



Creating an Enhanced Brand Identity for Department Y within Company X

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ABSTRACT

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This bachelor's thesis was carried out as a project for Department Y which is a part of a larger organization, Company X. Both Company X and Department Y are operating in the B2B field. The objective of this thesis was to create an enhanced brand identity for Department Y within the limitations of the brand of Company X to gain brand awareness and increase its competitive edge. To ensure the privacy of the commissioner, this thesis contains a separate brand identity guide which is not published. The brand identity creation process is described in this thesis, however detailed results are only seen in the separate brand identity guide.

The main research question was "How to create an enhanced but consistent identity for Department Y within Company X?". Supporting research questions were the following: What are the essential parts of the brand identity of Company X? How to define the brand identity of Department Y? How do the customers view Company X and Department Y? The research questions are answered by using relevant literature and branding theories.

The brand identity creation process for Department Y was guided by the Brand Identity Planning Model (Aaker 2010). Qualitative research approach was utilized in this thesis. The research structure was built around the research questions and the branding frameworks chosen. Qualitative interviews were conducted for three different target groups: Department Y team, Company X key employees, and key customers

A brand identity, which takes the key brand elements of Company X into account, was created for Department Y through this thesis. In result, the value proposition of Department Y was also established. The research conducted gathered information about the competitors and the target customers. These are shown in the separate brand identity guide.

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1 INTRODUCTION

The B2B industry is more competitive than it has ever been due to digitalization and the evolution of technology. Branding and raising brand awareness are extremely important for modern businesses. A study done for industrial customers of heavy equipment manufacturers states that trust for a brand has a straight correlation with customer loyalty (Taylor, Celuch & Goodwin 2004). Modern customers can obtain all the data they need to make their purchasing decision before contacting suppliers. Having a strong and trustworthy brand can ensure that a company is taken into account when the initial research is done by the customer.

Visual communication makes the data interesting for the user. It is all about giving out the data in clear, understandable, and creative ways with different verbal and non-verbal methods (Lester 2013). As technology evolves, it can be seen as a threat or an opportunity. In the case of visualization companies, it can be a great opportunity. Modern technology, like virtual reality and augmented reality, have become a natural part of visual communication. Combining visual communication and technology results in new immersive visualization solutions that can be used for showcasing complex concepts or even in product development.

These new methods have become standard knowledge in the industry and the market is saturated with companies offering these modern technologies. According to the manager of Department Y, a few years ago it was rare to have a visualization department within an engineering company like in Company X, nowadays this has become the new standard. As consumers have more options, it is now harder to obtain customers without distinct branding and consumer-centered marketing.

The commissioner of this bachelor's thesis offers visualization services within a bigger corporation that offers multiple engineering and consultation solutions for different industrial sectors. To secure the privacy and the competitive edge of the commissioner, some details and results are going to be in a separate document that will not be published (See appendix 1). In this thesis, the corporation and the department are not named, however, to make it clear the name *Department Y*

refers to the visualization department and *Company X* refers to the main corporation. Department Y wants to gain brand awareness and increase brand loyalty within its target market.

To achieve a competitive edge Department Y needs to enhance its brand identity and create appealing marketing materials to compete in the market. There are however factors that need to be taken into account. Department Y is a part of Company X and a big part of its value proposition and customer base is from Company X. Due to this, the brand of Company X needs to be a part of the enhanced identity of Department Y.

1.1 Thesis topic, objectives, and purpose

The topic of this bachelor's thesis is "*Creating an enhanced brand identity for Department Y within Company X*". The goal of the thesis was to find a way to adapt to the brand identity of Company X into the enhanced brand identity and marketing materials of Department Y. The brand identity of Department Y should be unique and appealing to its target market, however, Company X must be visible in the enhanced brand identity.

The purpose of this thesis was to conduct a research that results in a separate brand identity guide which helps Department Y develop their future branding and marketing efforts. The separate brand identity guide offers a foundation for the brand identity of Department Y and helps the commissioner to create the visual presence for Department Y. This separate document also includes detailed results of the research.

The Brand Identity Planning Model (Aaker 2010) was the main framework of this thesis and it guided the brand identity creation process for Department Y. The framework of Aaker consists of Strategic Brand Analysis, Brand Identity System, and Brand Identity Implementation System which includes execution and tracking. However, this thesis focused on Strategic Brand Analysis and Brand Identity System, as the Brand Identity Implementation System is a large entity by itself. In this stage, it is more essential to focus on building the foundation for the

brand identity of Department Y and finding ways to incorporate the brand of Company X.

1.2 Case company

The case company for this bachelor's thesis is a visualization department called Department Y. It operates under a large corporation called Company X. Both Department Y and Company X operates in the B2B industry offering services for various industrial enterprises. Company X is a big family-owned business that has offices in multiple countries. Department Y is located in Finland and has employees in three different cities.

The expertise of both Department Y and Company X are broad which make their service portfolios extensive. Department Y offers visualization services both within the company and external customers. The department offers services in these categories: arts and design, computer-generated images and videos, video production, app development and XR technologies (virtual reality, augmented reality and mixed reality). The team of Department Y consists of 10 professionals.

Current brand of Department Y

The competition in the field of Department Y is tough and the competitors have been building their brand for years. Department Y has found it challenging to apply their visual identity and marketing materials within the guidelines of Company X while attracting their target group. Department Y has done some marketing efforts in order to differentiate itself from the competition.

Department Y has started using a different name than Company X and has created their own logo. Department Y has also created a website of their own for showing project references and to showcase their capabilities. However, their lack of resources and brand identity is visible in the current state of the website. The website is also visually very different from the website of Company X.

The brand of Company X is not visible in the brand of Department Y. The services of Department Y are very different from the rest of the corporation, so it would be

beneficial to have an enhanced identity to appeal to their own target market. Ideally, their enhanced identity should be similar to Company X but more visual and creative.

The capabilities of Department Y are not well-known within Company X and its customer base. Department Y wants to change this and become a leading visualization supplier in Finland. To accomplish this, Department Y has to raise brand awareness through branding. At the moment, the customers of Department Y are mostly existing clients of Company X itself and few customers are self-obtained.

1.3 Research questions

As the goal was to create an enhanced brand identity for the commissioner, the research questions should support this ultimate goal. The main research question was “How to create an enhanced but united identity for department Y within Company X?”. The sub-questions that helped answer the main research question were the following:

- What are the essential parts of the brand identity of Company X?
- How to define the brand identity of Department Y?
- How do the customers view Company X and Department Y?

The challenge was to create a brand identity that does not overlap with the identity of Company X. As most projects of Department Y were still obtained through Company X and its customer base, it was important to acknowledge the existing brand of Company X and incorporate it within the own brand of department Y. Therefore, the essential parts of the brand identity of Company X were examined.

