices and tools within companies in this sector. On the one hand, these products possess significant symbolic potential (territory, tradition, know-how); on the other, organizational structures appear rigid, with limited professionalization and a corporate culture initially focused on the product.

1.3.1. The Iberian sector in Spain: context and communication challenges

The pig sector represents a key part of the Spanish agri-food economy, contributing 14% to final agricultural production and 39% to total livestock production. Spain leads Europe in pig population and production (Ministerio de Agricultura, Pesca y Alimentación¹ [MAPA], 2024; Subdirección General de Producciones Ganaderas y Cínicas y Agrarios², 2024).

Despite the challenges arising from increased costs and the current financial context, the sector has shown a sustained recovery after the pandemic, driven by exports, the Horeca channel, the sliced format and fresh meat (Alimarket, 2023).

Brands with Protected Designation of Origin status play a key role in this differentiation, providing a guarantee of quality and a link to the territory. However, brand communication in the sector remains largely conventional, focused on technical attributes rather than on building experiences. This situation highlights a gap between the symbolic potential of the product and the strategic management of its brand.

¹ Ministry of Agriculture, Fisheries and Food

² Sub-Directorate General for Livestock, Hunting and Agricultural Production

1.3.2. Protected Designations of Origin for Iberian Ham in Spain (PDO) as a Symbolic Driving Force

Protected Designations of Origin (PDOs) are regulatory instruments that guarantee the authenticity, quality and traceability of a product. In the case of Iberian ham, the PDOs—Jabugo (Andalucía), Guijuelo (Castilla y León), Los Pedroches (Andalucía) and *Dehesa* de Extremadura (Extremadura)—strengthen the connection between product, territory and culture, adding value to the brand narrative. These PDOs not only certify processes and origin but also create an ideal identity ecosystem for developing experiential branding strategies. The link to the *dehesa*, artisanal production and local traditions offers a distinctive symbolic capital that can be transformed into a coherent, emotionally resonant and culturally significant brand experience.

Figure 1. Protected Designations of Origin for Iberian Ham in Spain



Source: Jamón Lovers, 2023.

2. OBJECTIVES

This study aims to analyze the degree of implementation of experiential branding in the Iberian ham sector in Spain, as well as to understand brand managers' perceptions of its strategic value and potential applications. Based on this analysis, the study seeks to validate guidelines that will direct the evolution of brand management towards an experiential model that is innovative and consistent with the sector's identity.

In accordance with this general objective, the following specific objectives are defined:

- To diagnose the level of implementation of practices and tools associated with experiential branding in companies in the sector.
- To characterize the perceptions of brand managers regarding the value, usefulness and barriers of the experiential approach.
- To analyze the heterogeneity of implementation and perceptions according to organizational variables such as company size, level of professionalization or affiliation with a Designation of Origin.
- To estimate the relationship between the perception of the strategic value of experiential branding and its degree of effective adoption in the companies analyzed.
- To validate, using the Delphi technique, a set of strategic guidelines aimed at boosting experiential brand management in the Iberian sector.
- To propose a model of practical guidelines that serves as a reference for the communication and brand update in traditional industries with a strong territorial identity.

In accordance with the objectives defined in the research, the following hypotheses are formulated:

- The degree of formal implementation of experiential branding in the Iberian sector is low or incipient.
- There are significant differences in the degree of implementation and in perceptions about the experiential approach according to company size and level of professionalization of the brand function.
- The perception of the strategic value of experiential branding is positively associated with its degree of adoption reported by the company.
- Branding and communication experts consider guidelines focused on professionalization, communicative innovation and consumer orientation to be priorities for boosting experiential branding in the Iberian ham sector.

3. METHODOLOGY

The study employs a mixed-methods approach with a predominantly quantitative focus, aimed at diagnosing the degree of implementation of experiential branding in the Iberian ham sector in Spain and validating, through expert consensus, a set of strategic guidelines for its development. The combination of two phases (an empirical-descriptive phase and a validation phase) allows for the integration of the business perspective with the academic vision, ensuring the analytical rigor and applicability of the results.

The research adopts an exploratory sequential design, in which the first phase, quantitative-descriptive in nature, provides an initial diagnosis of brand management in the sector. The results of this phase serve as the basis for the second stage, focused on expert validation using the Delphi method, with the aim of comparing and interpreting the findings and proposing strategic lines for improvement.

3.1. Questionnaire for Brand Managers: Business Diagnosis

The first phase of the research was based on a structured questionnaire administered to a sample of brand managers from companies belonging to the four Protected Designations of Origin (PDOs) for Iberian ham in Spain: Guijuelo, *Dehesa* de Extremadura, Los Pedroches and Jabugo. From a population of 137 companies belonging to these four designations, a theoretical sample was designed with the aim of representing almost a census. This theoretical sample consisted of 107 companies selected based on criteria of sectoral representativeness (geographic diversity, size and level of professionalization). Given the lack of studies in the Iberian ham sector, the sample was designed to cover as much of the sector as possible. However, the discrepancy between the planned sample design and the final sample of 30 questionnaires is due to non-response error, as more than 70 companies declined to participate in the study, despite being contacted by email and even telephone.

Therefore, the final sample (30) comprises companies belonging to the four Protected Designations of Origin (PDOs) for Iberian ham in Spain. Regarding the respondents' profiles, management positions predominate (40%), followed by marketing/communications managers (23.3%). Some 53.3% of companies do not have a brand manager dedicated exclusively to that role, which indicates a low level of professionalization. The sample size reflects a purposive sampling approach based on the availability of key informants. Although this limits the generalizability of the findings, it is appropriate for an exploratory study in a specific sector.

The questionnaire included 5-point Likert-type scales, organized into four main thematic blocks:

- a) General brand management and positioning
- b) Application of experiential tools (sensory, emotional and narrative)
- c) Channels and practices of communication with the consumer
- d) Perception of the value and benefits of experiential branding

The instrument was validated through expert judgment (three academics and two branding professionals) and was administered electronically using Google Forms. The data obtained were analyzed using descriptive statistics (frequencies, means, standard deviations) and a comparative analysis based on company size and type.

