

Brand Identity vs. Brand Image

Does the identity of Kanniston Leipomo match its image?

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<p>Sammandrag:</p> <p>Branding och dagrant menar att skilja på produkter från varandra så att konsumenten kan lätt välja sin favorit produkt. I dagens värld är <i>brand</i> en viktigt tillgång medan <i>branding</i> är att skapa tillgången. Bakom ordet branding ligger två viktiga faktorer, nämligen brand identitet och brand image. Dessa två faktorer är kopplingen mellan ett företag och en konsument. Ett företag strävar till att marknadsföra och kommunicera sin identitet framgångsrikt. Brand image är den slutliga uppfattningen en konsument har om produkten. Slutarbetets syfte är att klargöra till vilken grad motsvarar Kanniston Leipomos identitet imagen. Finns det brist i kommunikationen mellan en eller flera aspekter, vilken information har egentligen nått kunderna? Slutarbetet är fokuserad på tre nyaste Kanniston Leipomo affärerna. Slutarbetet startar med en grundlig bakgrunds studie om branding, identitet och image. Sedan efter fortsätter arbetet med en undersökning baserad på kvantitativ forskningsmetod för att mäta graden av överensstämmelse mellan identitet och image. Programmet Question Pro var använt i undersökningen. Programmet använder Likert skala som är baserad på Jennifer Aakers modell på brand personality. Resultaten är uppställda i tabeller som är analyserade och förklarade. Det slutliga resultatet gav en omfattande bild på överlappningen mellan identitet och image. Det vill säga, hur bra har Kanniston Leipomo lyckats uttrycka sin identitet som en uppfattad image. Det färdiga slutarbetet är överlämnat till Kanniston Leipomo för framtid användning.</p>	
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<p>Abstract: Branding literally means distinguishing products from each other in order for the consumer to easily choose her favorite product. Nowadays a <i>brand</i> is a valuable asset and <i>branding</i> means the creation of the asset. Behind branding lies two vital factors, brand identity and brand image. These two factors are the link of communication between a company and a consumer. A company advertises and tries to communicate its identity successfully. Brand image is the final perception by the consumer. The aim of this thesis is to clarify how well the identity of Kanniston Leipomo matches its image. Is there a lack of communication in one or several aspects, what information has reached the customers and what has not? The thesis focuses on the three newest bakery shops of Kanniston Leipomo. The thesis begins by exploring the background of branding, identity and image from different angles. It proceeds into a survey completed by using quantitative research method to measure the correspondence of brand identity and image. To conduct the survey, Question Pro was used. The program uses Likert scale based on Jennifer Aaker's model of brand personality. The results are presented on tables which are analyzed and explained. The final result gave a thorough understanding of how well identity and image overlap each other. It means to say, how well the company has expressed its identity in a manner that matches its image. The final thesis is given to Kanniston Leipomo for future usage.</p>	
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<p>Tiivistelmä:</p> <p>Sanan branding tarkka merkitys on kykenevyys erottaa tuotteita toisistaan niin että kuluttaja pystyy helposti valitsemaan suosikki tuotteen. Nykypäivänä <i>brand</i> on tärkeä konsepti ja <i>branding</i> on kyseisen konseptin kehittäminen. Branding sanan takana ovat kaksi tärkeää tekijää, brand identity sekä brand image. Nämä kaksi voimavaraa ovat linkki yrityksen sekä kuluttajan välissä. Yrityksen tehtävänä on markkinoida sekä kommunikoida identiteettiään menestyksekkäästi. Brand image on kuluttajan lopullinen mielikuva tuotteesta. Opinnäytetyön tavoitteena on päätellä kuinka laajalti Kanniston Leipomon brand identity vastaa brand imagea. Löytyykö eroavaisuuksia brand identityssä sekä brand imagessa, mitkä aspektit ovat kuluttajan tiedossa? Opinnäytetyö on keskittynyt Kanniston Leipomon kolmeen uusimpaan myymälään. Opinnäytetyö alkaa brandingin, identityn sekä imagen perusteellisesta taustatiedosta. Työ jatkuu kvantitatiivisella tutkimuksella, jolla pyritään mittaamaan missä määrin brand identity sekä image kohtaavat. Tutkimuksessa on käytetty ohjelmaa Question Pro, ohjelma käyttää Lickertin skaalaa joka on perustettu Jennyfer Aakerin brand personality malliin. Tulokset ovat koottu taulukoihin joita on analysoitu ja merkityksiä selitetty. Lopputulos antoi laajan mielikuvan brand identityn sekä imagen korrelaatiosta. Toisin sanoen, kuinka hyvin Kanniston Leipomon kehittämä identiteetti vastaa imagea. Lopullinen opinnäytetyö on luovutettu Kanniston Leipomon tarkoituksiin.</p>	
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1 INTRODUCTION

Branding literally means distinguishing products from each other in order for the consumer to easily choose her favorite product. Nowadays a *brand* is a valuable asset and *branding* means the creation of the asset. Any company willing to sell its product with a positive outcome has to make it look special and desirable, it has to be the number one choice a consumer seeks for. On the other hand, from the consumer's point-of-view a brand is a product; it is an equation of a promise, expectations and beliefs, shaped by tangible and intangible factors. Some of the tangible factors are; the logo, design and the physical product. The intangible factors are the experiences the customer absorbs and the beliefs it creates. The intangible factors rely on the consumers own justification, but companies strive to feed the consumers' imagination. Together these factors create a bundle of promises and the actual image of a product.

Branding has its roots deep in the history of man. Branding existed already in the Roman time. Through thousands of years people have promoted their products e.g. attaching a name and/or a picture on a business. These simple elements can still be found in today's world, e.g. Apple uses a logo of an apple and Twitter a bird. (Hart S & Murphy J 2008) Branding, as we know it today has its roots in The Industrial Revolution. During this time period it was understood that a brand comes with a greater value. Therefore, it is a quotidian procedure to patent ideas or products, copyright an image or establish a trademark etc... This is simply done to protect the brand from imitations and competition.

Motivated by the complexity of successful branding this thesis was written in collaboration with Kanniston Leipomo who gave the author an assignment to solve how well the company's' values and identity are communicated to the public.

2 PURPOSE AND AIM

2.1 Research aim

Brand identity is how a company recognizes itself. How does the company want it self to be perceived? The company does advertising and tries to communicate its identity successfully. Brand image is the final perception by the consumer. The problem many companies are facing lies between identity and image. The communication might lack information and the message sent by the company might be misunderstood. Through understanding image and identity and furthermore, the space between these two factors, where the message travels, is vital to the company. Through understanding the process, usage of its most important elements (identity) and highlighting them in the right manner (image) the company can strengthen its future prospects.

After conducting a facelift to the brand 'Kanniston Leipomo' the company faces a challenge of how to communicate the identity to the customers, and how well is it already communicated. Small local companies are facing a challenge because they lack resources to be able to invest on big commercials and advertising. The problem lies in; whether the communication strategy has been effective enough and reached the customers or is it missing key factors? Which factors are poorly communicated and how can the company enhance these lacking areas? The aim of the research is to conduct a survey in which brand image is measured. The managers of Kanniston Leipomo would like to get a thorough understanding of how successfully brand identity has reached the customers. Is there a possible difference between brand identity and brand image that affects the communication strategy? In which areas do possible communication failures exist? Furthermore, after conducting the survey the results are to be compared and the possible differences analyzed. The meaning of the survey is to get an understanding of how well the company has conducted its communication strategy in correlation with the facelift of the brand. The possible differences are to be analyzed and motivated.

2.2 Focus and Limitations

The focus is put on brand identity, image and the interrelation between these two. The identity is the core of a brand and the image is what is observed. How well does these two factors (identity and image) correspond? I.e. the identity from the manager's point-of-view compared to the image perceived by the consumer.

The survey will only focus on the three newest bakery shops in Helsinki. I.e. shops located in Lasipalatsi, Yliopistonkatu and Munkkiniemi. The survey is limited to these three shops because they are fairly new and hence to a visual facelift being conducted in two of the shops as well as the opening of a third shop. The clientele in these three shops are not as familiar with the values of Kanniston Leipomo as the customers who visit the flagship shop, located in Punavuori.

3 METHODOLOGY

As earlier stated; Kanniston leipomo has requested the author to conduct a *survey* in which the author measures the accuracy of the brand image compared to the identity. In order to collect and measure data the author has chosen to base the survey on a quantitative research method. Furthermore a questionnaire will be used to gather information and it will be displayed on a Likert scale. (Likert scale is discussed later under the topic 'Quantitative Research Method').

The survey is conducted in the shops of Yliopistonkatu, Lasipalatsi and Munkkiniemi. The targeted focus group are the customers who visit the shop. In order to get a valid outcome, the author considers it vital to complete the survey during 'rush hours'; such as the morning, lunch time and afternoon (between 16.00-17.00h). The time periods are specifically set because regular customers tend to visit the shop at these times. The author considers it more important to interview customers who frequently visit the shop instead of customers who randomly visit the bakery shop and don't know the company from before. The data collection will be continued till the answers displayed on the scale won't fluctuate. To complete the survey the author will use the program "Question Pro", which is used on-line and directly updates the scale. In this way the author can follow the development of the

survey. The same survey will also be answered by the managers' of Kanniston Leipomo on a different scale.

3.1 Quantitative Research Method

In this case quantitative research method is used to conduct a survey that uses numerical data. The numerical values gathered can be mathematically manipulated and used to measure average, percentage, frequency, standard deviation, correlation et-cetera. Moreover the data can be presented in scales, bar- or pie charts. (Berry, 2005)

Quantitative research method is chosen over qualitative, hence to collecting information from a larger population to create a scale of the outcome. The answers will have a numerical significance. The author has estimated the focus group to be around 40-50 customers. The information gathered will be displayed on the "Likert scale".

3.1.1 Likert scale

Likert scale is a tool used to gather numerical values in order to measure customer attitudes. The information is gathered through a questionnaire that usually has five different alternatives, all represented with numerical values from 1-5. The alternatives are; "strongly disagree", "disagree", "neither disagree nor agree", "agree" and "strongly agree". The amount of alternative numbers might even be from 1-10, depending on the wished outcome. (McLeod, 2008) The scale is favorable for this survey because it measures attitudes and beliefs of customers in Kanniston Leipomo. In other words, the Likert scale is used to gather and display information about the brand image as well as the brand identity.

The author is collecting the information in order to gain a deeper understanding of the perception the clientele of Kanniston Leipomo has got compared to the management's opinion of the company's identity. The purpose is to get a deeper understanding of possible differences of the brand image.

3.1.2 Brand personality test

The Likert scale is based on Jennifer Aaker's model of Brand Personality. According to Aaker (1997) the brands' personality traits can be compared to the "Big Five" human personality traits. These five traits are; Sincerity, Excitement, Competence, Sophistication and Ruggedness. The traits have further 15 facets. A brand's personality can be measured through these traits, in order to gain information of how it is perceived by the public as well as how the managers would like it to be perceived. The survey uses Aakers' brand personality model as a tool to analyze the brand image. The questions are displayed on Likert scale from 1-7, one trait at a time and there are as many questions as there are facets.

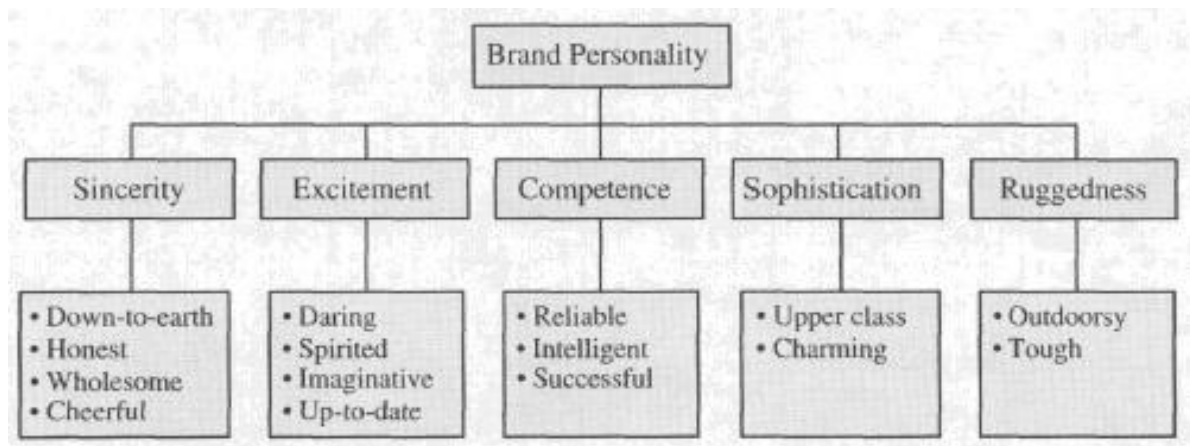


Figure 1 Brand Personality Dimensions (Aaker, 1997)

3.1.3 Interview

An interview will be conducted by the author in order to gain primary information about Kanniston Leipomo. The interviewees are Ira Tilander (Store Manager) and Elina Närhi (Assistant Store Manager). (Kanniston Leipomo is owned by Pieni Kirahvi AB.)