Answering the question “*How to define the brand identity of Department Y?*” helped define the frameworks, theories and other aspects that were needed. It was important to know how the members of the Department Y viewed its brand. The involvement of the customers in the brand identity creation is important. It is crucial to understand the target group and the target market. The research

question "*How do the customers view Company X and Department Y?*" will help to find the balance needed between the brand identity of Company X and the Department Y.

1.4 Research methods

The research of this thesis was structured to answer the research questions that were established. The goal of this research was to understand the elements of the brand of Company X, the perspective of the customers and how these should ultimately affect the brand identity of Department Y. The strategic analysis of the Brand Identity Planning Model helped define the research structure (Aaker 2010). Competitor research was also conducted to understand the position of Department Y and needed aspects to become a significant brand in the industry. These concepts were researched using qualitative research methods. The whole research process was done in the span of four months.

Qualitative research methods were chosen for this research because the research problem requires deep understanding of the concepts instead gathering metrics and statistics. To explain the concepts, the data needed were descriptive and verbal. (Silverman 2016.) The primary data was collected by conducting qualitative interviews for three different groups. The researcher established the three interviewee groups, but the participants were chosen by the commissioner. The following groups were interviewed:

- **Group 1. Key employees in Company X that are related in marketing and brand creation**
- **Group 2. Main team on Department Y**
- **Group 3. Key customers of Department Y**

There were different objectives set for each research group. Group 1 consisted of six interviewees. The goals for interviewing Group 1 were to examine the brand of Company X and how they wanted to be perceived, and ultimately to find some common grounds with the brand identity of Department Y. Group 2 had ten participants. The goal for interviewing Group 2 was to get a clear understanding of Department Y and its offering from the perspective of the team.

Group 3 had five interviewees who represented the key customers of Department Y. Some customers of Department Y are also the key customers of Company X. This is a good chance to analyze how the customers see the brand identity of both Department Y and Company X. Customer analysis is a part of the Brand Identity Planning Model and the goals for this analysis was to understand customer trends, motivation, unmet needs and segmentation (Aaker 2010). The goal for these customer interviews was to understand the perspective of the customers thoroughly.

Interviewees were asked to participate in one-on-one interviews to create a setting where the interviewee had the chance to honestly answer the questions. A pre-structured question list was created with open-ended questions for these interviews. The questions were formed by following strategic analysis of the framework of Aaker (2010) and the research questions of this thesis. (Aaker 2010) As there were three different groups, three different question lists were created (See appendices 2, 3 & 4).

The questions for Group 1 utilized The Brand Identity Prism Model to gain a comprehensive insight of Company X (Kapferer 2004). The interviews were conducted through an online communication tool, called Microsoft Teams. The interviews were recorded to make the data analysis more convenient. In the beginning of each interview, the researcher stated the topic of the interview and the objectives set. Interviewees were told that the interviews were going to be recorded for the use of the researcher. The average duration of the interviews was one hour.

Secondary data was obtained through the materials given by the commissioner. The materials included both public and exclusive data about Company X and Department Y. This thesis also utilized relevant and trustworthy scientific literature and frameworks on the topic. The scientific literature used were found from the Google Scholar search engine and Scopus database. Trustworthy and professional online articles were also used.

The competitors of Department Y were collected through the qualitative interviews and a software called Vainu, a platform that collects information like

financial data and used social media platforms of chosen companies (Vainu 2020). Criteria that were set in Vainu included keywords like the target country of Department Y and industry related keywords. Relevant companies that matched the offering of Department Y and companies that key customers stated as main competitors of Department Y were taken into further observation. The websites and social media platforms of these companies were observed to see their positioning and possible strategies.

The data analysis of the research also used qualitative methods. Both content analysis and thematic analysis were used. The responses of the interviewees were analyzed and transcribed by listening to the recordings of the interviews and reading possible interview notes. In content analysis, the content is categorized, and the meaning of the different content is analyzed. Thematic analysis seeks to identify broad themes and patterns within the results. Combining these two analysis methods resulted in key research findings that lead into suggestions for Department Y. (Saunders, Lewis, Thornhill 2012.)

2 THEORETICAL FRAMEWORK

The theoretical framework of this thesis consists of key concepts of branding, brand identity, and the relevant aspects of the B2B industry. As the topic of the thesis is branding and creating a brand identity, it is relevant to define what are these concepts and what theories and models are going to be used. The commissioner is a B2B company which is why it is necessary to define the B2B industry and how branding in the industry should be done.

The Brand Identity Planning Model is the main framework of this thesis and will guide the brand identity creation process for Department Y. The model starts with strategic analysis: a customer analysis, competitive analysis, and self-analysis (Aaker 2010.) These analyses will help define essential elements needed in the brand identity that is being created and find common grounds between Company X and Department Y. Also, this thesis will look at the brand of Department Y from different perspectives that Aaker has divided into four categories: brand as a product, brand as an organization, brand as a person, and brand as a symbol. These different perspectives will give insights and opportunities to differentiate the brand identity of Department Y. (Aaker 2010.)

To help analyze the brand identity of Company X and Department Y, the Brand Identity Prism model is used. This model was created to help build strong and lasting brands. It analyzes the brand using six perspectives: personality, culture, self-image, reflection, relationship, and physics. These are very applicable to the different brand perspectives that the framework of Aaker consists of. Due to this, it is easy to combine these two models. Once the strategic analysis is done, this model is a good way to compress the information gathered to make the next procedures easier. (Kapferer 2004.)

2.1 Brand definition

Branding is one of the fundamentals of marketing. The term branding refers to creating mental images and perceptions. Brand as a term, can be defined in multiple ways. According to one definition, a brand is the sum of intangible

attributes that a product includes (Ogilvy 2007). However, American Marketing Association (2020) defines a brand as “a name, term, design, symbol or any other feature that identifies one seller’s good or service as distinct from those of other sellers” (AMA 2020). Therefore, this definition suggests that a brand has tangible attributes.

In this thesis, the term is defined as a combination of both intangible and tangible attributes of a company. The sum of these creates a living entity that includes the essence of a company and the way a company communicates about itself. As Ahto, Kahri, Kahri & Mäkinen (2016) mentions a brand can also be defined as a bigger entity that is formed from different mental images, information, and experiences that a person has from a product, service, company, or even another person. Also, events, political parties, or even countries can have a brand of their own. (Ahto et al. 2016.) Anything or anyone can have a brand. In today’s society, it is very hard to differentiate from others, and having a brand is more crucial than ever.

Generally, when talking about a company brand, people think of visual aspects, such as company logos. However, in reality, all the things the company does from internal emails to campaigns are a reflection of the brand of a company (Sandbacka 2010). Behind a company brand there is commonly a concept which can be a product or a service. The brand of a company also involves its customers and its customer relations. The mental images related to the organization, the heritage, the personality, and the symbols of a company are all core factors of a company brand. (Aaker 2010.)