The data obtained were analyzed using IBM SPSS Statistics software. In the first phase, descriptive analyses (frequencies, means and standard deviations) were performed. In the second phase, comparative analyses were conducted between groups. The Student's t-test for independent samples was used for comparisons between two groups, while analysis of variance was applied for comparisons between more than two groups. The significance level adopted was $p < 0.05$.

A Pearson correlation analysis was also conducted to examine the relationship between the perceived strategic value of experiential branding and its degree of implementation. The internal consistency of the scales was assessed using Cronbach's alpha coefficient, yielding values greater than 0.70, indicating adequate reliability of the instrument.

Online surveys were conducted between August 2023 and February 2024 and lasted approximately 10-15 minutes. A relevant methodological aspect is that prior to sending the surveys to those responsible, each company was contacted so that they could identify the person responsible or brand management department and their email address.

3.2. Expert Validation Using the Delphi Method

The second phase aimed to validate the questionnaire results and reach a consensus on a set of strategic guidelines applicable to the sector. The Delphi method was used, recognized for its ability to integrate expert opinion into strategic decision-making processes and the construction of theoretical models.

Twenty-three experts participated, selected through intentional sampling, based on criteria of experience and professional or academic background in branding, strategic communication or marketing.

- Sociologist. Strategy & Innovation Consultant. Member of the LUAfund Advisory Team.
- EMEA Third-Party Measurement Lead at Meta.
- Co-founder and CEO of TOTEM Branding. "Mr. Branding."
- Founding Partner at Allegro 234 and Doctorate from UPSA.
- Senior Strategy Advisor at Future Brand.
- Member of the Editorial Board of Branders Magazine.
- Academic Director at IE Business School. President of AE BRAND.
- Member of the Faculty at EAE Business School. Member of the Board of Directors of I+A España.
- Martech professor at IE Business School Executive Education.
- Ph.D. Professor of marketing at the UPSA School of Communication.
- Brand Strategist. Professor of Brand Strategy at Camilo José Cela University and EUDE Business School.

- Brand, Content and Narrative Strategist. Professor of the Expert Course in Social Media, Strategy and Digital Communication at the University of Alicante (UA).
- Global CEO of Interbrand.
- Branding at Comuniza. Professor of Branding at The Valley Digital Business School. Director of Brandemia and Master's Program in Strategic Design at Mondragon Unibertsitatea.
- Advertising Strategy & Brand Management Consultant.
- Full Professor at the Complutense University of Madrid. Emeritus
- Country Manager for S-EMEA at Comscore.
- Professor of Neuromarketing and Digital Experience at ESIC Business & Marketing School. Professor of Neuromarketing and Consumer Behavior at the Complutense University of Madrid.
- Professor at ESADE.
- General Director of the Forum of Renowned Spanish Brands and Director of Institutional Relations at the Forum of Renowned Spanish Brands Foundation
- Faculty Member and Researcher at the University of Salamanca. Director of Communications.
- Professor at the University of Navarra. Professor of Marketing and Digital Communication at ISEM Fashion Business School.
- Marketing, Sales and Digital Consultant. Strategic Advisor. President of the International Marketing Forum (Foromarketing).

The process was carried out in two successive rounds between January and April 2024, between which the aggregated results were returned to the participants to encourage reflection and adjustment of individual assessments.

The Delphi process made it possible to identify and validate a set of strategic guidelines grouped into three dimensions: professionalization, communicative innovation and consumer orientation (see Table 1).

In the second round, the convergence of opinions was analyzed by calculating the percentage of agreement, setting the consensus threshold at 70%.

The group of experts participating in the Delphi study received successive rounds of questions (via Google Forms) via email, along with an invitation letter. The Delphi results allowed for the testing of hypothesis H4, the identification of guidelines with the strongest expert support and the prioritization of key dimensions for implementing experiential branding in traditional sectors.

4. RESULTS

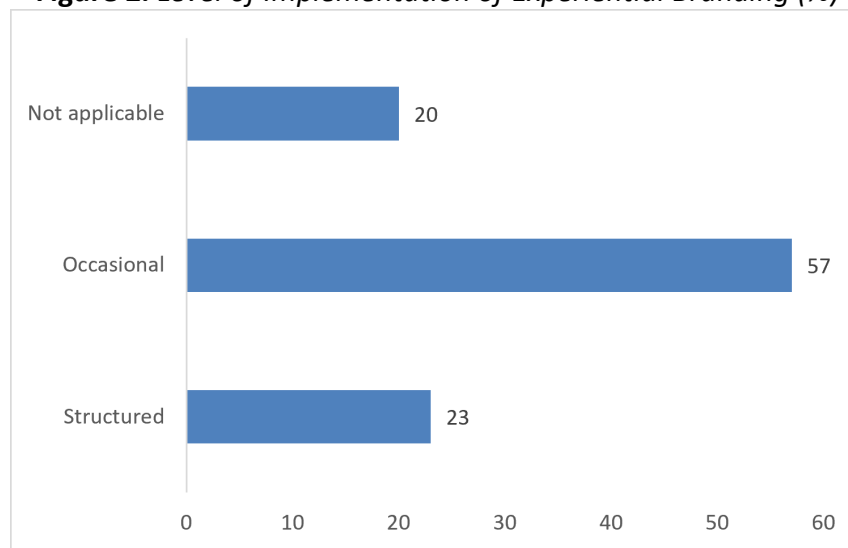
The combined analysis of the results from the questionnaire administered to brand managers and the Delphi method used with the expert panel allows for a comprehensive diagnosis of the current state of experiential branding in the Iberian ham sector in Spain. The findings reveal an uneven and fragmented implementation, characterized by the coexistence of traditional product-centric practices with emerging initiatives focused on the consumer experience. The main results of both phases are presented below.