As a method, an interview is challenging, flexible and valid in order to collect primary information. (Befring, 1992) The interview is conducted through an unstructured interview technique, i.e. there are no direct questions nor answers. The

process of collecting information is done through a conversation, and it is only verbal. (I.e. no further material is used during the interview for stimulating the conversation.) The style of interview is a so called ‘in-depth interview’. According to Banaka (1971), in-depth interview consists of three phases; input, analysis and output. The interviewee produces the *input* based on the responses given to the questions asked. An *analysis* is completed by the interviewer, subsequently the *output* is based on the outcome that the interviewer produces from the analysis completed. Banaka (1971) further defined ‘in-depth interview’ as a process of gathering the right kind of information (input) for a thorough analysis, in order to be able to draw the right conclusion of the nature of answers conducted in a certain situation (output). An in-depth interview is chosen as an interviewing method because it is; more personal (a conversation between the interviewer and the interviewee), the responses given are more detailed and the interviewee will have time to give the answers thoroughly. To be able to process the information at a later stage and to provide a source, the interviewer will record the interview and make shorthand notes along the conversation.

3.1.4 Question Pro

The web-based software ‘QuestionPro’ will be used in order to conduct the survey. The software, as said, is web-based and it is used for creation and distribution of surveys. (Virginia, 2013) The author will build up a survey online using the Likert scale to measure Akers Brand Personality that is modified in order to better correspond the Kanniston Leipomo survey. The final survey is installed on an Ipad, through an app, that the author will use to collect the information. The survey works ‘off-line’ on the Ipad, in other words, no internet connection is needed to collect the answers. This solution will facilitate the conduction of the survey.

The completion of one survey lasts approximately three to five minutes. The duration of the information gathering is approximately one month. During this time customers are asked to participate on the survey while visiting the store. Each participant will be given a 20% discount on coffee. The interviewing will take place in three different shops; Yliopistonkatu, Lasipalatsi and Munkkiniemi. The location will always be random depending on where the author decides to start interviewing

the customers. However, the author will only ask standard customers to fill in the survey, hence to the final result being more trustworthy.

3.2 Reliability

The focus group that will take part in the survey is diverse, and the survey is completed at many places at many times, in order for the range of answers to be wide.

After the collection only completed questionnaires will be used, it means to say, no half completed blankets are taken into the analysis. All data is collected by the program Survey Pocket, and later on processed in the program Question Pro, which will be exported into excel where they are made into charts. It means to say the information provided is only manipulated by professional programs.

Taken in consideration the continuous growth of Kanniston Leipomo during the creation of the survey, a new survey could possibly provide a different outcome. However the growth cannot be controlled nor can the survey be designed in a manner in which it would always give the same result, it has to be accepted that the outcome of the first survey is like a snapshot of its current state. The method in which the answers are collected is, however, trustable.

4 THEORY

4.1 Kanniston Leipomo

Founded in Southern Helsinki in 1914 by Alma Kannisto with the help of her husband, the bakery is almost a 100-years old. After the Second World War, the daughter of the founders, Lyyli Kannisto moved Kanniston Leipomo to its current facilities in Kankurin Katu 6, Punavuori. Throughout its long history Kanniston Leipomo has worked as a local business providing the citizens of Helsinki fresh baked bread and bakery products. (Kanniston Leipomo/meistä, 2013) Today Kanniston Leipomo is owned by Pieni Kirahvi oy ab. Pieni Kirahvi has continued the business following the tradition of the bakery, providing fresh bread every morning and 'After work bread' every afternoon.

Kanniston Leipomo has grown during the ownership of Pieni Kirahvi, nowadays the bakery has got three shops in the heart of Helsinki. The shops are located in, Punavuori, Lasipalatsi and Yliopistonkatu. During the summer 2013, the company is further expanding through opening a new shop in Munkkiniemi. As the company is growing rather rapidly the demand has grown far higher than what the current bakery facilities are able to provide. To be able to respond to the ever growing demand, Kanniston Leipomo bakery facilities are moved to Herttoniemi in fall 2013. According to the Store Manager Ira Tilander, the production capacity will be tripled in Herttoniemi. Currently Kanniston Leipomo has got 30 employees, in the bakery and the shops. The turnover is 2,5 miljon. Both Ira Tilander as well as Elina Närhi (Store Manager's Assistant) agree that the competition in the sector is tough. The hottest trend on the bakery market is to be ecological and authentic. New bakeries, cafeterias and deli shops are constantly opening at every corner in Helsinki.

What makes Kanniston Leipomo so special, is that the bakery is truly authentic. The products are prepared in an authentic style. Store manager Ira Tilander emphasizes that Kanniston Leipomo is about 'Modern authentic baking'. All the bakery products are hand made of 'real ingredients', i.e. additives are avoided, the ingredients are natural and the baker's touch can be seen in the final product. All grain used in production is domestic. The company is aiming to respect old traditions of baking. The bakery shops also offer products from; Raikastamo (soft drink), Hommanäs (soft drink), Porinlaatuleipä (petit four-biscuits), M.A.T. (salads and soup) among other things. These products are all carefully selected. The criteria is that they all are ecological, handmade and natural. During the winter of 2012-2013 the bakery shops were renovated in order to meet the current demand and to be up-to-date. In January 2013, Yliopistonkatu and Lasipalatsi re-opened the shops providing customers bakery products in new store facilities as well as specialty coffees, i.e. latte, cappuccino, espresso and more.

At the end of the interview the interviewees were asked to draw an identity prism by Kapferer in order to visualize the identity of Kanniston Leipomo. (The identity prism will be thoroughly discussed in the thesis.) (See appendix 2; Figure 12 Identity Prism by Kanniston Leipomo)

((Tilander & Närhi, 2013) Interview)



Figure 2 Kamiston Leipomo Logo

4.2 The Power of Local Brands

Commonly, a local brand has got a history on the geographic area which it derives from. The degree of value consumers give to local brands is a lot higher than what global brands tend to gain. This is accurate in the field of e.g. food. A local cheese or a local hamburger restaurant is more valued than a global one. Hence to being unique and offering unique service compared to e.g. McDonald's where everything is standardized. (Kapferer 2008) However, there are also weaknesses that have appeared with the younger generation. Old brands are usually full of history. Effort is not put in keeping up with the market development and adapting to the environment, the brand might fool itself to rely on old habits and manners. However, consumers get tired of being offered the same, in the same style. In the end, the brand wears out. Therefore a local brand should always be revitalized from within, it should stay as fresh and new through time. (Kapferer, 2008) Innovation is the key to keep up with the market preferences, always being able to offer new products or services makes the brand interesting. There should never be a fear of development. Even the management should allow new fresh ideas float into the company through recruiting staff. Extending or modifying the product range is a good way to keep the company up to date. However, the brand identity and image stays the same. I.e. the consumer knows and trusts that the product offered is made by the same standards and that the promise and value stays intact. (Hollis, 2008) Hence being local, a brand might be

too widely dispersed. On the other hand, the local brand does have a fairly good insight of its market and therefore can divide it into segments and even find a niche that a global brand cannot target. In this way the brand can place a focus on a certain market within its local surroundings to find a competitive advantage.

To come to a conclusion; it can be assumed that local brands have a home-field advantage. I.e. the brand is thought of as part of the local culture. Hollis N. (2008) argues on his website; The Global Brand, that there are different factors that empower the 'home-field' advantage; the local brand is able to fulfill local desires, needs and tastes. There is a certain nostalgia towards the products. A company that has its production closely connected to its market, has got an advantage, since it is physically closer to its customers. The brand has got the ability to interact within the community. When a company has its roots in a community it has already created itself a cultural identity. (Hollis, 2008)

4.3 The Mutual Value of a Brand

4.3.1 Consumers' point of view

"Brands reduce perceived risk, and exist as soon as there is perceived risk", (Kapferer, 2008) In other words, Kapferer (2008) refers to customers being dependent of brands. There might not be a risk in buying something highly quotidian, like a ruler, but as soon as there is a product with a higher value and a risk that a product might not meet the aspired requirements, the role of a brand steps in the picture. Kapferer (2008) also argues that hence to human beings being social animals the brands and logos play a big part in our aspired personalities. Human beings are very precise about their appearance let alone very careful of what they let enter into their bodies. Therefore the food business is highly competitive. Many food products are claimed to be "opaque", meaning that they have to be tested to know whether they are edible or not. Depending on the customer involvement and sensitivity, it is at times very difficult to sell such a product. At this point, the external features of the product play a significant role. The external factors are; the package design for instance or the atmosphere and layout, the manner in which the products are presented to the customer visually and orally as well as the design of the product and its wrap-

ping paper. (Hart & Murphy, 1998) A physically attractive product gives out promises a consumer imagines in her head. It can occur to an already familiar product but likewise one can crave a product that someone else has talked about in a good manner. It means to say, that when a product is liked by someone, it is highly possible that other people start to like it too. This is associated with brand awareness. E.g. Many are familiar with Tiffany's jewelry, but everybody doesn't have an experience about the product. Kapferer (2008) claims that there are three types of brand encounters; primarily, customers become aware of qualities which are noticed by contact before the purchase, e.g. clothing. Secondly, there might be qualities which are noticed only after the usage, e.g. electronics. On the other hand, there are credence qualities which cannot be proved to be true even after the usage of the product, therefore the consumer has to have trust on the product.

Based on these three possible ways of encountering a brand a consumer creates further ideas and opinions about a product, although, the first impression is the most important. That is why companies have to make strong impressions already from the beginning. Later on, the customer evaluates if the product satisfies her expectations.

4.3.2 Company's point of view

Remarkably, a brand generates less risk for a company as well. The percentage of the total output sold of a branded product to loyal customers tends to be significant. This means that the company has to work on its appearance, reputation, quality etc... A strong brand, as earlier mentioned, is an asset that appears on the balance sheet and it can be sold. However measuring the value of a brand is a highly complex procedure. A brand works like a promise for the company, it is like a shield towards the external environment and to other sources that might cause a threat to the company. Only to mention some of the significant values a brand creates for a company are; barriers of entry, royalties, perceived symbol of quality, the promise it gives to the market is highly valued, the company might be able to enter new markets when it has gained enough market share and is well known, the brand can be patented and put on the balance sheet of the company. (Kapferer 2008)

Fombrun, Gardberg and Sever (2000) say that there are "six pillars" to upkeep in order to maintain reputation; emotional appeal (trust, admiration and respect), prod-

ucts and services (quality, innovativeness, value for money), vision and leadership, workplace quality, financial performance and social responsibility.

4.4 Brand identity

“The visible elements of a brand (such as colors, design, logotype, name, symbol) that together identify and distinguish the brand in the consumers' mind.” (Brand identity, 2013) Brand identity is the way a company recognizes and identifies itself in a materialistic way. For example; the name, logo and brand packaging are vital parts of the brand identity. (Hart & Murphy, 1998) The finished product on display is the link of communication a company uses to reach its consumers. The company should therefore consider of; how it wants to be perceived and what is the message delivered? The ‘product’, may it be a tangible item or an intangible service it is the channel of communication that primarily links the company and the consumer.

Identity makes a brand unique for everybody who encounters it, it strives to be memorized and recognized. Brand identity specifies a brands uniqueness and value. It communicates an identical message from the entire product range and the company’s actions.

It needs to be kept in mind that the identity isn’t solid, it is an ever developing entity. More specifically explained; an identity is what one carries inside and it is backed up by externalities. (Kapferer, 2008) A company changes through time. Its product range, workers and external looks change. In this case, development is done on a long-term basis, not overnight. It is a challenge to keep customers on track of development and to ensure that the true identity won’t change. According to Kapferer (2008) a true identity can be established when the company is able to complete these questions: What is the brands particular vision and aim?, What need is the brand fulfilling?, Its permanent nature?, Does it have a value or values?, In what field does the brand have competence?, What aspects of the brand should be worked on to make the brand recognizable? However, these questions only scratch the surface of brand identity. To gain a deeper understanding, Kapferer (2008) divided a company’s identity into blocks, called the ‘Identity Prism’

4.4.1 The Identity Prism

The identity prism by Kapferer (2008), represents six blocks that together create brand identity. Kapferer (2008) describes these six blocks as the stem of a flower and without them, the flower would die.

Physique (graphic and visual identity), relationship, personality, culture (corporate identity and culture), self-image (identity, self-perception) and reflection.

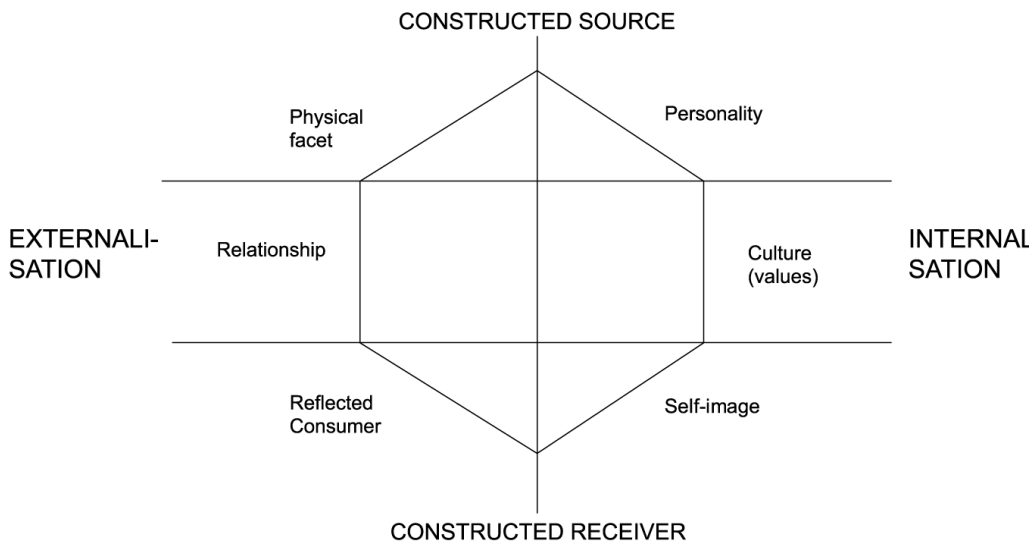


Figure 3 Brand Identity Prism

The different categories in the identity prism are all co-related. They can all be managed separately as well as together in order to differentiate or develop a brand. Understanding these six blocks and their correlation in the identity prism generates an understanding that a brand is to communicate in order to be successful. In the basic communication model, a person sends a message encoded that travels to the receiver who decodes it. (Wong, 2003) In the brands case it sends messages encoded to the public in order for each person to decode it by their own perception.