Ultimately, a company is built around a concept that serves a certain customer need. This is the core of a profitable business. (Ahto et al. 2016.) Having a good brand also benefits a company. The process of building a brand is not simple and linear as all the actions a company does are all part of their brand. A good brand is a result of customer experiences and word-of-mouth that travels from interaction to another. (Waroma 2017). These experiences are based on the customer journey and the touchpoints where the company and the customers meet. However, modern touchpoints are more complex than before. The touchpoints are no longer in mere human interactions but also in digital platforms,

such as social media platforms and blogs. (Wheeler 2012.) Due to this, careful planning and strategies are needed for a successful and lasting brand.

2.2 B2B landscape

The commissioner for this thesis operates in the business-to-business field. In order to create a successful brand for the commissioner, it is relevant to define the B2B landscape and how branding is applied in this setting. Business-to-business, in short B2B or b-to-b, is a term used for the business between companies. In the B2B industry, companies sell their products and services to other companies. (Rope 1998.)

There are differences between business-to-consumer (B2C) and B2B. The transaction in the B2B industry is always for corporate use (Rope 1998). The differences are also seen in the size of the transaction, the decision making, and the number of people involved in the decision-making process. The products and services in the B2B industry are at a larger price scale, therefore, the decision process is more complex and time-consuming. Due to this, there are multiple individuals involved in the decision making and in the whole sales cycle from both sides of the transaction. The transactions in the B2B landscape are ideally long-term relationships that are beneficial for all that are involved. (Leek & Christodoulides 2011.)

Traditionally branding in the B2B context has been seen as an irrelevant concept, as the B2B purchase process is seen as a rational process, and branding is generally seen as an emotional practice. However, behind the purchase process are individuals making the decisions and these individuals are very much affected by emotional brand associations and their objective perspectives. Modern research agrees that branding is necessary both in B2C and B2B settings to stay profitable. There are proven benefits of the impact of a brand and branding in the industrial context especially such as shorter sales cycles as stable brands can convince customers better. (Leek & Christodoulides 2011.)

2.3 Brand identity

Creating a strong brand for a company starts with building its brand identity. Brand identity is often mixed with the brand image, however, these two are separate terms. Brand identity refers to the ideal state and the self-reflection of a brand. Brand image refers to the current brand perception that customers have about a company. The essential difference between brand identity and brand image is that brand identity tells the perspective of the message sender, the point of view of the company, whilst brand image tells the perspective of the receiver, the customers. (Kapferer 2004.)

Brand identity indicates how the company describes itself, its values, mission, knowhow, and personality. It also gives a perspective that makes a brand different from others. (Kapferer 2004.) According to Aaker (2010), brand identity gives the direction of a brand and what the brand represents. It is the start towards success and recognizability (Wheeler 2012). Defining the brand identity of a company will guide the whole branding process. The brand identity can be established by defining the vision and the purpose of the brand. It is also important to know what makes the brand unique and what customer needs it fulfills. It should also be clear what makes the brand stand out. (Kapferer 2004.)

Brand identity is not solely defined and created for others, but also for the people working in the company. It is essential to take the employees into account when creating a brand identity. Everyone within the company should have a clear picture of the company brand identity and the strategies it involves. (Sandbacka 2010.) Due to this, internal company and faculty research is a crucial part of the research that will be conducted for this thesis.

Aaker (2010) envisions the brand identity into two different layers: core identity and extended identity. The core identity of a brand defines its most fundamental elements and is essentially linked to the values and beliefs of a company. It also compresses the vision of a company. The core identity of a brand is the part of a brand that doesn't change in the long run even if the target market expands to other markets. (Aaker 2010.)

The core identity should involve elements that add value to the company and differentiates it from the competitors. The core identity should help bring the credibility of a brand and find the right target market, leading the company in the right direction. For example, accessibility and quality products are often a part of the core identity of a company. Therefore, these attributes guide companies in bringing value by offering the best possible quality with a good price point so that their products are accessible to their target market. (Aaker 2010.)

The objective of a brand identity is to help guide the company in their decisions, therefore, a core identity is often not enough. The extended brand identity brings more details into the brand identity. An extended identity is a broad and specific description of the different elements of the brand identity. It brings personality into the brand identity. It helps the brand stronger and more recognizable, ultimately creating deeper relationships with the customers. (Aaker 2010.)

2.4 Brand Identity Planning Model

2.4.1 Strategic analysis

According to Aaker (2010), the branding process should start from a strategic analysis. The strategic analysis is divided into three different categories: competitor analysis, customer analysis, and self-analysis. Doing a strategic analysis is a good way to get a market overview and a good understanding of where to base the rest of the brand creation process. (Aaker 2010.) In this chapter these three categories will be further explained.

2.4.2 Self-analysis

Self-analysis is about finding out the current brand image of a company. As mentioned before, brand image is the existing mental image the consumers have about the company. It is important to understand the starting point of the company to find ways to develop the brand image into something else if necessary. Self-analysis also includes analyzing brand heritage as it can often give insights about the true mission of the company. Analyzing strengths and capabilities is also an essential part of the self-analysis. It is important to understand what can be

achieved with the current resources available. Organizational values are also taken into account during the self-analysis. These values guide the company in all of its future decisions, which can ultimately affect the company brand. (Aaker 2010.)

2.4.3 Customer Analysis

Customer-driven marketing is the key to a successful brand. Successful B2B brands have built their brand identity based on the needs of their customers (Beverland, Napoli & Lindgreen 2007). It is important to understand the perspective of the customers and target market. It is necessary to analyze the current and future trends in the target market. This will guide the brand creation process and also business development in the future. Identifying and analyzing customer needs and wants is necessary to truly understand a customer.

Sometimes there are also needs and wants which the customers have not identified yet and thus cannot communicate these to the brand. If a brand can identify and meet these needs before its competitors, it allows them to stand out by creating a unique selling point. Thorough customer research can also help predict which markets may rise and which will decrease in the future. Customer-driven marketing also means understanding the different existing segments are in the market. Understanding these different segments will allow the creation of a communication plan that the target segment can relate to. (Aaker 2010.)

2.4.4 Competitive Analysis

Competitive analysis is the third perspective of the strategic analysis. It is about analyzing the competitors' brand image and position in the target market. It is essential to analyze their strengths and weaknesses at the moment; however, it is also wise to look into their past brand image and marketing. Predicting their ideal state of branding and marketing is also useful. In the competitive analysis, the goal is to find out what is the brand personality of the competitors and how do they communicate with their customers. In addition, it is useful to find what brand perceptions the customers have about the competitors. The positioning of the competitors is also relevant in the competitive analysis. These factors can be

found by analyzing the platforms, marketing materials and campaigns of the competitors. (Aaker 2010.)

2.5 Four brand perspectives

2.5.1 Brand as a product

A business is generally built around products or services that the company offers. The perspective of the brand as a product includes the product or service portfolio of the company and its objectives. Also, the perspective of the brand as a product includes product attributes, its value, the users, the uses, and the country of origin. These aspects related to the product/service are essential as they are connected to the purchasing decision and customer experience of the end customers. A strong link between a brand and its products/services can help a customer remember the brand when thinking of a certain item. Communicating the attributes of a product can bring concrete examples of the functional and emotional benefits a customer can achieve by purchasing it.