4.1. Business Diagnosis: Implementation and Perceptions

4.1.1. General Level of Implementation

The results of the questionnaire are obtained from brand managers belonging to the following departments: management (40%), communications/marketing (23.3%), administrative management (16.7%), quality (13.3%), technical service (3.3%) and sales (3.3%); another 53.3% of companies do not have a person dedicated exclusively to brand management. These results indicate that the formal implementation of experiential branding in Iberian companies is low. Overall, the average adoption of experiential tools and strategies is around 2.8 out of 5, denoting partial and heterogeneous development. Only 23% of companies report applying any type of strategy aimed at creating brand experiences in a structured way, while 57% acknowledge using them occasionally or intuitively, without formal planning. The remaining 20% state that they have not yet incorporated these approaches, although they consider them relevant in the medium term (Figure 2).

Figure 2. *Level of Implementation of Experiential Branding (%)*



Source: Elaborated by the authors.

The most frequent actions are related to social media communication, participation in food fairs or events and the use of narratives linked to the territory or origin. These initiatives, although limited, reflect an attempt to connect with the consumer beyond the tangible product. However, the sensory, emotional and symbolic dimensions—essential elements of experiential branding—are only marginally applied: less than 30% of companies use experiential resources consistent with a defined strategy.

4.1.2. Perceptions About the Value and Barriers of the Experiential Approach

Most brand managers have a favorable attitude toward experiential branding: the 84% believe it can generate added value for the company and 72% perceive it as an opportunity to differentiate themselves from the competition. However, this positive assessment contrasts with the limited practical implementation, revealing a gap between strategic awareness and operational execution.

The main barriers identified are a lack of training in marketing and communication (68%), the absence of specialized personnel (63%) and a shortage of financial resources allocated to the brand (57%). Several respondents also mentioned resistance to change and prioritizing product over experience as significant internal obstacles.

In qualitative terms, some managers point out that experiential branding is perceived as a strategy more suited to urban or technological sectors, suggesting the need to adapt its principles to the idiosyncrasies of traditional agri-food companies.

4.1.3. Differences According to Size and Professionalization

The comparative analysis revealed differences based on company size and level of professionalization. These differences were confirmed using analysis of variance, which showed statistical significance ($p < 0.05$). Medium and large companies exhibited higher adoption levels ($M=3.4$) compared to small companies ($M=2.5$). Furthermore, companies with their own communication or marketing department obtained significantly higher scores on the implementation, innovation and customer orientation scales.

On the other hand, companies integrated into PDOs with collective communication strategies (especially Jabugo and Guijuelo) show a greater awareness of the importance of the brand as an intangible asset, which could be interpreted as an organizational learning effect derived from sectoral cooperation.

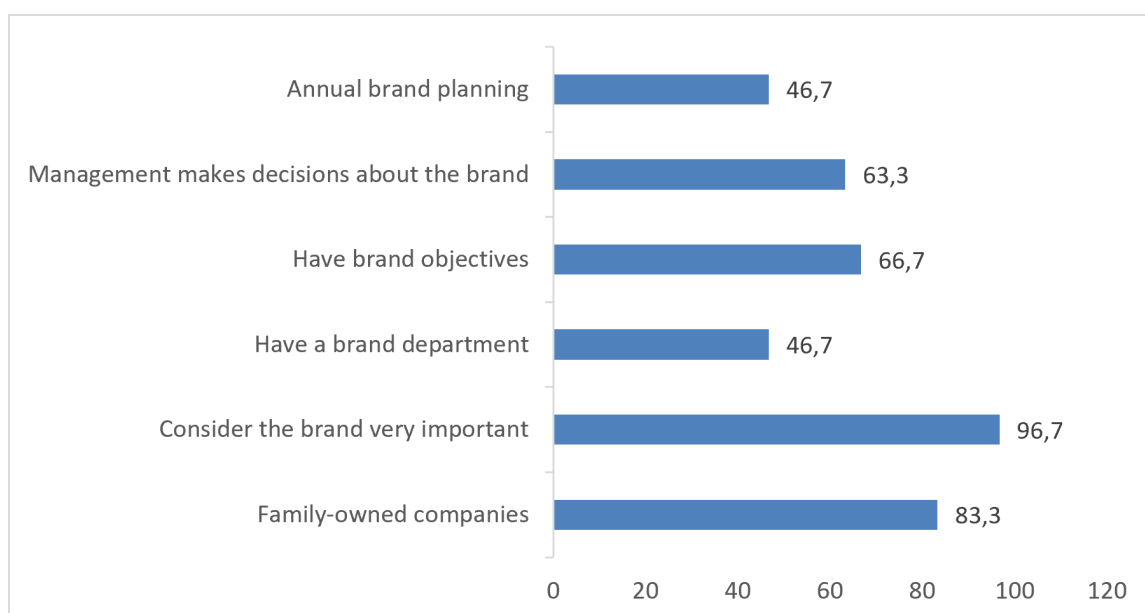
4.1.4. Association Between Perception and Adoption

The relationship between the perception index of the strategic value of experiential branding and the implementation index was analyzed using Pearson's correlation coefficient. The results show a moderate positive correlation ($r = 0.52$; $p < 0.05$).

This suggests that companies that value the experiential approach more tend to incorporate more actions in that direction, although the relationship is neither linear nor sufficient to guarantee its consolidation.

The interpretation of this result suggests that awareness of the value of the experiential approach is a necessary but not sufficient condition for its effective implementation: it also requires technical skills, managerial leadership and sustainable resources over time.

Figure 3. *The Reality of Branding in Spanish Iberian Companies (%)*



Source: Elaborated by the authors.