Furthermore the identity prism is divided into two areas; physique, reflection and relationship are external factors absorbed by the consumer, while personality, culture and self-image are internal factors that are derived from the company's side.

(These six blocks are further described. The description of each block is based on several sources in order to create a better understanding.)

The brand identity prism can be used as a tool, drawn by a company in order to create a visual understanding of its identity. The description is based on keywords, i.e. the six blocks are short descriptions. It is important to consider which keywords to elect for each category in order to stand out from the crowd, i.e. the keywords should be powerful and they shall not be repeated in different categories. Each one of the six categories in the brand identity prism represent a dimension of uniqueness. (Kapferer 2008)

4.5 Graphic and Visual Identity

The visual identity plays a significant role in the brand identity. The majority of consumers react firstly on the external impression and therefore much attention should be placed on it. It is also perceived as a permanent and constantly visible expression of the brand itself.

The graphic design and the possible logo should always correspond the identity. However, the visual display of a logo, display arrangement of products as well as the internal layout, is a matter apart. When completing design and visual layout, questions such as; Which are our colors?, How can we design a place to resemble us?, should be asked. (Smaller companies tend to trust external companies in creation of visual identity.) It can be said that visual identity is like a self-portrait of the company.

Great packaging as well as a memorable design overall can create significant value in front of competitors and a good base for differentiation. Great packaging or an attractive display window may play a key-role to intrigue a consumer to an unknown product. (Hart & Murphy, 1998) These days, companies put a lot of time and effort in great and innovative package design. The package should look nice, be informative and memorable. The consumer should also be able to realize a connection between the product and the package. E.g. milk cartons are sold in the colors of light blue, blue and red or coffee in the US is sold in rich colors of red, blue or green provided with images of coffee beans. These colors are based on some brand that made it look very attractive and became successful and therefore other companies adapted the same colors. ((Hart & Murphy, 1998) p.49) The first impression is the most important, secondly the buying experience. The key is to look attractive and desireab-

le. It is a win situation if the customer's eye rests on what it sees inside a shop, instead of not liking it at all. There are many strategies of how to build visual identity, but by focusing on only some products or areas specifically can also have a very strong effect on the impact. Creating a strong 'flag product' (Coca Cola), 'flag package' (round Orangina bottle for orange juice), a 'flag tune' (a song that is repeated with the product). The idea is to make something very special in a way that stays in the mind of consumers. (Kapferer 2008)

4.6 Relationship

The relationship that lies between a consumer and a brand is highly emotional. “/.../ the strongest relationships are those grounded in the most passionate emotional connections.” (McEwen, 2004) A brand-customer relationship starts when the consumer takes the product on trial. But in order for a certain product to be chosen on trial it has to be confided in. I.e. the consumer must have confidence in the brand. However, only confidence isn't enough hence to the consumer having created confidence in many other brands also. Although it is said that it is the foundation of a relationship, the brand should trigger other strong emotions within the consumer, such as; passion, desire, integrity, pride etc... in order to be eligible. (McEwen, 2004)

The relationships established with brands are different. E.g. Yves Sant Laurent is about charm, the idea lies in the consumer having a feeling of a love affair with the product while Nike is to provoke, “Just do it”. (Kapferer, 2008) However, the relationship has to be maintained in order for the consumer to return. I.e. the brand has to keep its promise and core values. Service is strongly based on a relationship. To promote a brand relationship, service works as a strong tool as it relies on communication between individuals. Together a product and service generate a strong combination. McEwen (2004) suggests that companies, in order to acquire a bigger customer market share should appeal on emotions rather than committing the structural procedure of dividing consumers into segments and then luring them to the products with low switching costs through discounts and coupons. The creation of an emotional bond between a consumer and a brand is much more powerful than other methods according to McEwen (2004).

Köksal and Demir (2012) argue that there are different types of relationships established between a consumer and a brand; Love/Passion, Commitment, Intimacy, Brand Partner Quality, Interdependence and Self-Connection. These different types are to describe the nature of the relationship a consumer develops to a brand.

Love/Passion; Many consumers feel warm about loved objects. These feelings may derive from e.g. happy memories related to the product.

Commitment; The consumer feels motivated and eager to always return to the same brand products. Committed consumers create brand loyalty.

Intimacy; Personal feelings created through communication with the product and the brand. The consumer bonds with the brand and generates feelings towards it.

Brand Partner Quality; “/.../ quality of the brand, the reliability of the brand's messages, and compliance with the relationship rules, and belief in acceptable future behavior of the partner” (Köksal & Demir , 2012)

4.7 Personality

The aim of creating a personality is to differentiate. A brand's personality can be compared to a person's traits, i.e. a few words to tell some main characters about someone. Personality can be described in a few key words depending on the brands traits. Every brand perception is not the same however, the perception created of a brand is long lasting and it is difficult to change once molded in the customers head. (Aaker, 1997) A customer should feel the company values when using a product. E.g. a consumer using Body Shop products is against animal testing, and recognizes him/herself in the product. Understandably, the personality traits of products can be associated with groups of aspiration and aspirational buying of consumers. A good example of brand personification is the comparison between Absolut Vodka and Stolli. Absolut Vodka is perceived as a cool, hip and contemporary 25-year old while Stolli's is intellectual, conservative, older man. Other examples are; Coca Cola, which is perceived as cool, all-American and real while its corresponding competitor Pepsi is young, exiting and hip. (Aaker, 1997) Personality traits of a brand are determined by consumers, based on its physical shape, name, logo and other external factors, later on the internal factors like brand promise, taste and quality will play a role. Brand personality is argued to also have demographic traits such as; age,

gender and class ((Levy 1959 in the study of (Aaker, 1997)). A consumer is more likely to buy a product that she believes matches her age (e.g. a sweet perfume for a teenager and a stronger muskier perfume for an older person), the gender is easily determined by e.g. the color of a product (blue for a boy and pink for a girl), the social class can be determined by the price of a product. Yet, a consumer develops his own idea of which of her traits match the products. It is not set in stone that a teenager will buy a teenager product if the person feels more mature than others in the same age group, same applies for older persons, they might not feel as mature as their age corresponds and therefore are more likely to buy products targeted to a younger generation. (Aaker, 1997)

4.7.1 Brand Personality Dimensions

Jennifer Aaker (2007) conducted a research in which she measured how personality dimensions of a brand can be categorized, furthermore, Aaker (2007) compared how these five brand personality dimensions can be compared to a human's "Big five" personality traits. The final result was that brand personality traits can be categorized in five dimensions; Sincerity, Excitement, Competence, Sophistication and Ruggedness. These five factors have further sub-dimensions. The result proved that there are many similarities in a human- and brand personality. Three of the corresponding five traits matched to the "Big five". These three are; Sincerity, Excitement and Competence. Aaker (2007) argues that Sincerity, Excitement and Competence are natural human traits while Ruggedness and Sophistication can be innate, otherwise they can be aspired.

Ideally one of these dimensions of brand personality should be chosen to build personality. E.g. Mercedes is aiming to be sophisticated (not in the "Big five" human traits), the brand is associated with upper-class, glamorous and sexy. (These traits can be aspired if they aren't innate.) (Aaker, 1997) A company may have many traits, but it is recommendable to choose one trait and develop it.

See: Figure 1 Brand Personality Dimensions

4.8 Corporate Identity and Culture

In order to establish a powerful brand identity, the corporate identity should primarily be cultivated. Brand- and corporate identity go hand in hand, the values, beliefs, atmosphere, workers, manners, way of communicating, how internal matters and questions are treated are to be reflected on the brand. In this way a company can make its brand credible, by proving that it isn't just a shell of promises, but the promise and true identity is derived from the company itself. This can also be seen as a powerful tool for differentiation.

“Your brand is your culture, your culture is your brand.” (Taylor, 2010) In this article Bill Taylor argues that, it is crucial to be more than fierce and daredevil in innovation and marketing, but that the actual value comes from inside the company. And that is what the consumers are seeking for and what is valued more in the long run. How can corporate culture be reflected and communicated to the brand itself. One of the main factors is the connection between the customer service and the customers. The employees should be well aware about the company itself, starting from history to values, providing also a good knowledge about the range of products and the brand itself. Well treated employees provide a better customer service. To enhance the knowledge and to keep it up to date the employees are to be trained and thoroughly prepared for their job tasks, hence to the workers being the primary contact to the consumer.

According to Kapferer (2008) a company should not concentrate too much on brand personality but let the culture play a role as well (corporate culture and national culture). Kapferer argues that the culture is a bundle of values that create the brands inspirational power and make it desirable. Kapferer also suggests that culture is the main factor to make a consumer realize the difference between e.g. Nike and Adidas or Coca-Cola and Pepsi. On the other hand, Aaker (2007) proposes that the difference a consumer realizes between two brands is based on the “Big Five” theory, i.e. the brands traits are artificially established and they do not surge naturally from a company. Although the personality traits can be established upon the company's culture. However, it is suggested by Kapferer that in order to be highly successful a brand should have both a personality and a culture.

Some companies highlight their national culture on their brand. E.g. Jack Daniels is an “untamed American” (Kapferer, 2008) I.e. when marketed globally the product is purchased as an American product. The consumer has America in his mind and might even have a desire or aspiration related to the product. Other companies choose to not promote their origin because it doesn’t fit in their personality picture. E.g. Mars and Shell. (There can be many different aspects of culture. It is a highly used word in terms of branding. It can mean e.g. a society’s culture, a nation’s culture or a corporate culture etc... However the author is focusing on corporate culture and national culture.)

4.9 Self-Image

Brand reflection and self-image go hand in hand. The reflection is an external sensation created when using a certain product, while self-image is the internal feeling of identity. There is a rather great confusion consumers generate of their own identity when aspiration is included. “People define themselves with what they possess instead of what they achieve; moreover possessions are used to extend self.” (Köksal & Demir , 2012) Materialism defined; ”a theory that physical matter is the only or fundamental reality and that all being and processes and phenomena can be explained as manifestations or results of matter” (Encyclopedia; Materialism, 2013) I.e. this can be related to describe consumers who are continually trying to be something else than what they really are. E.g. young men buying a Porsche because they aspire to own one, even though they might not have the resources for it, or the consumers wearing Lacoste believe inwardly that they are members of an elegant sports club. (Kapferer, 2008)

4.10 Reflection

The term ’brand reflection’ means the feeling a consumer believes she will get when buying a product. I.e. the belief that the usage of a certain product will make the consumer look a certain way. Although this isn’t exactly true, a person doesn’t change within based on the products she uses. The consumer believes that the usage of a brand will reflect on her. (Kapferer, 2008)

The reflection does surface from the consumer's side, i.e. how do they perceive themselves. Reflection is individual, everybody has got their own self-image and the products consumed are chosen in order to fulfill self-image. "Consumers indeed use brand to build up their own identity." (Kapferer, 2008) The possible situations to stimulate a brand reflection surface from pre-purchase; advertisements, PR, word-of-mouth, Google, sponsorships etc... or when purchased e.g. product package or shopping bag, it can even surface in a post-purchase situation. The brand reflection is derived from the main components a consumer comes across with. The strongest brand reflections together create a brand halo. The brand halo is the overall picture every consumer creates of a brand. It can be either negative or positive depending on the consumer's opinion about the brand. (Barron's Educational Series, business glossary (definition), 2013) A company should therefore put effort in creating a positive outcome of itself in order to convince its consumers that the company offerings are thought of as positive.

4.11 Brand Image

What the consumers see and perceive of a brand. I.e. the identity created behind the image is now measured by the consumers.

Brand image is the result and outcome of the messages sent from the brands identity, the brands personality (the communicated and the imagined), the perception depends on how the receiver decodes the message. The outcome is highly individual. A company has to be fully aware of what messages it communicates to the public.

Brand image is something consumers can rely on. I.e. the brands quality, value, promise, physical looks etc... traits that never change. E.g. McDonald's' all over the world are believed to be identical, the experience is highly similar, the restaurants have the same interior design and the products are identical (Hart & Murphy, 1998) Although, this doesn't have to be entirely true, the service and products change based on country and culture. The company adapts to the market, but the consumer carries a brand image in mind that doesn't easily rupture.