The value of a product is related to its quality and also pricing. In this context, one should think about how value is created to the customers. For example, some companies might strategically choose to price their products as luxury items to become a premium brand, others might want to pursue a good price-quality-ratio. It must also be decided what is the ideal customer. Associations made between a product and its country of origin can also create added credibility. For example, communicating and advertising that a product has been entirely made locally could resonate with customers that values local goods and knowing the origin of the products they use. However, brand as a product alone is easy to copy and doesn't offer a lot of chances to differentiate (Aaker 2010.)

2.5.2 Brand as an organization

Brand as an organization is a perspective that focuses on the attributes of an organization - the innovations, the people, and the values behind an organization (Aaker 2010). The culture behind the organization is also a part of this

perspective. The culture of an organization is a reflection of its core values and the guidelines that affect its daily life and its decisions. An organization is usually also linked to its country of origin. Locality and global operation are factors that can affect the brand. Brand as an organization also tells the relationship between an organization, its employees, and customers. (Aaker 2010.)

Brand as organization can bring emotional and functional benefits. It can offer a way to stand out and bring credibility. An organization could for example communicate its efforts to help the environment and the society. Which creates a socially responsible organization image. Brand as organization can also bring a sense of professionalism and safety. It is easier for customers to trust a company with a long and steady history. (Aaker 2010.)

2.5.3 Brand as person

Brand as person is a perspective that involves humanizing the brand. Humanizing a brand can be done by describing the brand with adjectives that one would use to describe a person. Picturing the brand as a person as vividly as possible is necessary in this perspective. The age, gender, personality, likes, dislikes, and interests of a brand as a person are worth defining. Brand as a person brings personality into the brand that can offer a way to stand out. It also includes determining the relationship between the brand and its customers. (Aaker 2010.)

A research was done with over 1000 participants in the United States that analyzed 60 well-known brands. From this research 114 brand features were found and based on these brand features five dimensions of a brand personality were created. These were ultimately called "*The Big Five*", which consists of sincerity, excitement, competence, sophistication, and ruggedness. According to this research, all differences between brands can be explained with these five dimensions. Each dimension is specified with more specific attributes (Picture 1.) For example, sincerity includes personality traits like down-to-earth, honest, wholesome, and cheerful. (Aaker 2010.)



Picture 1. The Big Five (Aaker 2010, modified)

The personality of a brand can be seen in its marketing and communications. Having a good presence in social media platforms can create an image of an easily approachable and outgoing brand. Premium pricing can indicate class and wealth. A product can also indicate a personality, for example, stereotypically engineers are seen as middle-aged men with professionalism and seriousness. People within the organization and people used for their marketing campaigns can also bring certain personality traits to the brand. (Aaker 2010.) According to Kapferer (2004), the fastest way to bring personality traits into a brand is to use a human figure to represent the brand (Kapferer 2004).

The use of certain colors can also bring certain personality traits into a brand (Wheeler 2012). Colors represent different personality traits, and these may differ according to culture and location. Due to this, it is also important to acknowledge the target market as a positive color in another culture can have negative associations in other cultures. (Andrew, Fairchild & Franklin 2015). The personality of a brand is built by the way the company chooses to communicate with its customers. The way the company talks about itself, its products, and its services indicate its personality (Kapferer 2004). The tone of communication that is chosen should be based on the values of a company.

2.5.4 Brand as symbol

There are three key aspects of using symbols in a brand: mental images, verbal metaphors, and brand heritage (Aaker 2010). Symbols help create a link between the customers and the brand. When used correctly symbols are effective tools to differentiate from other brands. Symbols that include mental images are easy to remember and help customers to identify a brand with a glance. Using symbols as a metaphor can tell a lot about a product or a brand. For example, Duracell uses a bunny to visualize the capabilities of their batteries. Symbols can also include the heritage meaning of a brand or a company. Creating a symbol that reflects where the business started can be an effective way to create a local image for instance. (Aaker 2010.)

2.6 Value proposition

According to Aaker (2010), brand identity should include a value proposition that defines the functional, emotional, and self-expressive benefits a brand can offer to its customers. A strong value proposition will create stronger bonds between the brand and the customers and ultimately lead to purchases.

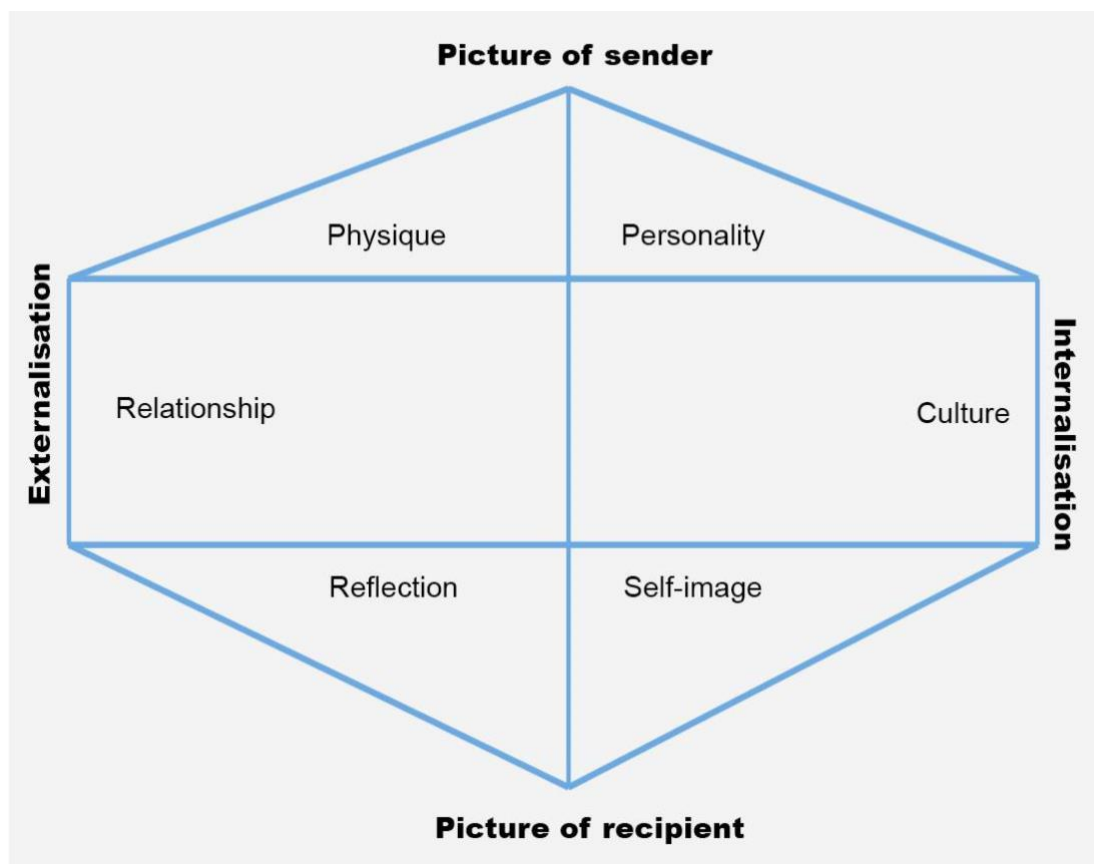
Functional benefits are based on the product or service itself and their attributes. These benefits are straightforward solutions to the problems of the customers. However, these benefits are easy to copy and do not offer enough space for differentiating. A simple example of a functional benefit is the warmth that gloves, or hats offers. Adding emotional benefits to a product or a service will make a concept feel more personal and necessary. Emotional benefits provide the customers with certain emotions while using the product or service. For example, premium fashion brands can bring a feeling of luxury, and Harley Davidson motorbikes can bring a sense of belonging. (Aaker 2010.)