4.2. Expert Validation: Delphi Method

The Delphi panel, composed of 23 experts in branding, communication and marketing, allowed the findings of the questionnaire to be validated and a set of 15 strategic guidelines to be formulated, grouped into three priority areas of action:

- Professionalizing brand management: Experts agree that the lack of training and professional structure is the main limitation to the development of experiential strategies. They recommend promoting specific training in branding and strategic communication, incorporating specialized professional profiles and establishing collaborative networks between universities, industry institutions and companies.
- Communication innovation and digital transformation: The need to update communication formats is emphasized, enhancing digital presence and the use of narrative, sensory and technological resources (augmented reality, audiovisual storytelling, immersive experiences, etc.) consistent with the product's authenticity and its region. This focus is considered a catalyst for modernization and emotional connection with the consumer.
- Consumer orientation and relational experience: Experts emphasize the importance of placing the consumer at the heart of the brand strategy, promoting active listening, two-way interaction and personalized experiences. They recommend developing tools for continuous feedback and monitoring of the consumer experience to strengthen the emotional connection.

Table 1. *Strategic Guidelines for Experiential Branding in the Iberian Ham Sector (Delphi Validation)*

Strategic Dimension	Guidelines
Professionalization of brand management	To incorporate profiles specialized in brand management (brand manager). To integrate brand management into the overall business strategy. To promote training in branding and strategic communication. To establish specific organizational structures for brand management. To define brand objectives aligned with corporate objectives.
Communication innovation and brand development	To develop brand narratives that are consistent with the identity and positioning. To overcome the focus solely on product and price. To incorporate intangible values into brand building. To modernize communication channels and formats. To implement two-way and relational communication strategies.

Consumer orientation and experiential approach

To put the consumer at the center of the brand strategy.

To design brand experiences based on emotions and experiences.

To generate content that provides value and knowledge to the consumer.

To balance communication between brand identity and public perception.

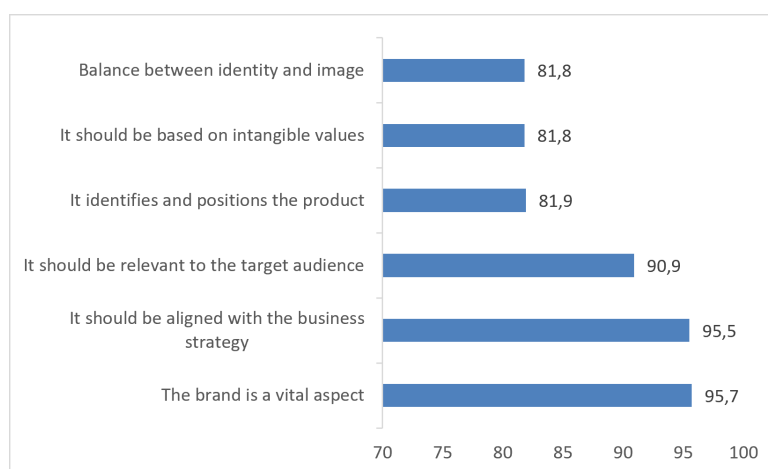
To adapt the strategy to different audiences, including end consumers and distributors.

Source: Elaborated by the authors.

In addition to the three main areas, the Delphi method allowed for the incorporation of complementary observations that enrich the interpretation of the results:

- To strengthen the origin storytelling, highlighting the link between the territory, the culture and the brand values.
- To enhance coherence between visual identity, discourse and experience to avoid communicative dissonances.
- To foster synergies between companies and Designations of Origin that facilitate joint communication and experiential promotion strategies.
- To move towards a model of communicative sustainability, in which brand experiences are integrated with social responsibility and environmental respect.

Figure 4. Expert Perceptions on Brand Management (%)



Source: Elaborated by the authors.

The contributions of the experts reflect a conceptual consensus on the need for the Iberian sector to transition towards a more experiential, emotional and participatory brand management model, which does not renounce its authenticity or its link with tradition (Table 2)

Table 2. *Expert Validation of the Strategic Areas of Brand Management in the Iberian Ham Sector*

Current Situation (Iberian Ham Sector)	Recommendations Validated by Experts (Delphi Method)
Traditional market, focused on commercial transactions with quick results.	It should be professionalized, through the brand manager work, relying on the CEO for strategic aspects.
Brands based on product and price.	To build a solid and coherent narrative based on the brand's objectives and audiences.
Traditional communication, limited to tangible and physical aspects of the product.	To build a brand based on intangible values.
Lack of awareness of the importance of the brand and its strategic value.	To connect with the consumer through emotions and experiences.
Lack of knowledge or value that should be provided to the consumer.	To utilize innovative communication channels and a human, two-way connection.
PDOs should provide brands with distinction and positioning and consumers with guarantees and trust.	To target the end consumer, without forgetting the 'distributors'. There has to be a balance.

Source: Elaborated by the authors.

After two rounds of evaluation, the Delphi study reached an average consensus level of 76%, considered to be satisfactory in methodological terms. The overall trend shows a high degree of agreement on the strategic importance of experiential branding as a driver of innovation and competitiveness, although there are nuances regarding its applicability within the Iberian ham sector.

Table 3. *Level of Expert Consensus*

Dimension	No. Guidelines	Level of Consensus (%)	Priority
Professionalization	5	82%	High
Communication innovation	5	76%	High
Consumer orientation	5	70%	Average

Source: Elaborated by the authors.

5. DISCUSSION

The results obtained make it possible to situate the case of the Iberian ham sector in Spain within the broader discussion on the evolution of brand management in traditional contexts. As Pine and Gilmore (1999) argue, the shift from a product economy to an experience economy requires organizations to generate emotional and symbolic connections with consumers, moving beyond transactional approaches. In line with Schmitt (2000), experiential branding involves a sensory, affective and intellectual management of the brand that acts as a source of added value and differentiation.

However, the data from this research are beginning to show that the Iberian ham sector is still in the early stages of this transition. Companies tend to maintain a predominantly production-oriented approach, in

which tangible quality and certification of origin remain the central pillars of their positioning. This finding aligns with the studies by Alloza (2015) and Stalman (2018), who note that in traditional sectors, the brand is managed more as a sign of reputation than as a tool for experience or relationships.

5.1. From Strategic Awareness to Experiential Action

One of the most significant aspects that emerges from the analysis is the disconnect between awareness of the strategic value of experiential branding and its practical implementation. Most brand managers recognize its importance, but a lack of resources, specialized personnel and a long-term vision limits its execution. This phenomenon reflects what Keller (2008) calls the “brand consistency gap”: the distance between what the company claims to be and what it actually communicates or makes its audiences feel.