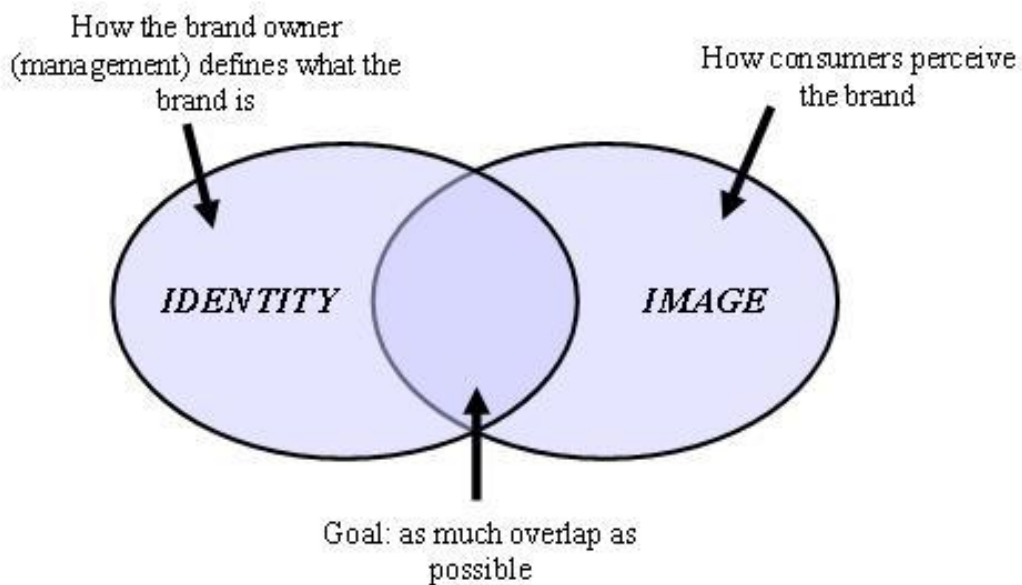


Figure 4 Brand Identity and Brand Image

The ultimate goal in communicating a brand from identity to image is to achieve a big enough overlap between these two. I.e. the more the two areas overlap, the better the communication.

5 EMPIRI

In order to make an understanding of possible differences between identity and image a questionnaire was answered by two focus groups. The first group answered a questionnaire called; "Identity of Kanniston Leipomo", the second focus group answered the same questions under the heading "Image of Kanniston Leipomo". The first questionnaire (Identity of Kanniston Leipomo) was completed by the Store Manager and her assistant. The second questionnaire (Image of Kanniston Leipomo) was answered by randomly selected customers in different Kannisto-shops at different times. The results are presented in separate tables by both focus groups; showing the median, standard deviation and variance of the given answers. As a remind-

er; the questions were answered on a range of 1-7, 1 being the most negative option and 7 the most positive.

Mean (Average) ;” The arithmetic average of a set of numerical data.” (Evers, 2013)

Median; “The middle number in a sorted list of numbers. To determine the median value in a sequence of numbers, the numbers must first be arranged in value order from lowest to highest. If there is an odd amount of numbers, the median value is the number that is in the middle, with the same amount of numbers below and above. If there is an even amount of numbers in the list, the middle pair must be determined, added together and divided by two to find the median value. The median can be used to determine an approximate average.” (Investopedia, 2013)

Standard deviation; “A measure of the dispersion of a set of data from its mean. The more spread apart the data, the higher the deviation. Standard deviation is calculated as the square root of variance.” (Investopedia, 2013)

Variance; “A measure of the dispersion of a set of data points around their mean value. Variance is a mathematical expectation of the average squared deviations from the mean.” (Investopedia, 2013)

5.1 The identity of Kanniston Leipomo

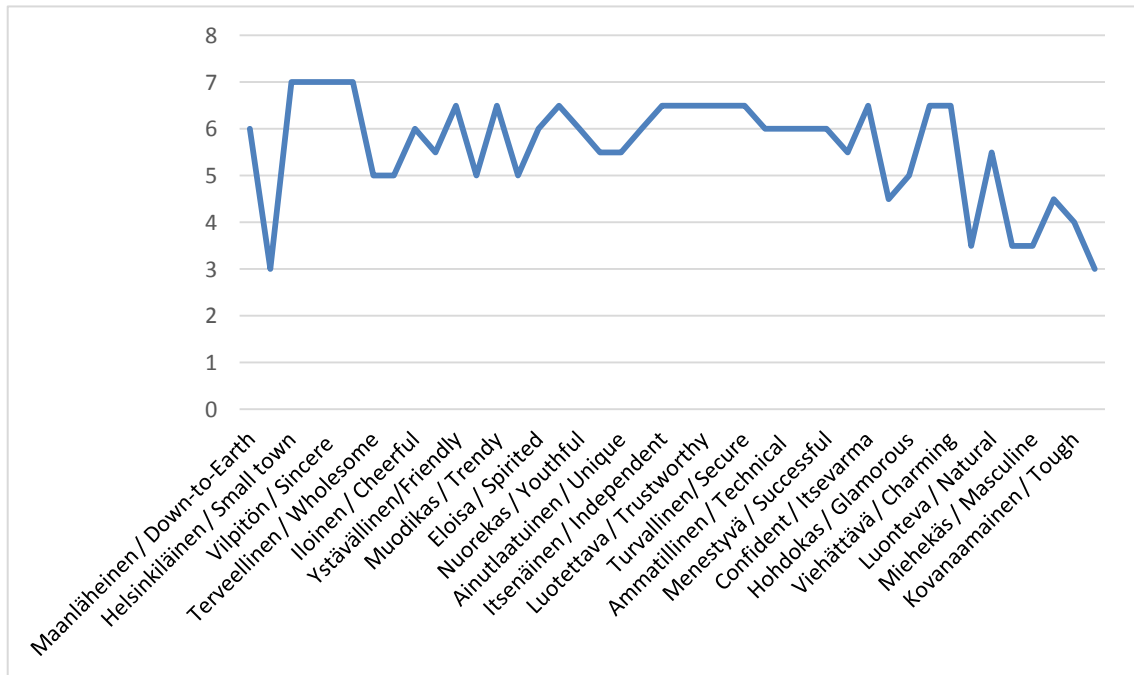


Table 1 The identity of Kanniston Leipomo

As shown in the table, categories such as; ‘Small Town’, ‘Honest’, ‘Sincere’ and ‘Real’ have all been valued with a seven. This means that both participants of the survey have agreed on the category to most resemble the company identity. Other values with a high rating (6,5) are ‘Friendly’, ‘Trendy’, ‘Spectacular’, ‘Independent’, ‘Contemporary’, ‘Trustworthy’, ‘Hardworking’, ‘Secure’, ‘Confident’, ‘Good-Looking’ and ‘Charming’. The word ‘Rugged/Karu’ has got the lowest number, three. By looking at the table the observer can create an understanding of what the company believes its identity is.

5.2 The Image of Kanniston Leipomo

Following will be presented the answers gathered from the customers. Each table will be separately shown, there will be a summary of all given answers at the end of this section.

The completion rate in the 'image'-questionnaire was 40 out of 44 participants. In other words, the percentage of completed questionnaire is 91% ($40/44=0,909090909$).

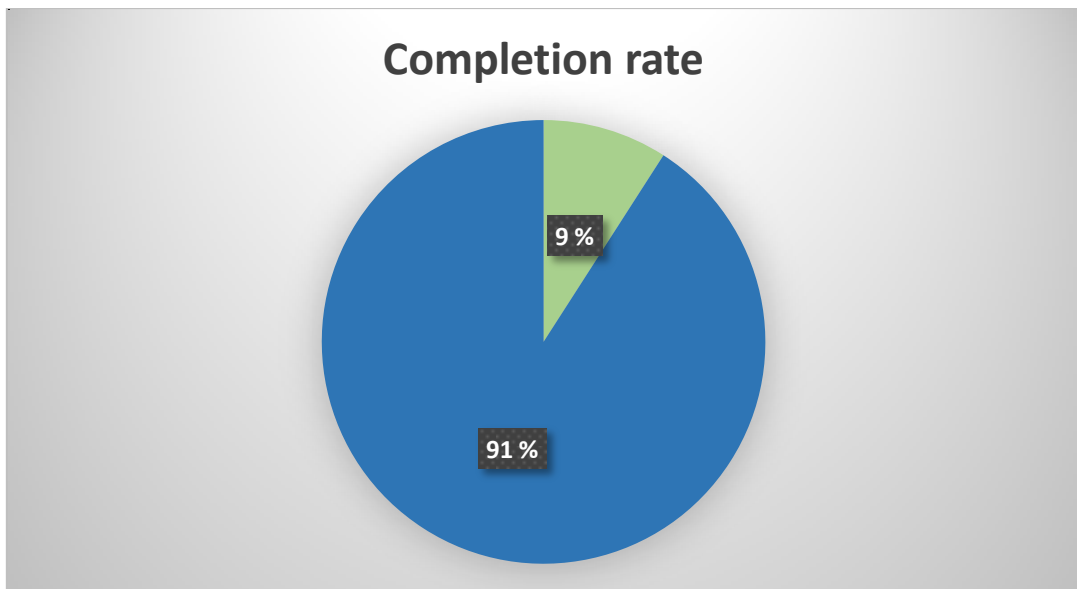


Figure 5 Completion rate

The answers are split and shown by category; 1. Sincerity 2. Excitement 3. Competence 4. Sophistication 5. Ruggedness. As earlier mentioned these five categories are included in Jennifer Aakers model of personality traits.

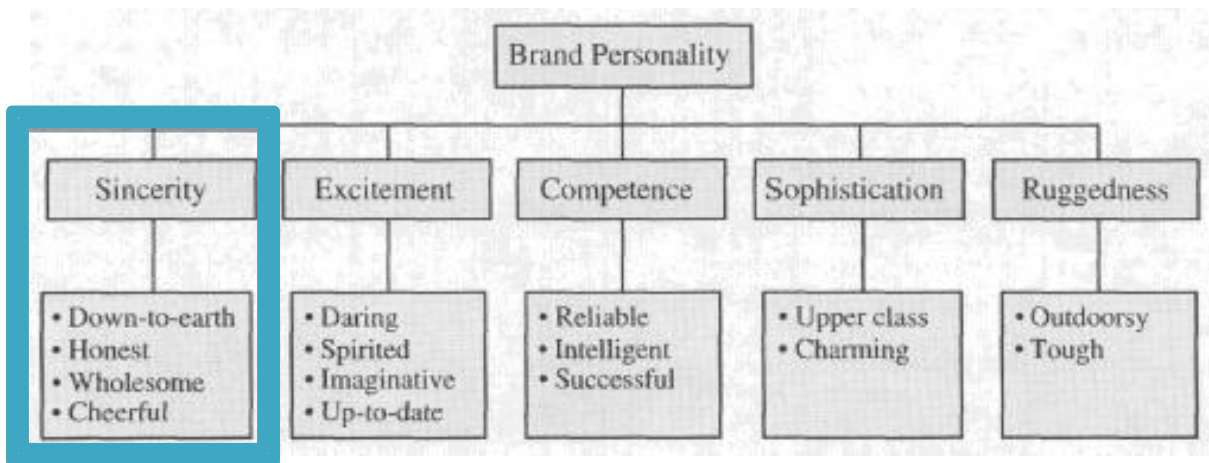


Figure 6 Brand Personality, Sincerity

5.2.1 Sincerity

This category measures how sincere the company is understood to be. Sincerity is divided into four categories; Down-to-Earth, Honest, Wholesome and Cheerful. Furthermore these categories are divided into sub-categories.

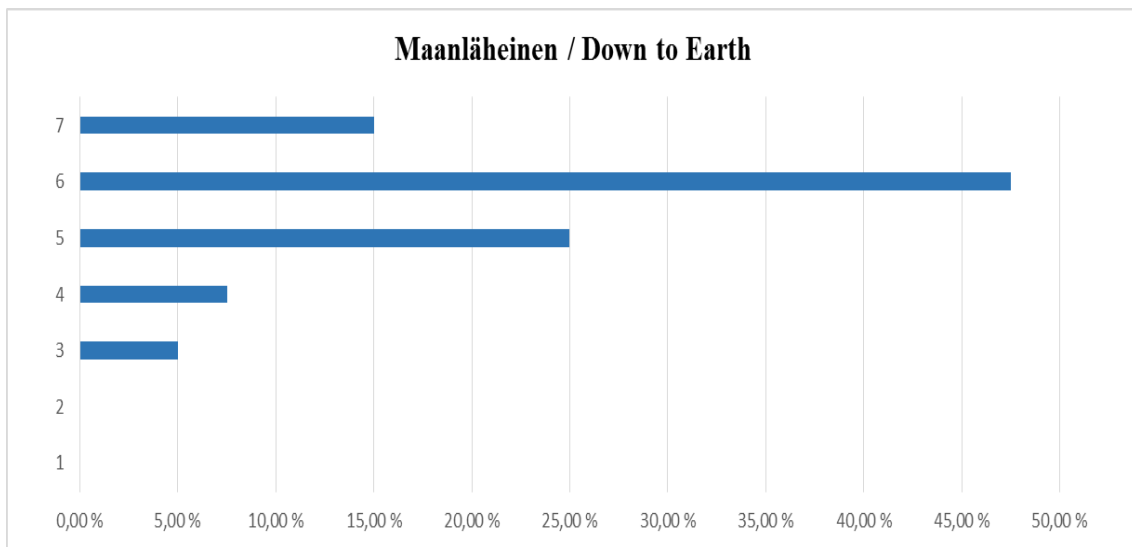


Table 2 Maanläheinen / Down-to-Earth

MEAN : 5,60 : STANDARD DEVIATION: 1,01 : VARIANCE: 1,02

The table clearly shows that number six has been the most popular answer. However the mean is 5,60, clearly stating that five has been voted the second most.