Self-expressive benefits help the consumers to express their personality. The difference between emotional benefits and self-expressive benefits are slight, however, self-expressive benefits are more permanent and refer to the aspirations of the customers and how they view their future selves. Using a mix

of these benefits will create a strong value proposition that is hard to copy and will create a stronger link to the consumers. (Aaker 2010.)

2.7 Brand Identity Prism

The Brand Identity Prism model was created to help build strong and lasting brands. It analyzes a brand in six perspectives: personality, culture, self-image, reflection, relationship, and physique. These perspectives form the Brand Identity Prism; however, they also form four bigger entities (See Picture 2). The Picture of sender refers to the physique and the personality of a brand. These are the elements that a brand uses to present itself. The customers perspective can be seen in the Picture of recipient which refers to how the customers see themselves and the brand. Internalisation refers to the cultural aspects within the company of a brand while Externalisation refers to all external activities of a company that are visible to the customers (Kapferer 2004.)



Picture 2. Brand Identity Prism (Kapferer 2004, modified)

The physique of a brand is its clearest and visible element. For instance, the physical attributes of a brand can be the packaging or the logo of a brand. It is a representation of how the brand wants to be perceived while the personality of a brand represents the tone of voice the company wants to use to communicate its messages with the rest of the world. (Kapferer 2004.)

The personality of a brand consists of the main brand messages the company has. These should be incorporated in all communications between a brand and its customers. The culture of a brand represents the corporate culture within the company and its core values. The behavior of a brand should be built around its fundamental culture and it should represent the values the company wants the world to know about them. (Kapferer 2004.)

Relationship, reflection, and self-image is a representation of the customers' perspective. Relationship determines the relationship between a brand and its customers. It tells the benefits the customer gets beyond the service or a product. A benefit can be saving time for example. Reflection represents the stereotypical user of a brand and the ideal user of the brand for easier segmentation. Self-image is about how the customer wants to ideally look and behave. It tells the aspiration of the customer and how they perceive themselves. (Kapferer 2004.)

3 QUALITATIVE RESEARCH RESULTS

In this chapter, the results of the qualitative research are presented and analyzed. Three different interviews were conducted to answer the research questions and to implement the Brand Identity Planning Model by Aaker (2010). Due to confidentiality reasons, detailed content of the results will not be shown but these are visible in the separate brand identity guide (Appendix 1).

3.1.1 Department Y team

The primary objective for interviewing the team of Department Y was to answer the research question "*How to define the brand identity of Department Y?*". The interview questions were built based on the Strategic Analysis part of the Brand Identity Planning Model. The interview questions functioned well as it gave broad and useful data that was applied to the Strategic Analysis as planned. The data was further processed and used in the rest of the brand identity creation process.

The results of the interview gave data about the heritage of the Department Y, how it all started, and the reasons Company X had for creating a separate visualization department. The perspective of individual team members about the current and future state of Department Y was found. The interview also gave information about the general state and future trends of the visualization industry. The gathered information gave insights on how the industry could change in the future and what key trends were guiding the industry. These insights help determine how department Y needs to adapt to become a market leader in the industry.

The core values of Department Y were discussed and gathered from individual team members' perspectives. There were a lot of similarities between the interviewees' responses. According to the data, the current written core values of Department Y were not as precise and understandable as they should be. Therefore, the core values should be written in more detail. The mission and vision of Department Y were also discussed. These were not clear to the interviewees, which indicates that they might be unrealistic. The similarities in the

interviewees' responses should be utilized and interpreted into the mission and vision statement of the department in the future.

Department Y is also evaluated through its strengths and weaknesses. The interviewees' listed a lot of strengths that involved being a part of Company X. The opportunities that being a part of Company X offers is clear to the interviewees. It is also seen as a clear strength that the team has a specific knowledge of visualization in certain fields which will narrow the competition field. However, the same strengths were also seen as weaknesses in some cases. Some interviewees felt that being a part of Company X is also weakness as it brings limitations and bureaucracy.

Opportunities within the visualization industry were related to incorporating new technologies and methods into the business of Department Y. The interviewees felt that a clear brand identity and clear communication are excellent opportunities to bring more business to the department. Interviewees stated that clear communication about the department and its offering will help bring new clients and more visibility within Company X.

The threats were also found to be the lack of a marketing strategy and a brand identity. The fast-evolving technology, visualization methods, and the unsure future of the economy were also seen as clear threats. Through the evaluation of the department, the interviewees stated the competitive edge of Department Y. The responses of the interviewees were similar, and it is clear that they all agree on what their competitive edge is.

The interview results gave information about the services that Department Y offers currently and how these services could change in the future. Interviewees stated some concerns that they have about the broad service portfolio and it is also found that some services have been left in the shadows even though they could bring value to customers. These should be communicated more clearly to the customers. Based on the interview results, three main service categories are defined, and the existing services can be categorized into these three service entities for clearer communication.

The target market and target group were defined. The customer perspective was also discussed in detail. The interviews gave data about the goals, objectives and buying criteria of the customers. The interviews also stated important information that customers seek for when making a purchase decision. The reasons behind lost offers and customers not making a purchase were also discussed. The interviews gave useful data about the target market, the ideal customer in the future and current stereotypical customers.

According to the results of the interview, the human characteristics of Department Y were created. The possible age, gender, interests, attributes, likes, and dislikes of the human representation of Department Y were listed. The way Department Y should communicate to the outside world is established. This will guide the tone of communication the department will use in its future marketing communication.

The current and the ideal brand image of Department Y were found through the interviews. According to the interviewees, it is clear that Department Y is not currently known and does not stand out from the offerings of Company X. The capabilities of the department are not clear even within the company. The interviewees gave ideas on how Department Y can collaborate deeper with the other departments and through that gain more visibility within the company and its existing customer base. Interesting facts about the team members are also gathered as the interviewees stated that the edgy personality of the team is a strength. Therefore, the individuals and their personalities should be highlighted in the future.