The identified gap can also be interpreted as a problem of symbolic and competency capital, in the sense of Bourdieu (1990): Iberian ham companies possess great symbolic wealth (territory, tradition, authenticity), but lack the technical and narrative tools to transform it into structured experiential value. The experience is produced, but spontaneously and without management; The companies analyzed through the online questionnaire mostly revealed a lack of professional strategic planning in their brand management. This is largely due to the company's focus on the tangible aspects of the product, which act as the backbone of its strategic proposal. Consequently, the construction of meaning based on intangible brand values is relegated to a secondary role, resulting in a brand-product model based on physical elements rather than experiential values.

Despite this, the Iberian companies that responded to this study recognize the importance of building brands from an emotional and experiential perspective, but in practice, the effective incorporation of these dimensions remains very limited. Therefore, a gap exists between knowledge and practice, revealing a lack of commitment to the brand and its strategic aspects, particularly those that could develop a stronger symbolic presence.

However, it is significant that the majority of respondents intend to evolve towards brand models capable of connecting with consumers through experiences, allowing them to differentiate themselves from the competition through intangible aspects that foster preference for a particular brand. This indicates that brands in the sector are not oblivious to market dynamics or the strategic importance of strong brands; however, in practice, they continue to rely on tangible elements.

The results indicate that, with few exceptions, companies lack professional brand management tools. Instead, they carry out a few communication actions, mostly through external companies, that are not based on an annual strategic plan, but rather on a one-off strategy.

Regarding brand experience, from the experts' perspective, 96.7% recognize its high value in building a brand, primarily associating it with customer loyalty (66.7%), reputation (63.3%) and customer satisfaction (60%). However, there is a trend toward reinterpreting the concept, considering the experience in terms of tangible attributes linked to the product, such as quality or the purchasing process. This reveals a limited understanding of brand strategy, which is evolving toward a more experiential and emotional brand concept, as is happening in other food sectors, such as the wine industry.

Despite this, there is broad consensus that a brand is considered an indispensable strategic asset, capable of generating value by incorporating emotions, experiences, personality and meaning. Brands perceived as strong and connected to people are rated as more competitive and profitable in the market, thus reinforcing the core idea of the brand as one of companies' most important intangible assets.

With these contributions and in this context, the Iberian ham sector in Spain presents a clear opportunity to

evolve toward branding models, moving beyond the traditional approach that—with a few exceptions—focuses solely on the product, price and quality. For this reason, incorporating intangible experiential values and adopting a stakeholder-oriented approach would make it possible to develop unique, experience-based propositions—an area that has been largely untapped, except in specific cases linked to tradition, naturalness, or sustainability.

Experiential branding is therefore a strategic approach with high potential because it enables differentiation through the creation of unique experiences, strengthening the emotional connection with the consumer. In a market where products tend toward homogenization, experience is a key element, allowing companies to stand out by communicating values and commitments and of course, by adapting to changing consumer demands.

Because of these potential shifts in opinion, management must be proactive, especially the strategic management of brand experience, as it involves the consistent alignment of all audience touchpoints, which will contribute to building strong and meaningful brands. In this sense, experiences not only provide added value but also constitute a resource that is difficult for competitors to imitate, reinforcing the relevance of their strategy.

Furthermore, the results confirm that experiential branding does not currently hold a priority position in the brand strategies of the Iberian ham sector. This is consistent with the traditional nature of the market, characterized by its product-oriented approach. For this reason, developing robust strategies is presented as a necessary step before implementing more advanced approaches such as experiential branding.

Although some companies have successfully positioned themselves through strategies based on tradition and craftsmanship, the sector, in general, still faces significant challenges in terms of differentiation and generating unforgettable brand experiences.

5.2. Communicative Innovation and Territory as Axes of Modernization

The Delphi method confirmed the relevance of three strategic pillars that articulate the transition towards a mature experiential branding: professionalization, communicative innovation and consumer orientation.

First, professionalization emerges as a structural condition. In line with Aaker (1991), building a strong brand requires leadership, consistency and dedicated resources. The lack of these elements explains the dispersion and weakness of the strategies observed. Experts agree that training, both internal and inter-institutional, is the starting point for consolidating brand management and leadership capabilities.

Second, communication innovation emerges as a driver of competitiveness. As noted, the agri-food sectors can benefit from hybrid strategies that combine local and digital elements. The study confirms that companies that have begun to integrate narrative, sensory and digital resources demonstrate greater dynamism and a stronger connection with consumers. Digitalization, however, should not be viewed as a break with tradition, but rather as a channel for amplifying regional identity.

Third, consumer orientation constitutes the relational axis of the new paradigm. Following Schmitt (2009), brand experience is based on the ability to generate shared and memorable meanings. The Delphi results underscore the need to move from one-way communication —centered on the company— to participatory interaction where the consumer becomes a co-creator of the experience.

5.3. Revaluation of the Territory and Identity Coherence

A key finding is the strategic role of territory as an experiential resource. Iberian ham brands possess significant potential for building narratives of authenticity, sustainability and cultural heritage. In this respect, the results support the idea of Hakala et al. (2011), according to which territorial identity can act as a catalyst for brand value if managed from an emotional and coherent perspective.

Experts insist that the key lies not in "inventing" experiences, but in systematizing and better communicating existing ones: artisanal tradition, the connection to the *dehesa*, the seasonality of the product and family history. This approach allows for the evolution toward authentic experiential branding, far removed from superficiality or the imitation of urban models.

5.4. Theoretical and Practical Implications

From a theoretical perspective, the study contributes to broadening the analytical framework for experiential branding in traditional sectors, suggesting that its implementation depends not only on consumer orientation but also on organizational structure and corporate culture. Empirically, it provides a typology of barriers and levers applicable to other sectors with local identity or protected designation of origin.