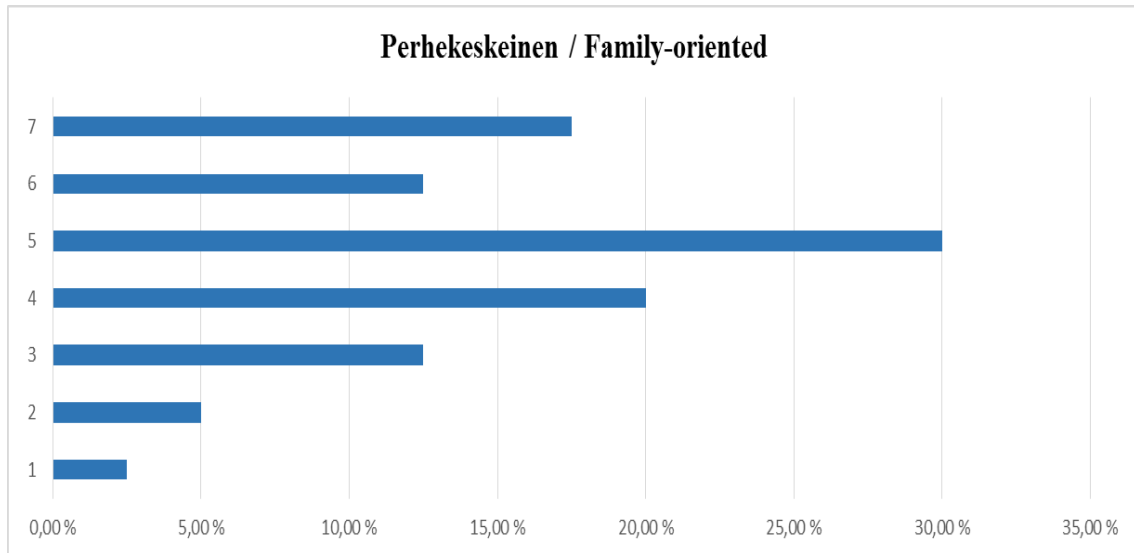


Table 3 Perhekeskeinen / Family-oriented

MEAN; 4,78 / STANDARD DEVIATION; 1,54 / VARIANCE 2,38

Most voted numbers lie in-between 4-7, five being the most popular answer. The mean is 4,78, however by looking at the table also number seven has been highly voted (approx. 17%). It can be understood that the focus group has not been entirely of the same opinion

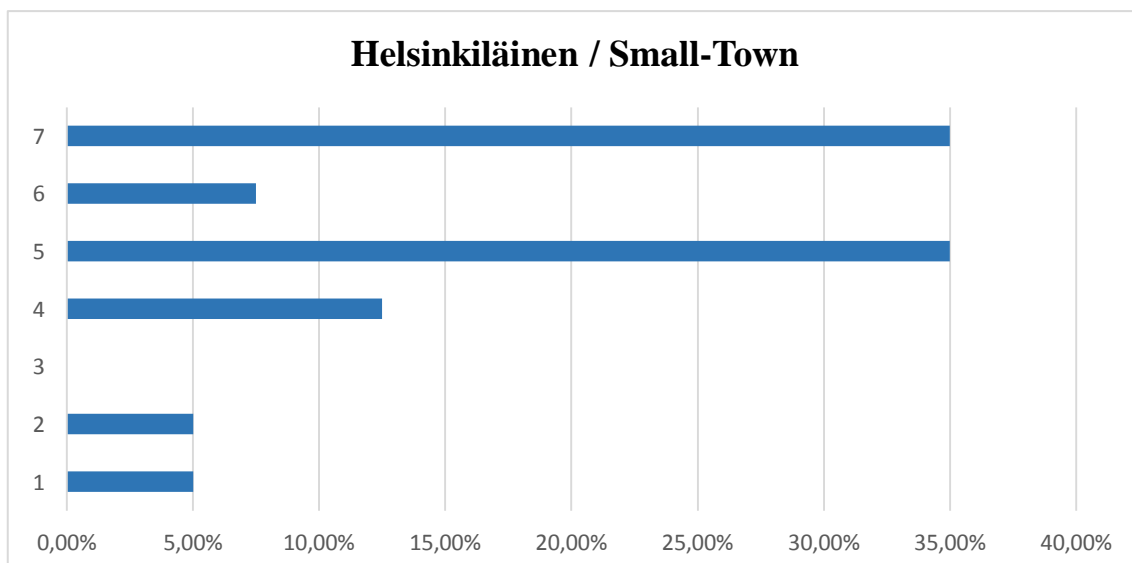
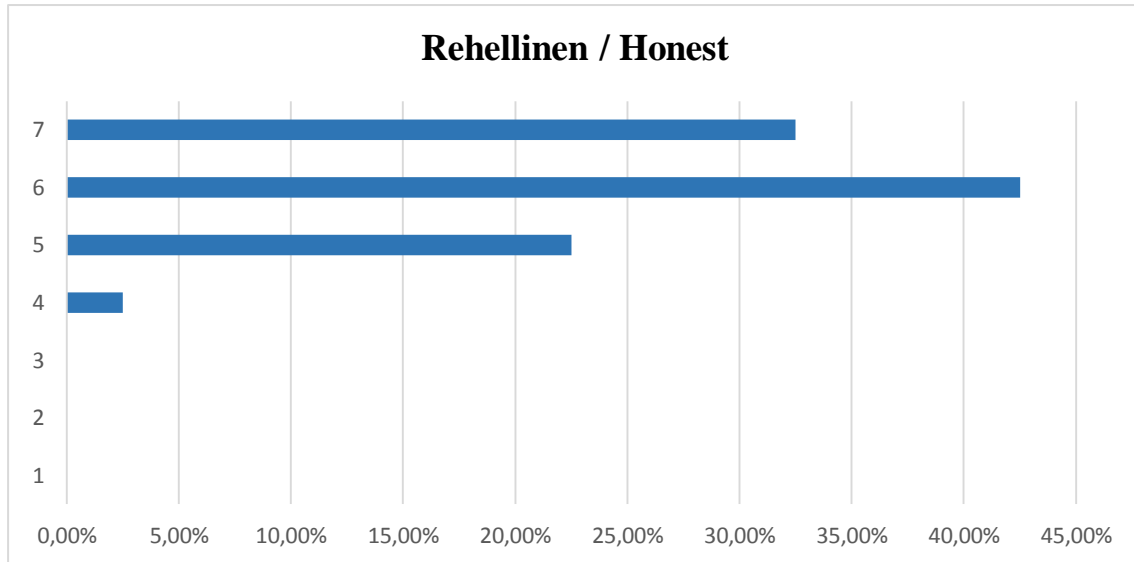


Table 4 Helsinkiäinen / Small-Town

MEAN; 5,30 / STANDARD DEVIATION; 1,68 / VARIANCE: 2,83

The category Small-Town has clearly divided opinions. Answer number five and seven have the same percentage of answers; 35%. However the mean is 5,30.



*Table 5*Rehellinen / Honest

MEAN; 6,05 / STANDARD DEVIATION; 0,81 / VARIANCE; 0,66

Answer number six has been the most popular option, number seven following close behind. The table shows that there have been no votes for answers one, two or three, four having under five percent of given votes. All answers lie on the higher numbers.

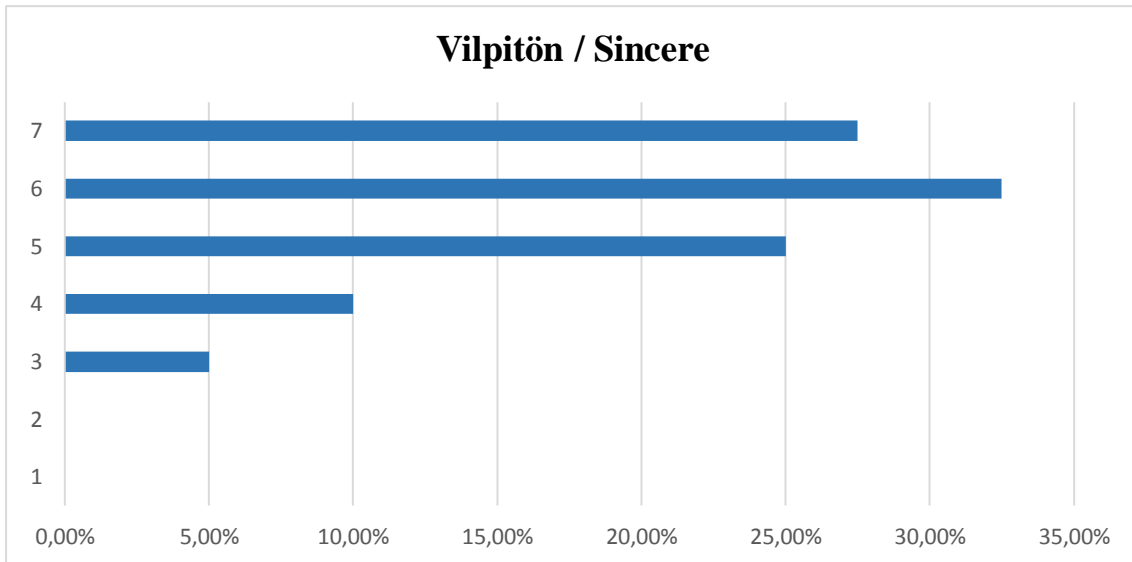


Figure 7 Vilpitön / Sincere

MEAN: 5,68 / STANDARD DEVIATION: 1,14 / VARIANCE: 1,30

Answer number six and seven have been the most voted ones, however the mean is 5,68. It can be seen on this table that most answers lie between five and seven.

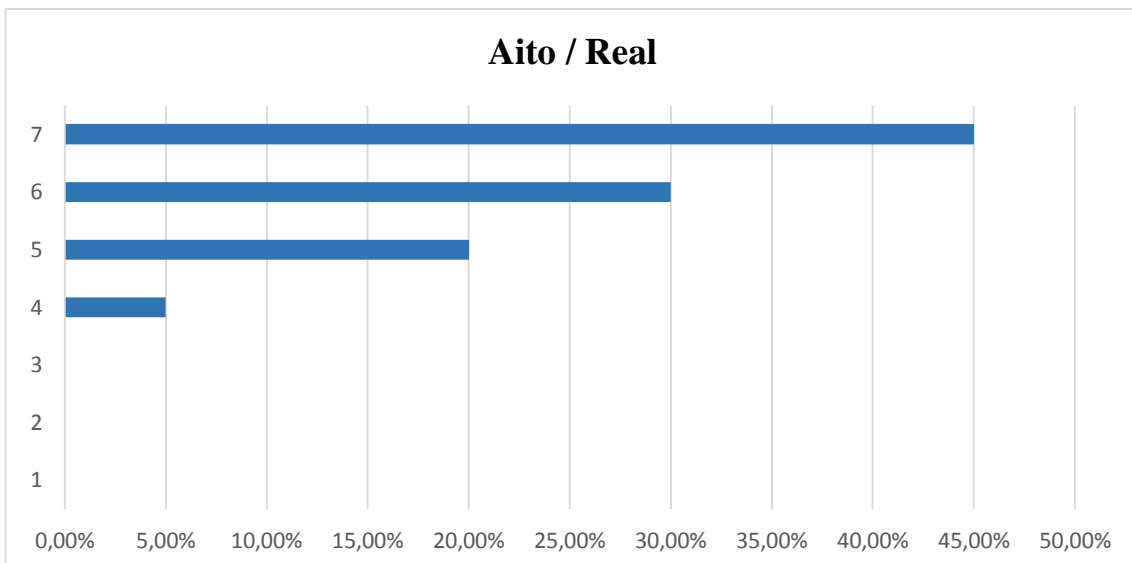


Table 6 Aito/ Real

MEAN: 6,15 / STANDARD DEVIATION: 0,92 / VARIANCE: 0,85

Category Aito/Real is mostly voted by a seven. The category has been agreed to most match the company. However the mean is 6,15.

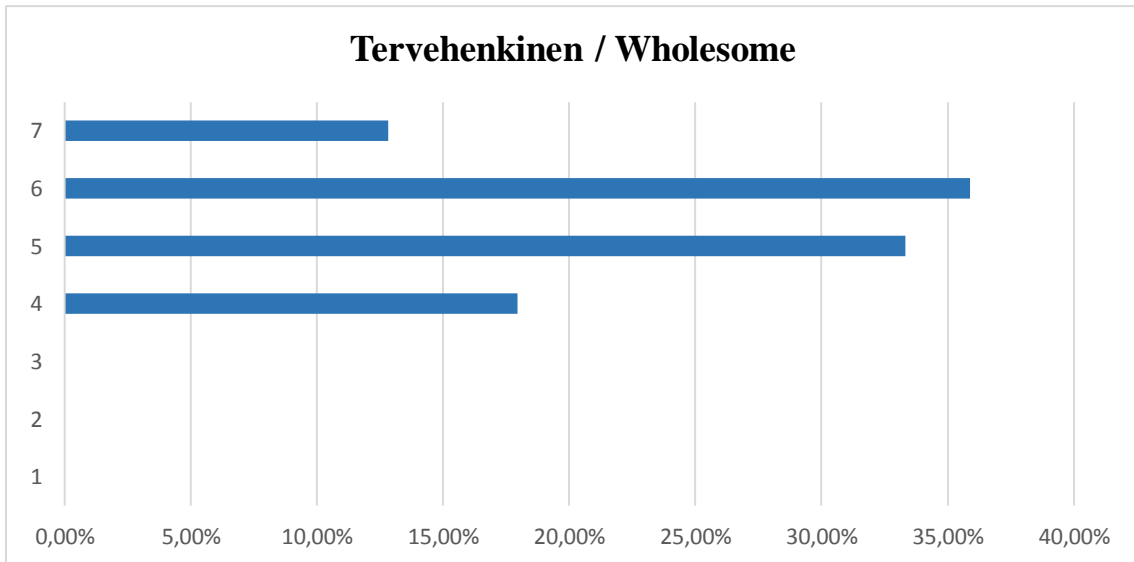


Table 7 Tervehenkinen / Wholesome

MEAN: 5,44 / STANDARD DEVIATION 0,94 / VARIANCE 0,88

Answers five and six are almost equally voted. The most popular answers being four, five and six. The mean is 5,44.