3.1.2 Company X key employees

The goal for interviewing the key employees related to Company X branding was to find the key elements of its brand and to understand its brand identity. Interviewing the key employees related to Company X marketing and brand helps to answer the question *“What are the essential parts of the brand identity of of Company X?”*. To find answers to this question, the interview questions were created based on the Brand Identity Prism (Kapferer 2004). The detailed brand identity prism can be seen in the separate document (Appendix 1).

The physique of the brand of Company X was discussed in the interviews. The key employees of Company X marketing and brand management defined the essential physical elements that Company X has been known for in their perspective. The visibility of these elements in the current marketing of Department Y was also discussed. It was found that these elements are not well incorporated, and that Company X is not visible in the current marketing of Department Y.

The personality of Company X was also defined. The interviewees stated the way Company X wants to communicate to the outside world and its tone of communication. The interviewees also gave their perspective on the personality of Department Y and how the personality of Company X should be incorporated. The main brand messages of Company X were also established through the interviews. As a part of a consultant company, the key employees of Company X wished that the brand identity of Department Y will remain professional and will communicate the brand messages of Company X.

The company culture was also discussed in the interviews. The interviewees stated that employees' well-being and freedom are important in their company culture. The employees have the trust of the company and they are offered lots of opportunities to develop their skills and make changes within the company. Based on the results, innovation and problem solving are a big part of the company culture. However, interviewees also found that the departments can improve their cooperation. This can build a better customer-centered approach and thus bring more value to the customers.

The relationship between Company X and its customers was also discussed. The interviewees stated that the goal is to maintain a continuous and a consultative partnership with its customers. The customer needs were also listed. Company X provides solutions to these customer needs but also resources for technical planning. The goal is that customers don't need to be experts in all areas, as Company X can offer their knowledge and expertise. This is the aspect that the customers wish to achieve in addition to the products and services the Company X offers.

The stereotypical brand user was defined through the interviews. In general, the typical user of Company X is a long-term partner that is planning a new concept or an innovation that needs technical advice from Company X. The typical user is extremely busy and needs fast delivery. The ideal customer for Company X is a big and stable global industrial company. The perspective of customers is further discussed, and their self-image is defined. The interviewees stated their perspective of how the customer might want to see themselves. The aspirations of customers and future goals are listed too.

3.1.3 Key Customers of Department Y

The key customers of Department Y were interviewed to gain insights on how Company X brand is perceived from the perspective of the customer. The key customer interviews were conducted to answer the research question "How do the customers view Company X and Department Y?". The key customer interviews were also conducted to create a strategic analysis that is a part of the Brand Identity Planning Model (2010). The data gathered from the key customer interviews were used to create the brand identity for Department Y. The detailed results are seen in the separate document (Appendix 1).

The main goal for interviewing the key customers was to find how Company X and Department Y is currently perceived in the perspective of the customer. Through the interviews, it was found that currently Company X and Department Y mean the same thing in the customers' perspective. The customers that are gained from Company X see Department Y as a complimentary service within Company X when already working with Company X. The interviewees also stated that one brand identity is easier to manage than multiple brand identities. However, they also stated that it is a natural choice to highlight Department Y from other departments of Company X, due to the special services of Department Y.

Customers that are self-obtained by Department Y only knew Company X from the Department Y services. However, only Company X as a term is used among the customers. The customers do not use the separate name for Department Y

that is created. Newer key customers find it confusing that Department Y uses a different name than Company X and has a separate website.

The interviewees defined the elements that come to their minds when Company X is mentioned. The same elements are mentioned throughout the different key customer interviews. It is clear that Company X has a strong brand image, however, its ideal brand image does not match its brand image. Customers who know Department Y through Company X used the terms *traditional, trustworthy, quality, and angular* to describe Company X. According to the key marketing and brand management employees of Company X, they want their brand to be seen as a forerunner and innovative. Customers who knew Company X through Department Y used the words *creative, innovative, agile, and enthusiastic* to describe Company X. This indicates that Department Y has been able to communicate the brand message and the ideal brand image of Company X better.

The key customers were also asked about their experiences with Department Y. The interviewees stated the benefits they got with working with Department Y. Interviewees stated the strengths and weaknesses of Department Y. According to the interview, being a part of Company X is a huge advantage in the perspective of the customer as it brings feelings of security to the customers. Also, the resources available to Department Y through Company X is known among the customers.

The customer needs were discussed in the interviews. The key customers listed the services of Department Y that they were aware of. According to the interviews, some services are more known than others. Some interviewees were not aware of all the services and capabilities Department Y has. This indicates that the services have not been properly communicated to the customers.

Interviewees also stated the key purchasing factors for them. Generally, the interviewees stated that long-term partnerships are important to them. Interviewees want the best value for their money. Customers want the best quality for the least amount of resources. However, knowledge about their business and

their industry is an important factor to the customers. This is a strong aspect of Department Y.

It was also found that interviewees want to keep their options open. They are not willing to trust in one supplier for all their needs. Price was mentioned as a factor some customers look into when choosing a supplier. However, interviewees also stated that other resources like time and effort are seen as a crucial factor. Time-saving solutions and services are important to customers.

The trends that the customers see affecting their own business, their industry, and their end-customers were also discussed. The interviewees mentioned all the big global trends like *globalization*, *digitalization*, and *sustainability* as affecting trends. The economic situation is also an important factor for customers. The global pandemic in 2020 has already affected the way customers do business. The interviewees stated that the way they do their business will change and their visualization needs will grow in the future, due to the pandemic. Customers see that remote and digitalized services are the future. A detailed list of these trends is seen in the separate document (Appendix 1).

4 CREATING A BRAND IDENTITY FOR DEPARTMENT Y

In this chapter, the brand identity creation process will be described. The key research findings will be utilized and through these results the brand identity of Department Y will be defined.

4.1 Strategic Analysis

The brand identity creation process for Department Y started with the strategic analysis. According to the Brand Identity Planning Model (2010), the strategic analysis will give a foundation for creating a brand identity. The three essential elements of the strategic analysis are self-analysis, competitor analysis, and customer analysis. (Aaker 2010.)

Customer analysis was done by conducting qualitative research. Key customers and the employees working closely with the customers were interviewed. The existing information about the customers was also utilized. Based on the information gathered, the target market for Department Y was created. Two buyer personas are created – current customers and future new customers. Data about their needs, unmet needs, and trends affecting them were found. These can be found from the separate document given to Department Y (Appendix 1).

After the target market and segmentation was done through customer analysis, finding the competitors in these markets and segments is the next step. The competitor analysis was done by researching the key competitors of Department Y through Google and a company information database called Vainu. The competitors were found in Vainu using the keywords that the customers would use to search for a visualization company. More competitors were also found from the website of Finnish Virtual Reality Association also called FIVR. The Finnish Virtual Reality is a non-profit which goal is to develop virtual reality and augmented reality in Finland (FIVR 2020). The search was narrowed into companies located in Finland, as it is where the Department Y should focus at the moment. Based on these sources a competitor list was created. (Appendix 1.)