On a practical level, the results suggest the need for institutional support policies and intersectoral cooperation that foster communicative innovation and professionalization. Adopting an experiential approach could be integrated into regional competitiveness plans and gastronomic tourism strategies, generating synergies among producers, distributors and regions.

Although the results provide a solid overview of the state of experiential branding in the Iberian ham sector, the study has certain limitations. The size and scope of the sample, focused on Spanish companies with Protected Designation of Origin (PDO) status, restricts the generalizability of the findings. Furthermore, the quantitative and expert approach does not allow for an in-depth exploration of the consumer experience, an issue that will be addressed in future research using qualitative techniques. These limitations point to new lines of inquiry aimed at a more comprehensive understanding of the link between brand, territory and experience.

6. CONCLUSIONS

In conclusion, experiential branding in the Iberian ham sector is still in its early stages, characterized primarily by fragmented and uneven implementation. Although most companies recognize the strategic value of the experiential approach, its implementation is limited by a lack of resources, insufficient professionalization and the persistence of traditional, product-centric business structures. This gap between awareness of the potential and practical execution reflects the need to move towards a more holistic brand conception, in which the consumer experience is considered a central driver of competitiveness and sustainability.

The contrast between the questionnaire results and expert validation using the Delphi method confirms the relevance of three strategic pillars: professional brand management, communicative innovation and a consumer-centric approach. Experts agree that developing experiential branding requires equipping the sector with technical capabilities, specialized human resources and a narrative consistent with territorial identity. Far from implying a break with tradition, this approach represents a reinterpretation of the Iberian cultural and symbolic heritage through contemporary communication and experiential lenses.

Research suggests that experiential branding represents a genuine opportunity for transformation in traditional sectors, provided it is managed with authenticity, consistency and a deep understanding of the consumer. The case of Iberian ham in Spain offers a replicable model that combines business analysis and

expert validation, providing a framework adaptable to other contexts with a strong regional identity. Consolidating this transition will require further exploration, in future research, of the qualitative dimensions of brand experience and the impact of new technologies on building emotional connections between company, region and consumer.

These results should be interpreted with caution due to the exploratory nature of the study and the sample size, although they provide a relevant empirical basis for future research.

7. REFERENCES

- Aaker, D. A. (1991). *Managing brand equity: Capitalizing on the value of a brand name*. The Free Press.
<https://es.scribd.com/document/633333771/managing-brand-equity-by-david-aaker-es-1-pdf>
- Alimarket. (2023). *Monográfico Cerdo Ibérico*.
<https://www.alimarket.es/alimentacion/informe/395941/informe-2024-del-sector-de-cerdo-iberico>
- Alloza, Á. (2015). *Brand experience: Managing brands in the era of the consumer experience*. Corporate Excellence.
- Alume-Cusme, F., & Lozano-Zumba, C. (2025). *Branding y emprendimiento: Un enfoque profundo hacia el diseño de marcas efectivas*. 593 *Digital Publisher CEIT*, 10(1), 175-185,
<https://doi.org/10.33386/593dp.2025.1.2872>
- Batey, M. (2013). *El significado de la marca. Cómo y por qué ponemos sentido a productos y servicios*. Granica.
- Benavides, J. (2013). A propósito del brand management. In J. D. Fernández Gómez (Ed.), *Principios de estrategia publicitaria y gestión de marcas. Nuevas tendencias de brand management* (pp. IX-XII). McGraw Hill Interamericana de España.
- Bourdieu, P. (1990). *The logic of practice*. Polity Press.
- Brakus, J., Schmitt, B. H., & Zarantonello, L. (2009). Brand experience: What Is It? How Is It Measured? Does It Affect Loyalty? *Journal of Marketing*, 73(3), 19. <https://doi.org/10.1509/jmkg.73.3.052>
- Branward. (2021). *El valor de los valores de Marca: situación, evolución y aprendizajes*.
<https://branward.com/publicacion/el-valor-de-los-valores-de-marca-situacion-evolucion-y-aprendizajes/>
- Bravo, R., Dall’Olmo Riley, F., & Pina, J. M. (2024). Guest editorial: Brand management in banking. *International Journal of Bank Marketing*, 42(2), 153-155. <https://doi.org/10.1108/IJBM-04-2024-620>
- Carolina (Sep. 7, 2020). *Brand Experience: qué es y por qué te conviene invertir en la creación de una experiencia de marca*. <https://rockcontent.com/es/blog/brand-experience/>
- De Chernatony, L., & McDonald, M. (2003). *Creating powerful brands in consumer, service and industrial markets* (3ª ed.). Routledge.
- De Chernatony, L., & Riley, F. D. (1997). *The chasm between managers and consumers views of brands, The experts’ perspectives*. *Journal of Strategic Marketing*, 5, 89–104.
- Costa, J. (2013). *Los 5 pilares del branding. Anatomía de la marca*. Universitat Jaume I y Servei de Comunicació i Publicacions. <https://content.e-bookshelf.de/media/reading/L-14886982->

[478ca85fd5.pdf](#)