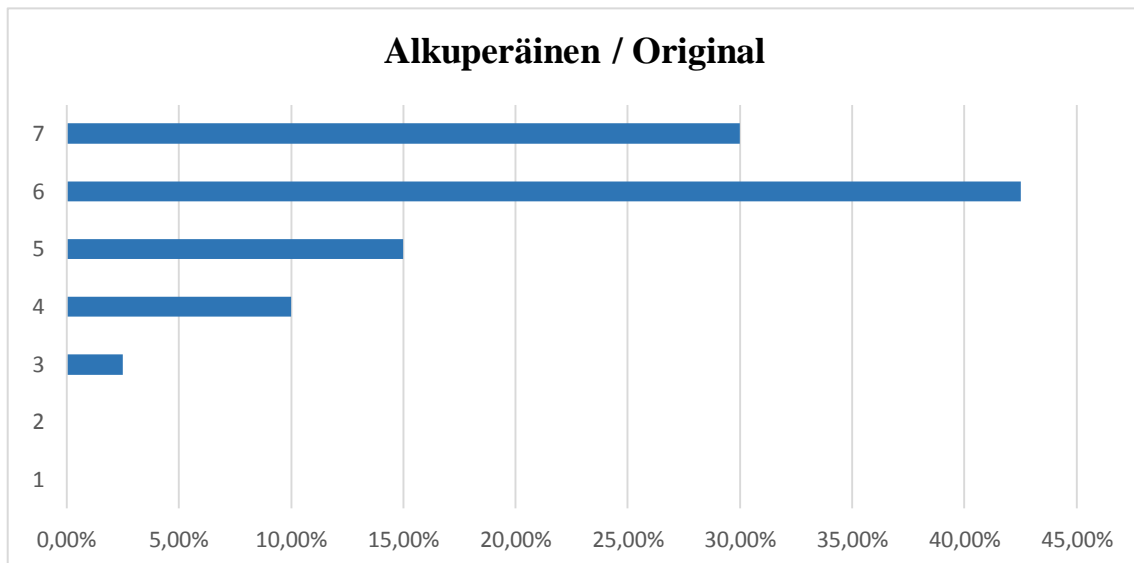


Table 8 Alkuperäinen / Original

MEAN: 5,88 / STANDARD DEVIATION 1,04 / VARIANCE 1,09

Answers number six and seven have been the most popular ones, however the mean is 5,88. Answer number six is visibly the most voted one.

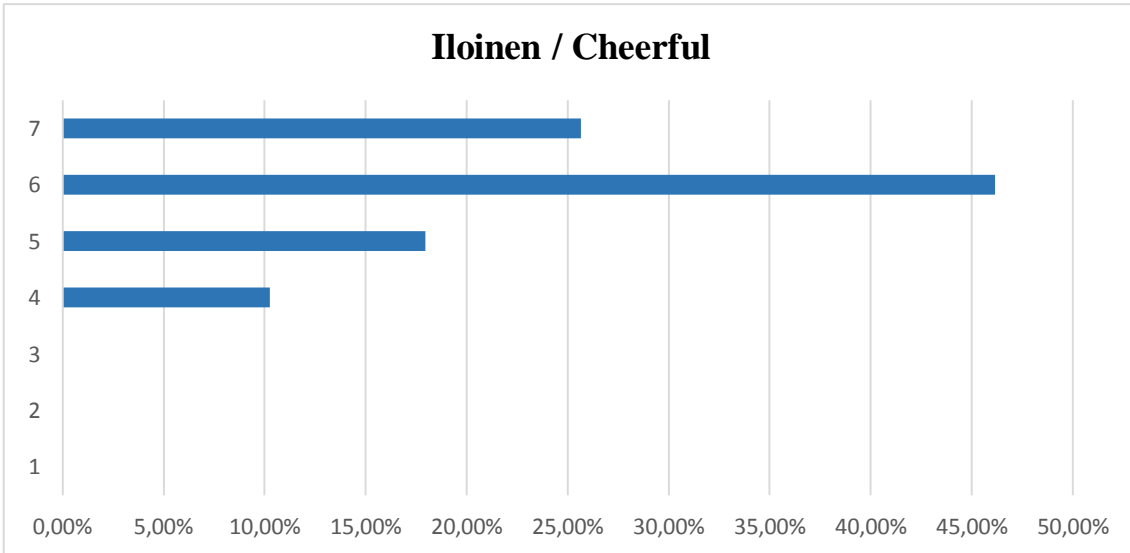


Table 9 Iloinen / Cheerful

MEAN: 5,87 / STANDARD DEVIATION: 0,92 / VARIANCE:0,85

As shown in the table, answers four to seven have been voted. Numbers one to three have not been voted at all. The most voted number is six, second most seven and third most five.

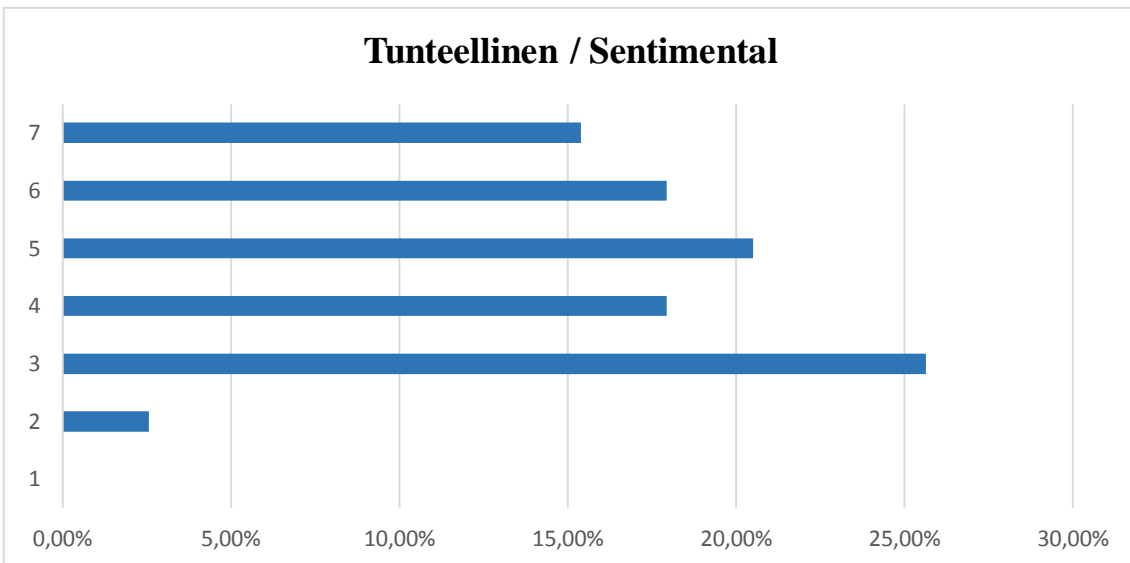


Table 10 Tunteellinen / Sentimental

MEAN: 4,72 / STANDARD DEVIATION: 1,49 / VARIANCE: 2,21

As it can be seen in the table the answers are rather scattered all over the table. The most voted answer was three, second most five. However by looking at the table it can

be seen that there are no significant differences between the answers, all are relatively equally answered.

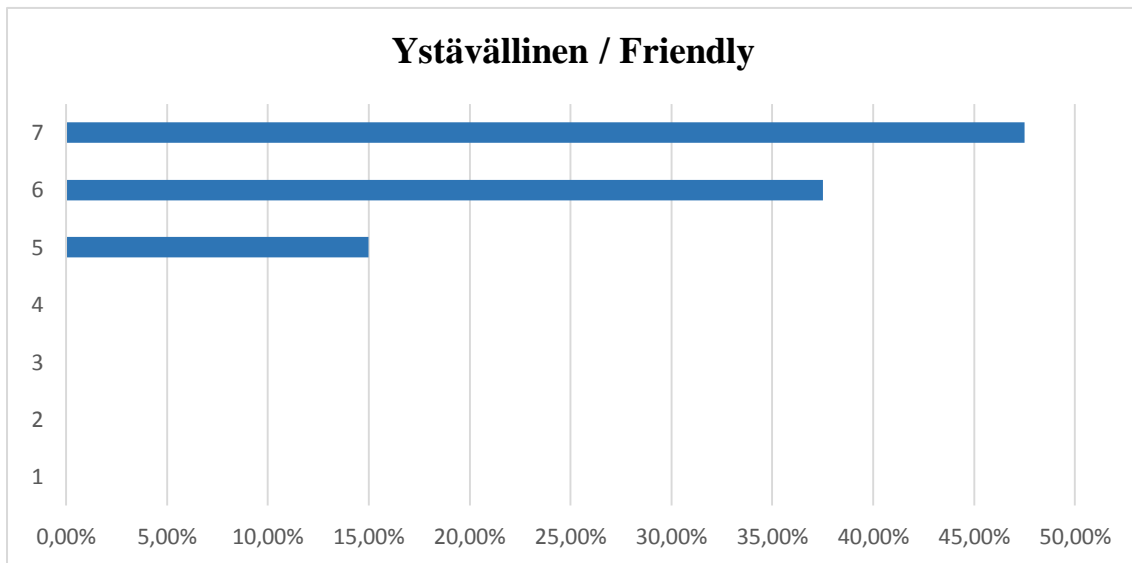


Table 11 Ystävällinen / Friendly

MEAN: 6,33 / STANDARD DEVIATION: 0,73 / VARIANCE: 0,53

Most voted answers are four to seven. Seven is by far the most popular answer. It can be seen that numbers one to four haven't been voted at all, in other words the weight of the answers lie on the higher numbers.

5.2.2 Summary of category Sincerity/Vilpittömyys

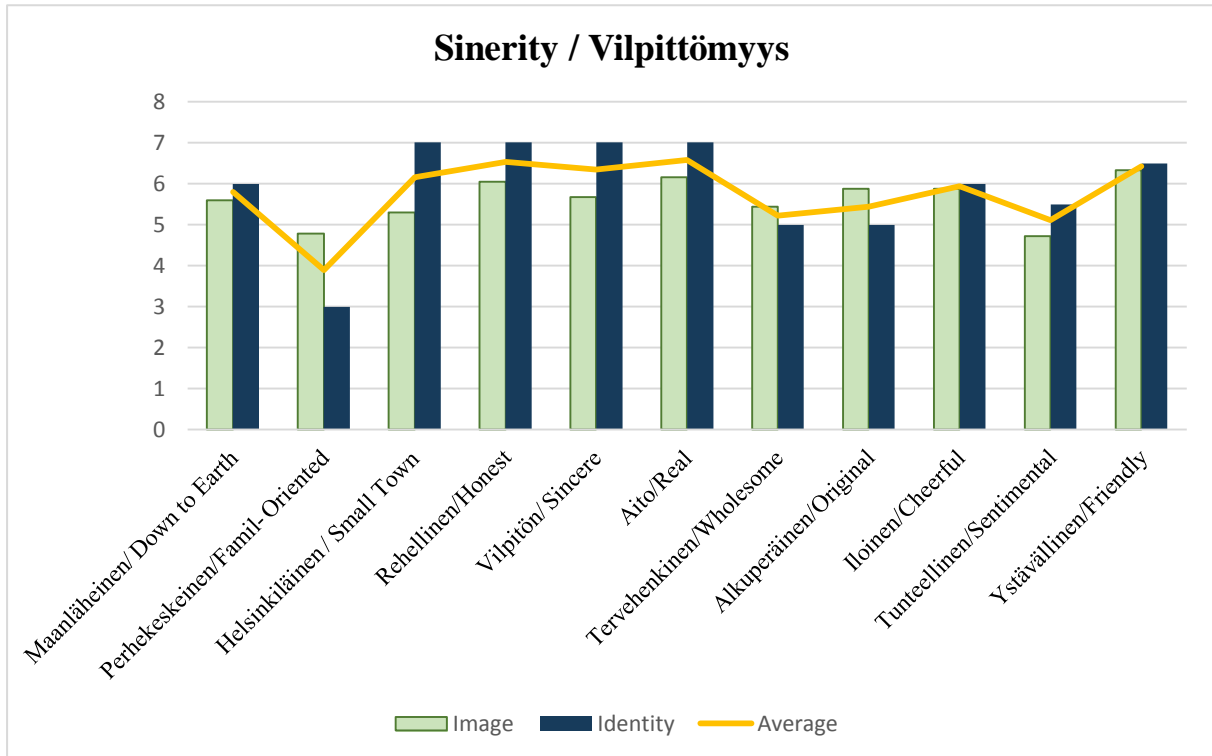


Table 12 Summary ; Sincerity/Vilpittömyys

There is a certain trend both categories seem to follow. By quickly looking at the table the answers look very alike. However there are some plunges. Category Perhekeskeinen/Family-oriented has a big difference between the results. On the other hand, customers think that the image of Kanniston Leipomo is more family oriented than what the company has thought. Another disagreement is whether or not the bakery shop is Small Town/ Helsinkiläinen. The difference however in this category is 5,3/7,0, leaving the difference at 1,7. The difference is rather significant taking in consideration the size of the scale, and the trend of the entire table. Overlooking the table the differences range from 1,7 (biggest difference) to 0,13 (smallest difference, Iloinen/Cheerful).