The websites visuals, tone of communication, strategies and social media platforms of competitors were analyzed. The competitors were given a grade from one to five based on visual appearance and credibility. Three key competitors were chosen based on the similarities between Department Y and the competitor, its relevance, the results of customer interviews, technology, and revenue. Further research was done on these three key competitors. The physical and the personality of the brand of the competitors were analyzed, as these seemed relevant to the topic of this thesis. In addition, their key services, strategies and social media usage are also included in the competitor analysis. The results of the competitor analysis are found from the separate document for Department Y (Appendix 1).

The self-analysis was done in two parts as Department Y is a part of Company X. Department Y was analyzed by conducting qualitative research. The research is done with two research groups: The Department Y team and the key employees related to Company X marketing and brand management. These research groups have a different interview structures to gain information about both the essential brand elements of Company X and Department Y. Based on these interviews, a SWOT analysis is done for Department Y and the key elements of Company X are found. SWOT is an acronym that represents the words: strengths, weaknesses, opportunities, and threats. The SWOT tool gives a wide perspective about the company itself. It can guide the company towards its opportunities and help to reduce threats (Helms & Nixon 2010.) The SWOT for Department Y and the key brand elements of Company X are found from the separate document (Appendix 1).

4.2 Defining the brand identity of Department Y

According to the Brand Identity Planning Model, the next step is to define the brand identity by utilizing the four brand perspectives: brand as person, brand as organization, brand as symbol, and brand as product. After these are defined, the value proposition should be defined. The value proposition consists of three different benefits customers gain by using services of a company. These are

functional benefits, emotional benefits, and self-expressive benefits. (Aaker 2010.)

Utilizing the brand as a product perspective, the services of Department Y and the targeted users were defined. Based on the findings of the interviews, visualization can support the users in three different aspects of their business. The broad service portfolio of Department Y was therefore categorized into three different categories. Department Y offers custom-made solutions for clients and due to this, service descriptions have been difficult to establish for Department Y. Based on the customer needs and market trend findings, the service descriptions should be written from a customer-driven perspective. The descriptions should spread awareness about the possibility of the technology and know-how of Department Y. Through these service descriptions, the customers can get ideas and examples of the usage the services of Department Y. (Appendix 1.)

Brand as organization gives the perspective of the values of Department Y and Company X. It also defines how the organization establishes and maintains its customer relationships. It gives the organization credibility. (Aaker 2010.) According to the interviews, Department Y is a premium-priced supplier and cannot compete in international markets with its pricing. In the Finnish market, Department Y is decently priced and has a good price-quality ratio. The clients of Department Y are global brands, however many of them have offices in Finland. Many key customers abroad have been acquired through recommendations from their colleagues based in Finland. In this present, Department Y should focus in the Finnish markets and aim to get brand awareness within the other departments of their existing customers. A strong link to Company X should also be created as it will bring many functional and emotional benefits to the customers. (See Appendix 1.)

The team has a long history and many team members have been a part of the team since the beginning of Department Y. According to the interviews, the whole department started from a hobby and interest of an employee in Company X which matched certain customer needs. Company X found that there was a need for visualization services and started to pursue that with the help of one employee who was very interested in the topic. Based on these and additional information

from the interview, a short description of how Department Y started and the reasons behind it was formed. This description should be used in future marketing materials to enhance the brand awareness of Department Y to emphasize the passion and expertise that goes into production.

The personality of Department Y is based on the personality of the team behind Department Y. Based on the interviews, two of the Big Five personality categories are chosen to represent the personality of Department Y. These two are combined so that personality of Company X is incorporated into the personality of Department Y. The relationship between Department Y and its customers is established. (Aaker 2010.) Based on these choices, the color scheme for Department Y is chosen. The main color should be the same as Company X has, to show that Department Y is a part of Company X. However, the color pallet of Company X brand offers a highlight color too. This psychological meaning of the highlight colors matches the personality of Department Y. A possible solution is to adjust the highlight colors of Company X to fit the identity of Department Y better. (Andrew et al. 2015.) The tone of voice of Department Y is defined through its values, personality, and knowledge about the target user. Using these attributes, the core brand messages of Department Y are listed.

Brand as symbol is also utilized in the brand identity creation of Department Y (Aaker 2010). Company X has its logo and the main color that is well-known in the industrial field. These elements make the Company X brand. Currently, Department Y has been using a different logo that they created for themselves. In addition, Department Y has been using a separate name for themselves. However, these are not recognizable, and Company X is not visible in the current logo nor the name of Department Y. Based on the interviews, customers do not understand the difference between Company X and Department Y. The customers use Company X when talking about Department Y. Due to this, the logo of Department Y is updated to incorporate Company X more in its brand identity. The name of Department Y is also recommended to be unified with the name of Company X so that it is recognizable.

Based on these four brand perspectives, the brand identity of Department Y is formed in ways that are mentioned in this chapter. To create an overview, the

Brand Prism Model is utilized too (Kapferer 2004). The final part of the Brand Identity creation is to establish the value proposition of Department Y. The established brand proposition of Department Y is based on customer needs. These customer needs are found through the interviews. The value proposition is formed by combining the four brand perspectives and the strengths and opportunities Department Y has.

5 SUMMARY AND DISCUSSIONS

The objective of this bachelor's thesis was to create an enhanced brand identity for Department Y within the limitations of the brand of Company X. The main goal for an enhanced brand identity for Department Y was to gain brand awareness for obtaining new customers and to become a known visualization supplier. The purpose of the thesis was to create a separate brand identity guide that will help the future branding efforts of Department Y.

The main research question for this thesis was the following:

1. How to create an enhanced but united identity for department Y within Company X?

Supporting research questions that helped to answer the main research question were the following:

2. How to define the brand identity of Department Y?
3. What are the essential parts of the brand identity of Company X?
4. How do the customers view Company X and Department Y?

To answer the supporting research question “How to define the brand identity of Department Y?”, the Brand Identity Planning Model was chosen to guide the brand creation process. The model starts with a strategic analysis. The strategic analysis consists of self-analysis, competitor analysis, and customer analysis. The strategic analysis was done by conducting qualitative research that was in the form of three different semi-structured and open-ended interviews. The interviewees were divided into three research groups: (1) Department Y team, (2) Key employees of Company X, and (3) Key customers. The interview questions were created based on the Brand Identity Planning Model. Each interview was tailored to ultimately answer the supporting research questions. (Aaker 2010.)