- Donthu, N., Kumar, S., Sahoo, S., Lim, W. M., & Joshi, Y. (2022). Thirth years of product and brand management research: a retrospective review of the Journal of Product and Brand Management using bibliometric analysis. *Journal of Product and Brand Management*, 31(8), 1141-1167. <https://doi.org/10.1108/JPBM-02-2022-3878>
- Durán Medina, A. P. (2020). *El diseño emocional como herramienta principal para lograr un branding que conecte con las personas* [Tesis de maestría, Universitat Politècnica de València]. Repositorio Institucional UPV. <http://hdl.handle.net/10251/153241>
- Fernández-Blanco, E., Díaz-Soloaga, P., & Clemente Mediavilla, J. (2017). New Brand Management Scenarios on the Spanish Market. *Revista de Estudios Culturales de La Universitat Jaume I*, 18, 67-81. <https://doi.org/10.6035/clr.2017.18.4>
- Hakala, U., Lätti, S., & Sandberg, B. (2011). Operationalising brand heritage and cultural heritage. *Journal of Product & Brand Management*, 20(6), 447-456. <https://doi.org/10.1108/10610421111166595>
- Jamón Lovers. (2023). *Las Denominaciones de Origen Protegidas Jamón e Indicaciones Geográficas Protegidas Jamón*. <https://www.jamonlovers.es/las-denominaciones-de-origen-e-indicaciones-geograficas-del-jamon/>
- Jeon, H.-M., & Lee, J. (2021). The relationship between brand experience and consumer-based brand equity in grocerants. *Serv Bus*, 15, 369-389. <https://doi.org/10.1007/s11628-021-00439-8>
- Kapferer, J.-N. (2012). *The new strategic brand management: Advanced insights and strategic thinking* (5ª ed.). Kogan Page.
- Keller, K. L. (1993). Conceptualizing, measuring and managing customer-based brand equity. *Journal of Marketing*, 57(1), 1-22. <https://doi.org/10.1177/002224299305700101>
- Keller, K. L. (2003). *Strategic brand management: Building, measuring and managing brand equity* (2ª ed.). Prentice Hall.
- Keller, K. L., & Lehman, D. R. (2006). Brands and Branding: Research Findings and Future Priorities. *Marketing Science*, 25(6), 740-759. <https://www.doi.org/10.1287/mksc.1050.0153>
- Keller, K. L. (2008). *Strategic brand management: Building, measuring and managing brand equity*. Pearson Education.
- Kotler, P., Kartajaya, H., & Setiawan, I. (2011). *Marketing 3.0*. LID Editorial Empresarial.
- Lemon, K. N., & Verhoef, P. C. (2016). Understanding customer experience throughout the customer journey. *Journal of Marketing*, 80(6), 69-96. <https://doi.org/10.1509/jm.15.0420>
- Lenderman, M., & Sánchez, R. (2008). *Marketing experiencial. La revolución de las marcas*. ESIC Editorial.
- Limonta Más, R. J. andraus Quintero, C. E., & Lazo Pastó, O. R. (2020). Análisis de modelos de branding corporativo. *ECA Sinergia*, 11, no3 (2528–7869), 84–100. https://doi.org/10.33936/eca_sinergia.v11i3.2523
- Maza-Maza, L. R., Guaman-Guaman, B. D., Benítez-Chávez, A. M., & Solis-Mairongo, G. (2020). Importancia

- del branding para consolidar el posicionamiento de una marca corporativa. *Revista Killkana Sociales*, 4(2), 9-18. <https://doi.org/https://doi.org/10.26871/killkanasocial.v4i2.459>
- Mantilla Manjarrés, P. E. (2025). El branding como propuesta para resaltar el valor comercial de los productos neo-artesanales. *Cuadernos Del Centro De Estudios De Diseño Y Comunicación*, 266. <https://dialnet.unirioja.es/servlet/articulo?codigo=10280519>
- Mayorga Escalada, S. (2018). *La gestión de marca en el contexto universitario español: análisis de los grados de publicidad y relaciones públicas* [Tesis de doctorado, Universidad Pontificia de Salamanca]. SUMMA. Repositorio Documental Institucional de la Universidad Pontificia de Salamanca. <https://portalcientifico.upsa.es/documentos/5d2692b42999520f11b9d7ad>
- Mayorga Escalada, S., & Lalwani Lalwani, R. (2023). Branding y percepción del valor de marca Apple en los usuarios de iPhone. *ZER. Revista De Estudios De Comunicación*, 28(55), 179-201. <https://doi.org/10.1387/zer.25026>
- Ministerio de Agricultura, Pesca y Alimentación. (2024). *Sector porcino en España*. <https://www.mapa.gob.es/es/ganaderia/temas/produccion-y-mercados-ganaderos/sectores-ganaderos/porcino/>
- Mittelstaedt, M. (2019). *Marketing Management. Los Fundamentos de Marketing: Plan y Estrategia de Marketing, Publicidad y Branding simplemente explicado*. Scientific-economics.
- Onyeke, K. J., Anukwe, G. I., & Iloka, C. B. (2024). The Concept of Experiential Marketing: A Comprehensive Review. *Global Research Journal of Business Management*, 4(1), 1-11. https://www.researchgate.net/publication/382824979_The_Concept_of_Experiential_Marketing_A_Comprehensive_Review
- Pine, B. J., & Gilmore, J. H. (1999). *The experience economy*. Harvard Business School Press.
- Ruiz-Aguilar, M. A., & Avalos-Pelayo, R. (2020). Contenido generado por los usuarios, su relación con la personalidad de marca y el valor de marca. *Index Comunicación*, 10(1), 125-147. <https://doi.org/10.33732/ixc/10/01conten>
- Salinas, G. (2007). *Valoración de marcas. Revisión de enfoques, metodologías y proveedores*. Deusto.
- Santibáñez Vázquez, J. D. (2024). Seducir y emocionar. Reflexionando sobre el diseño y la gestión de marca (Editorial). *Ñawi*, 8(1), 303-304. <https://nawi.espol.edu.ec/index.php/nawi/article/view/1100>
- Schmitt, B. (2000). *Experiential marketing: How to get customers to sense, feel, think, act, relate*. The Free Press.
- Schmitt, B. (2009). The concept of brand experience. *Journal of Brand Management*, 16(7), 417-419. <https://doi.org/10.1057/bm.2009.5>
- Singh, J., & Shukla, P. (2024). *Brand Management: Principles and Applications for Effective Branding*. Kogan Page
- Stalman, A. (2018). *Humanoffon. ¿Está Internet cambiándonos como seres humanos?* Deusto.
- Subdirección General de Producciones Ganaderas y Cinegéticas y Agrarios. (Feb. 1, 2024). *Informe trimestral: Indicadores de porcino 2024*.