5.2.3 Excitement

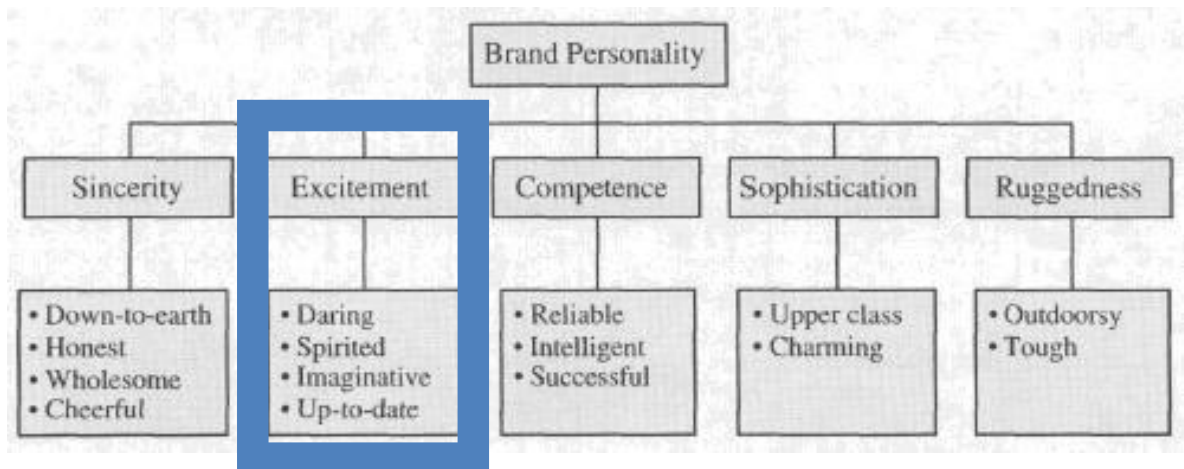


Figure 8 Brand Personality, Excitement

This category measures a brand's 'excitement'. The personality trait is divided into four categories; which are divided into subcategories.

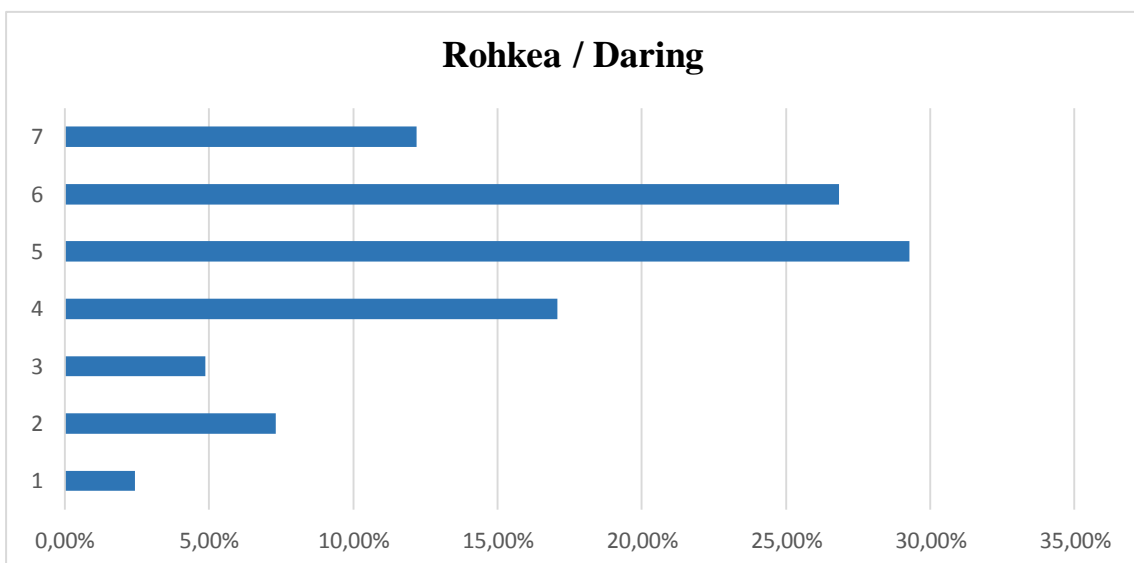


Table 13 Rohkea/ Daring

MEAN: 4,92 / STANDARD DEVIATION: 1,49 / VARIANCE: 2,22

The company is voted number five on the scale, by 29,27% of given votes. The second most popular answer was six, 26,83% of given votes.

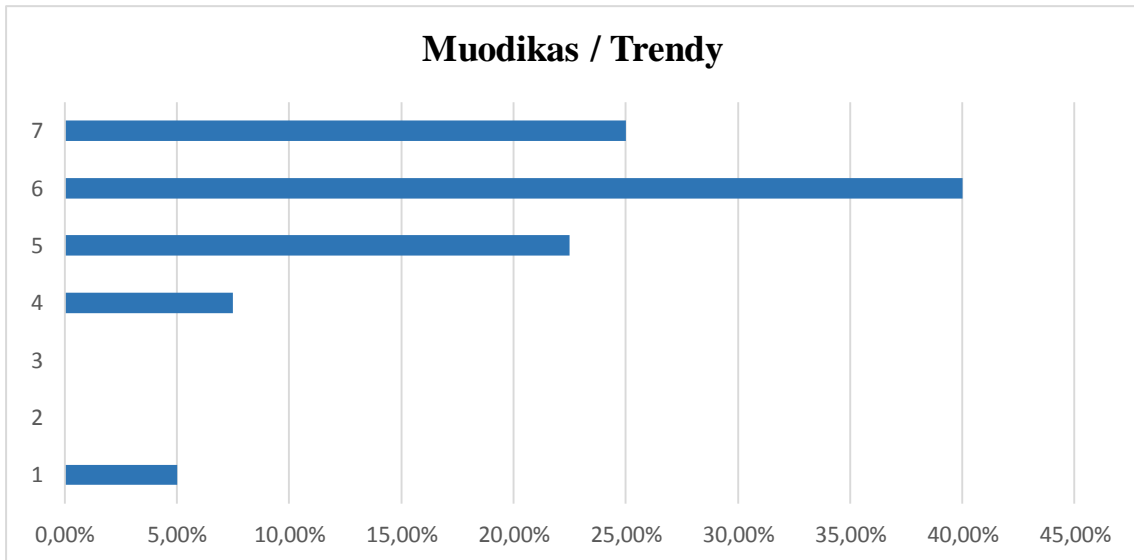


Table 14 Muodikas / Trendy

MEAN: 5,63 / STANDARD DEVIATION: 1,39 / VARIANCE 1,93

Kanniston Leipomo is voted trendy. The mean is 5,63 , however numbers six and seven have got most of the votes. There is a plunge in the table, most voters have agreed the company to be trendy, but there is a 5% opinion that the bakery is not trendy at all.

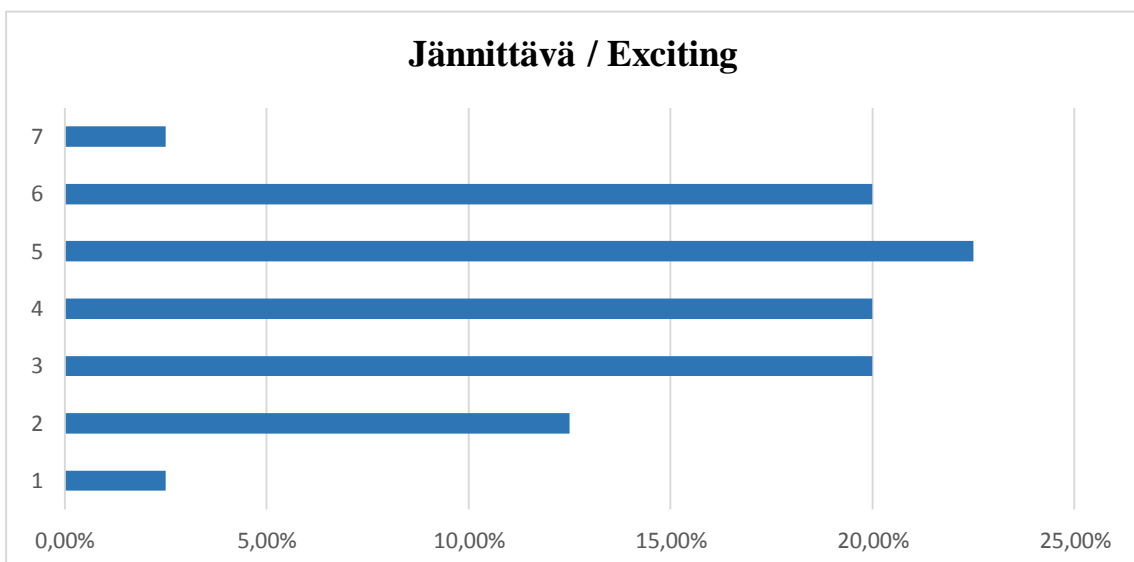


Table 15 Jännittävä / Exciting

MEAN: 4,18 / STANDARD DEVIATION: 1,48 / VARIANCE: 2,20

The category Jännittävä/Exciting has very divided opinions, all of the seven numbers have been voted. The answers are fairly evenly scattered on the table, the most voted number has been five (22,50%).

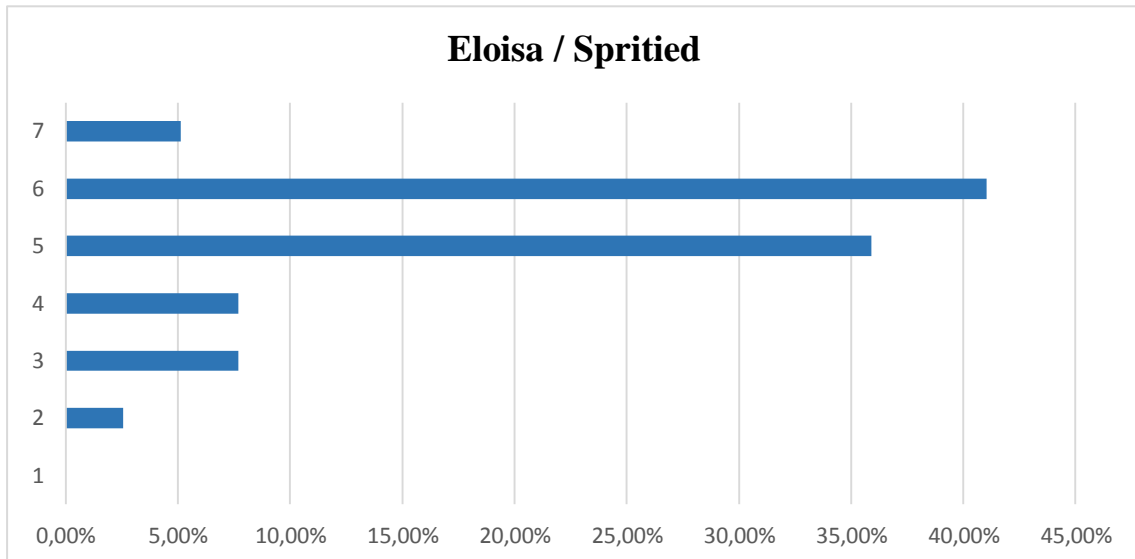


Table 16 Eloisa / Spirited

MEAN: 5,21 / STANDARD DEVIATION: 1,10 / VARIANCE: 1,22

As stated on table number six and five have been the most popular answers. The mean is 5,21. On the other hand, number six have got 41,03% of the votes while number five 35,90%.