The supporting research question “*What are the essential parts of the brand identity of Company X?*” was answered through the interviews. The perspectives of the customers, the Department Y team, and Company X key employees were taken into account. The result is a list of key elements that the brand of Company X is built around. According to the key customer interviews, they recognize Company X from these elements. The same interviewees also state that one brand identity is easier to manage than multiple brand identities. However, they

also state that it is a natural choice to highlight Department Y from other departments of Company X, due to the special services of Department Y. Department Y needs to incorporate Company X key brand elements into their brand, as one of their strengths is the existing customer base of Company X and the support of other experts behind Company X.

To answer the supporting research question “*How do the customers view Company X and Department Y?*”, key customers were asked during the interviews about their relationship with Company X and Department Y. In addition, the existing brand image of both parties was asked. Based on the results of this research, the key customers talk only about Company X, and the separate name and logo of Department Y are not recognized. Self-obtained clients of Department Y only know Company X through the services of Department Y. However, clients from the existing customer base of Company X, only see Department Y as a complementary service that is available when working with Company X. Customers also find it confusing that Department Y has a different name. Due to this, the name and brand elements of Company X should be taken better into account when creating an enhanced brand identity for Department Y.

The strategic analysis of the Brand Identity Planning Model guided the research and the interviews. Brand Identity Prism was used to compile all the data for easier comparison between Company X brand and the Department Y brand. The four brand perspectives of the Brand Identity Planning model helped to further specialize the brand identity of Department Y and to create a strong value proposition for Department Y.

Evaluation of the results

A scientific research can be evaluated with four criteria. These criteria are the following: (1) credibility and reliability, (2) transferability and generalizability, (3) consistency and certainty, and (4) confirmability and neutrality (Guba 1981). The research can also be evaluated by comparing the goals and the results of the research.

The credibility and reliability of this research are supported by the theoretical framework utilized in the research. The research was guided by existing framework. In addition, concepts and results are explained using scientific theories and models. The process of the whole brand creation for Department Y has been described entirely and transparently. On the other hand, keeping the results classified can affect the transparency of the research. This, however, was essential to secure the competitive edge of the commissioner. The commissioner has agreed that the separate document can be shown if necessary, to certain individuals, like the evaluator for this thesis. While the research and the results are based on scientific theories and models, some pieces of literature used are not as current as they preferably would be. However, the theories and models are still applicable in modern marketing and branding, thus the year of publishing of the literature does not considerably undermine the usability and reliability of the theories and models.

It is important to address the relationship between the researcher and the interviewees. During the time of the research, the researcher was working within Department Y which belongs under Company X, and this might have affected the responses gathered. It is an assumption that the interviewees answered honestly and that the researcher is seen as an objective third-party researcher. However, the interviewees were reassured that all responses are anonymous, and the data will not be published without permission. Having three different research groups and a large sample also ensured reliable results as the same information repeatedly arose from all the interviewees. In addition, all the affected parties were involved, and their perspective was taken into account.

To ensure the transferability and generalizability of the research, all the stages of research were explained as detailed as possible. Due to this, the research can be repeated if necessary. However, doing the research again for the same commissioner would require interviewing the same interviewees and it would also require that the state of the brand of Department Y and Company X have remained the same. If the research is done in the future, when actions and improvements have already been done, the results might differ.

The research was successful in the perspective of confirmability and neutrality. The interviews were structured for research groups to answer specific questions. The questions were phrased in a way that would not guide the responses in any way this ensured honest responses from the interviewees. Having three different perspectives from three different research groups also ensures neutrality and confirmability.

Through these criteria, comparing the goals and results, this research was successful. However, it is mentionable that the brand identity created was not tested, and thinking back, it would have been beneficial to test the brand identity created with another set of qualitative interviews of the key customers. However, the brand identity created was strictly based on the data gathered and therefore it is an assumption that the resulted brand identity is relevant. To conclude, it could be argued that the purpose and objectives of this thesis were successfully fulfilled.

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APPENDICES

Appendix 1. Brand Identity of Department Y (CONFIDENTIAL)

Appendix 2. Department Y team interview questions

Warmup question:

1. What is your job description?

Department Y in general:

2. What are Department Y's core values in your opinion?
 - a. How do they reflect in your business?
3. What is your vision and mission?
 - a. How do they reflect in your business?
4. Tell about your strengths and weaknesses?
5. What opportunities and threats are there in your business?
6. What is Department Y's competitive advantage?

Services:

7. Tell me about Department Y's services.

Customer:

8. What is your target market?
9. Who are your ideal customers?
10. What is the stereotype customer like?
11. How would you describe the relationship between Department Y and its customers?

Brand Identity:

12. If Department Y was a person what kind of person would it be? Identify their age, gender, interests, attributes, likes and dislikes.
13. What is Department Y's personality?
14. Which tangible aspects makes Department Y?
15. For what is Department Y known at the moment?
16. What would you like Department Y to be known for?

Competitors:

17. Who are your key competitors and how do you stack up?
18. What are the strengths of Department Y's competitors?
19. What are the weaknesses of Department Y's competitors?

Appendix 3. Company X interview questions

WARM-UP:

Tell me about your job at Company X.

CURRENT SITUATION:

What is your company's vision and mission?

- a) How did Department Y started and why?

What are Company X's strengths and weaknesses?

- a) How about Department Y?

What opportunities and threats does Company X has?

- a) How about Department Y?

What is your competitive advantage? How are you unique?

- a) How about Department Y?

CULTURE:

What are your core values in your opinion, why? How does it show in its decisions and actions?

PHYSIQUE:

How is your brand perceived at the moment?

How would you like it to be perceived?

What are your company's physical characteristics?

- a) How are these seen in Department Y at the moment? how would you like it to show?

PERSONALITY:

If your company was a person what kind of person would it be? (Identify their age, gender, interests, attributes, likes and dislikes)

- a) How about Department Y?

What kind of tone do you use in your communication?

RELATIONSHIP:|

How would you describe the relationship between you and your customers?

What the customers hope to get beyond the service/product?

REFLECTION:

What is your ideal target market and customer?

- a) What would be an ideal customer for Department Y?

Describe the stereotypical user of your brand, be specific.

SELF-IMAGE:

How the customer's purchases and interactions with you improve their lives?

How the customer sees their ideal self?

Appendix 4. Key customers interview questions

1. Customer experiences

Describe your experiences with Department Y and its team. What has been good and what can be developed?

What benefits have you gotten from Department Y and its services?

How is Department Y perceived in your organization?

What services of Department Y are familiar to you? Is there something to develop?

2. Company X and Department Y

Describe the Company X brand. From which attributes do you recognized the Company X brand?

How would you like to see these attributes in Department Y's brand?

Describe Department Y brand.

If Department Y was a living creature, how would you describe it?

3. Customer needs

How could Department Y serve your needs better?

Do you have unmet needs at the moment?

Are there some changes happening in your needs?

4. Competitors and buying criteria

What criteria guides your purchasing process?

Why have you chosen another supplier in some situations?

What strengths does the competitors of Department Y has?

What does Department Y do better than the competitors?

5. Trends

What trends are affecting your business?

Are there some trends affecting your end-customer's needs?