<https://www.mapa.gob.es/dam/mapa/contenido/ganaderia/temas/produccion-y-mercados-ganaderos/sectores-ganaderos-2/porcino/informacion-del-sector/indicadores-economicos/indicadores--sector-de-la-carne-de-cerdo-en-cifras-2024.pdf>

Swaminathan, V., Sorescu, A., Steenkamp, J. B. E. M., O'Guinn, T. C. G., & Schmitt, B. (2020). Branding in a hyperconnected world: Refocusing theories and rethinking boundaries. *Journal of Marketing*, 84(2), 24-46. <https://doi.org/10.1177/0022242919899905>

Yagüez Lorenzo, E., & Merino Sanz, M. J. (Coords.). (2021). *De la emoción a la compra. Por qué y cómo compramos*. ESIC Editorial.

Velilla, J. [@javiervelilla] (Feb. 8, 2022b). *La fortaleza de una marca se simboliza en la promesa que emite al mercado. Pero eso es solo la mitad* [Publicación]. Twitter. <https://x.com/javiervelilla/status/1490971723671478275>

Wood, B., Williams, O., Nagarajan, V., & Sacks, G. (2021). *Market strategies used by processed food manufacturers to increase and consolidate their power: a systematic review and document analysis*. *Globalization and Health*, 17(17). <https://doi.org/10.1186/s12992-021-00667-7>

AUTHORS' CONTRIBUTIONS, FUNDING AND ACKNOWLEDGMENTS

Authors' Contributions

Conceptualization: Marcos Torres, Nuria; Fernández Blanco, Elena. **Software:** Fernández Blanco, Elena. **Validation:** Fernández Blanco, Elena. **Formal Analysis:** Marcos Torres, Nuria; Fernández Blanco, Elena. **Data Curation:** Marcos Torres, Nuria; Fernández Blanco, Elena. **Drafting, Preparation of the Original Draft:** Marcos Torres, Nuria; Fernández Blanco, Elena. **Drafting, Revision and Editing:** Marcos Torres, Nuria; Fernández Blanco, Elena. **Visualization:** Marcos Torres, Nuria. **Supervision:** Marcos Torres, Nuria; Fernández Blanco, Elena. **Project Management:** Fernández Blanco, Elena. **All Authors Have Read and Accepted the Published Version of the Manuscript:** Marcos Torres, Nuria; Fernández Blanco, Elena.

Funding: The authors declare that they have not received funding for this research.

Conflict of interest: The authors declare that there are none.

AUTHORS

Nuria Marcos Torres

Pontifical University of Salamanca.

Doctorate in Innovation in Social Sciences from the Pontifical University of Salamanca. Associate Professor teaching courses on research in advertising and public relations, as well as brand management, in the School of Communication at the Pontifical University of Salamanca. Her doctoral dissertation, titled "Brand Management of Iberian Ham in Spain," was awarded the highest grade of "Outstanding" (CUM LAUDE). Winner of the 5th edition of the #HiloTesis Contest, organized by the Network for Scientific Dissemination and Culture (RedDivulga) of the Conference of Rectors of Spanish Universities (CRUE) in collaboration with the Ignacio Larramendi Foundation and organized at UPSA by the Scientific Culture Unit (UCCI) as part of its 2024–2027 Plan for Research Dissemination, Communication and Transfer

nmarcosto@upsa.es

Orcid ID: <https://orcid.org/0009-0007-0377-211X>

Iralis URL: <https://www.iralis.org/app/ficha34273>

ResearchGate: <https://www.researchgate.net/profile/Nuria-Marcos-Torres>

Elena Fernández Blanco

Pontifical University of Salamanca.

Doctorate in Advertising and Public Relations from the Complutense University of Madrid. Full Professor of Strategic Advertising Planning at the School of Communication, Pontifical University of Salamanca. With more than 25 years of teaching experience, she specializes in the areas of strategic advertising and media planning. She has participated in more than twenty research projects funded through both public calls for proposals and private research contracts. Coordinator of the Research Group "Innovation in Communication and Marketing" at the Pontifical University of Salamanca and a permanent member of the Research Group "Brand Management and Communication Processes" at the Complutense University of Madrid (No. 962041). Two six-year research periods. Accredited as a tenured professor by ANECA (National Agency for Quality Assessment and Accreditation).

efernandezbl@upsa.es

H-index: 13

Orcid ID: <https://orcid.org/0000-0002-8864-8527>

Iralis URL: <https://www.iralis.org/app/ficha17871>

Google Scholar: <https://scholar.google.com/citations?hl=es&user=15h09kYAAAAJ>

Related Articles

- Arroba, E., Toapanta Cunalata, D. G., & Toscano Ramos, O. R. (2023). El análisis de los factores que influyen en el modelo estratégico publicitario y su impacto en el comportamiento del consumidor: caso de estudio MAGUSEVA. *Vivat Academia*, 156, 47–64. <https://doi.org/10.15178/va.2023.156.e1483>
- Brandín, J. A., & Barquero Cabrero, J. D. (2024). La confiabilidad: el lugar donde la confianza de ego y la promesa de alter pueden encontrarse. *Revista de Ciencias de la Comunicación e Información*, 29, 1-18 <https://doi.org/10.35742/rcci.2024.29.e298>
- Serra Castillo, C. de la C., & Enriquez Fierro, C. S. (2026). Storydoing como estrategia experiencial para la creación de valor de marca en entornos digitales. *RUNAS. Journal of Education & Culture*, 7(14), 1. <https://dialnet.unirioja.es/servlet/articulo?codigo=10567664>
- Valle, C. V. C., Rodríguez, M. J. C., Jerez, E. T. N., Anzules, M. M. T., & Armendáriz, E. G. M. (2025). El metaverso como nueva frontera para el marketing experiencial éxito [The metaverse as a new frontier for experiential marketing]. *Revista Científica Multidisciplinar G-nerando*, 6(1), 2195. <https://doi.org/10.60100/rcmg.v6i1.525>
- Vargas Alvarez, J. E. (2025). Desmitificando el branding: un análisis crítico de los mitos empresariales sobre el registro de marcas y su impacto en la estrategia de marcas. *European Public & Social Innovation Review*, 10, 1–17. <https://doi.org/10.31637/epsir-2025-1944>