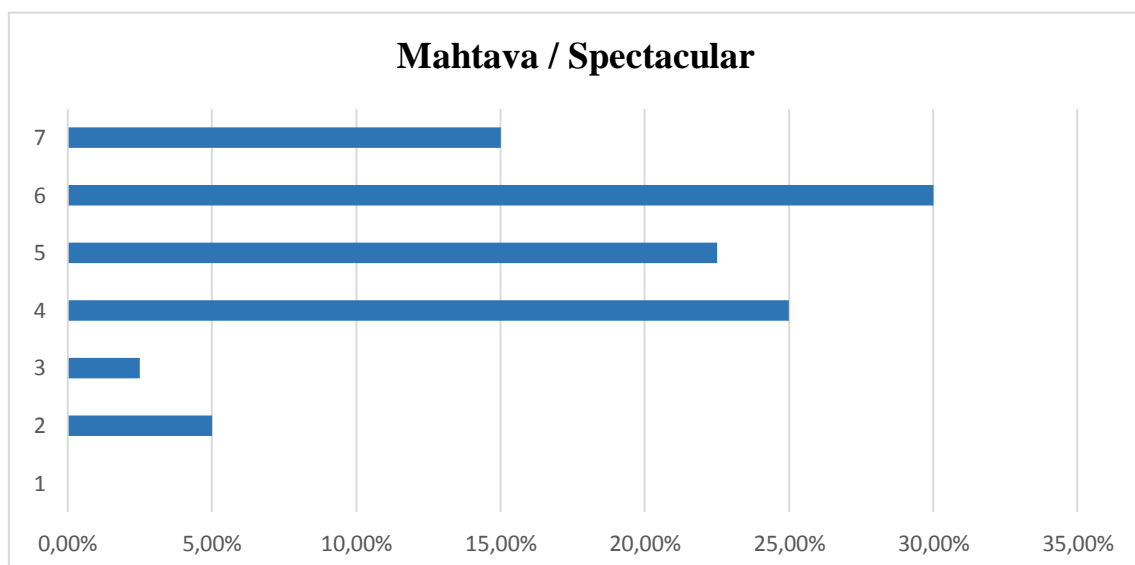


Table 17 Mahtava / Spectacular

MEAN: 5,15 / STANDARD DEVIATION: 1,31 / VARIANCE 1,72

The result of this category is scattered over a larger area. Numbers four, five and six are the most voted numbers. Number six has been most voted by 30% of given answers.

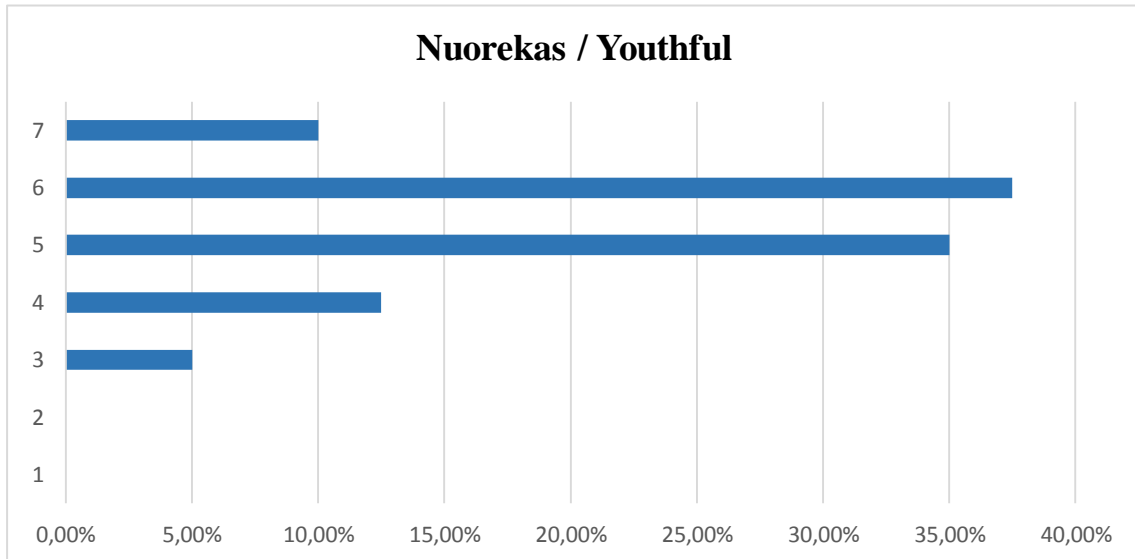


Table 18 Nuorekas / Youthful

MEAN: 5,35 / STANDARD DEVIATION: 1,00 / VARIANCE 1,00

The mean is 5,35, which states that Kanniston Leipomo is considered rather youthful. The most voted number is six by 37,50% of all voted, number five is close behind with 35% of the votes.

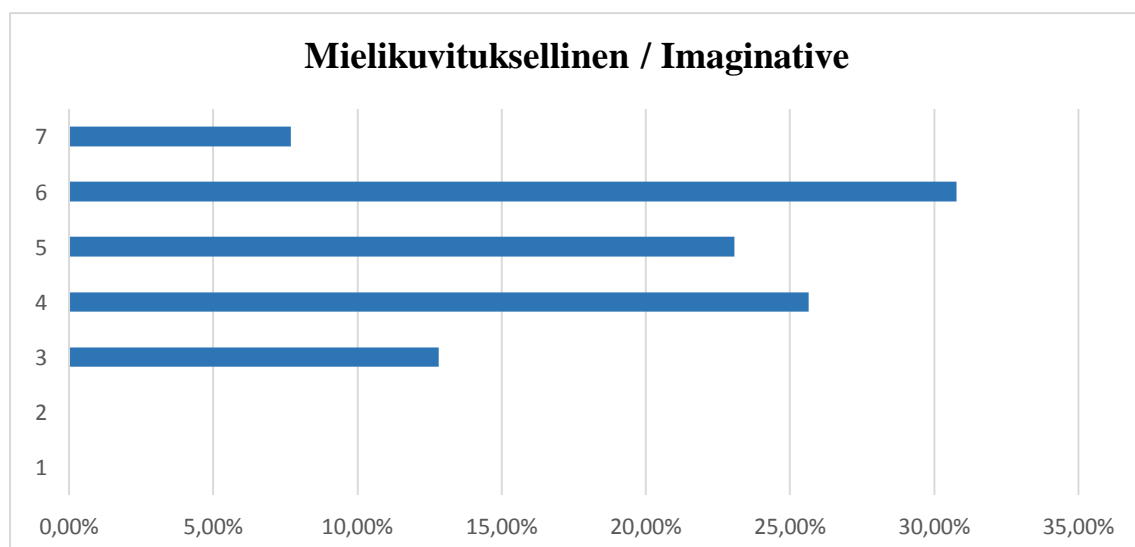


Table 19 Mielikuvituksellinen / Imaginative

MEAN: 4,95 / STANDARD DEVIATION: 1,19 / VARIANCE 1,42

The participants have had rather scattered opinions of the category 'Imaginative'. On the other hand the majority of responses lie between numbers four and six. Number six has got the majority of responses, 30,77%.

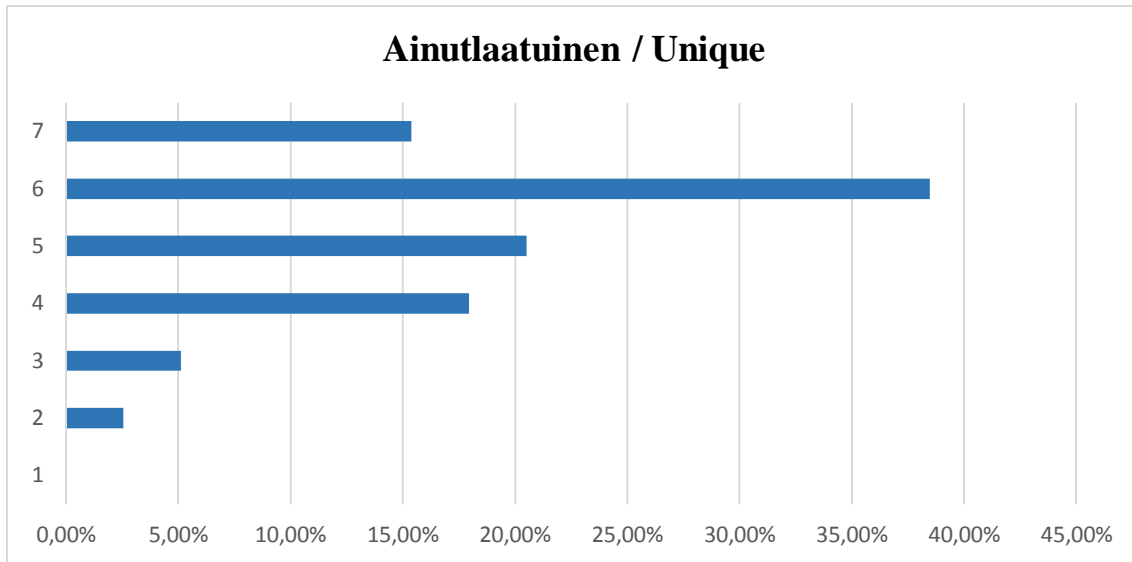


Table 20Ainutlaatuinen / Unique

MEAN: 5,33 / STANDARD DEVIATION: 1,24 / VARIANCE 1,54

Although Kanniston Leipomo is considered 'Unique' (38,46%), numbers such as seven, five and four have all got many votes aswell. The mean is 5,33.

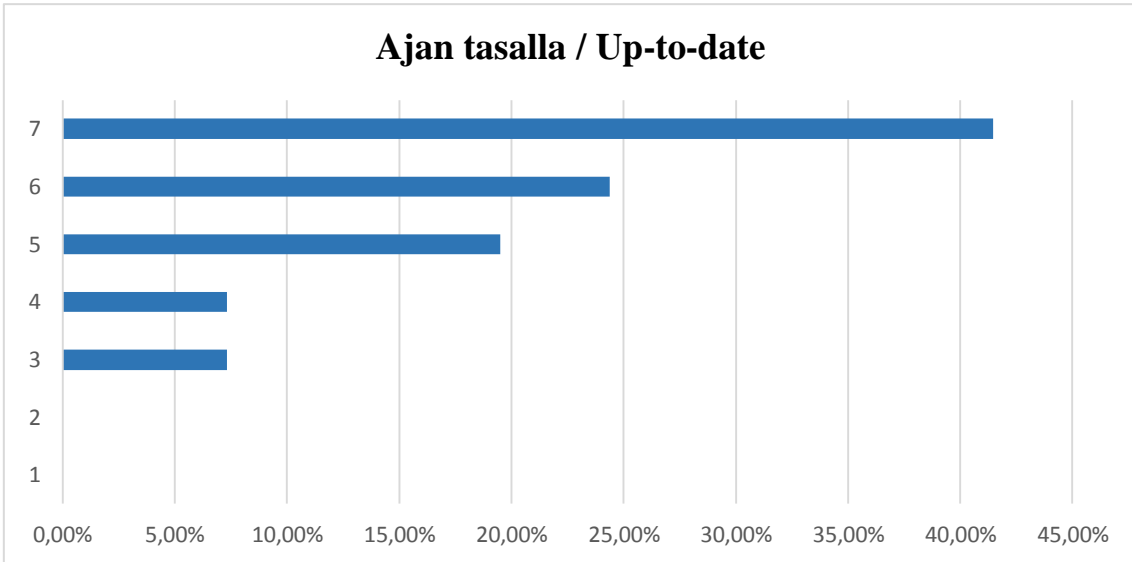


Table 21 Ajan tasalla / Up-to-Date

MEAN: 5,85 / STANDARD DEVIATION: 1,26 / VARIANCE 1,58

The participants of the survey have voted the bakery shop to be Up-to-date by 41,46%. The result is rather uniform, although six and five have also got high percentages; 24,39% and 19,51%.

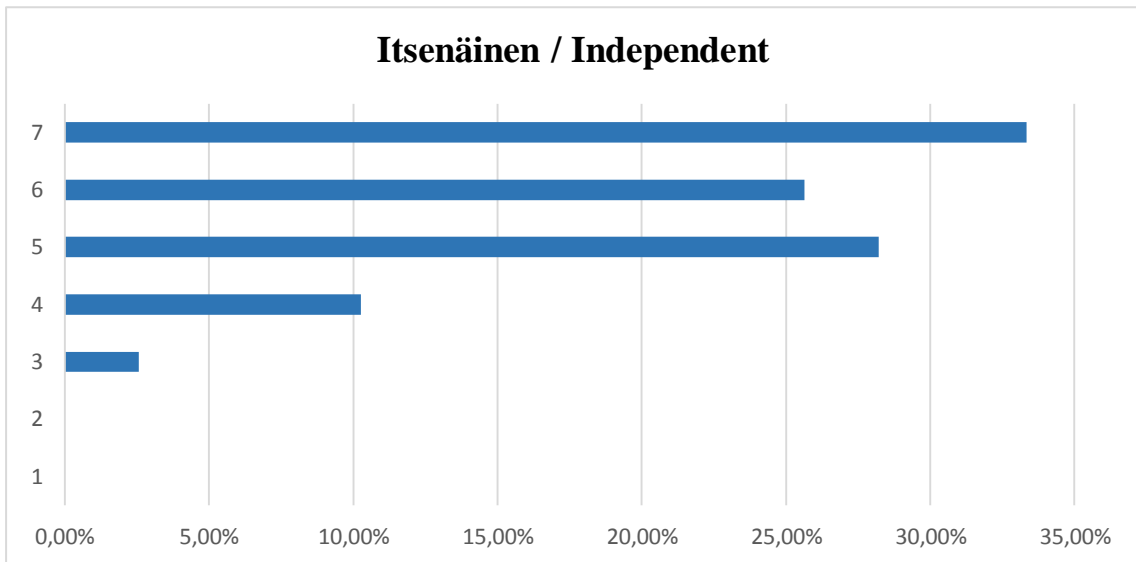


Table 22 Itsenäinen / Independent

MEAN: 5,77 / STANDARD DEVIATION: 1,11 / VARIANCE 1,23

Option number seven has got the biggest share of all given votes, 33,3%. By looking at the table it can be understood that the respondents have agreed the company to be independent. Numbers six and five have also got a significant share of the votes, both staples reaching over 25%. Hence to no big differences between the three top numbers the mean is 5,77.

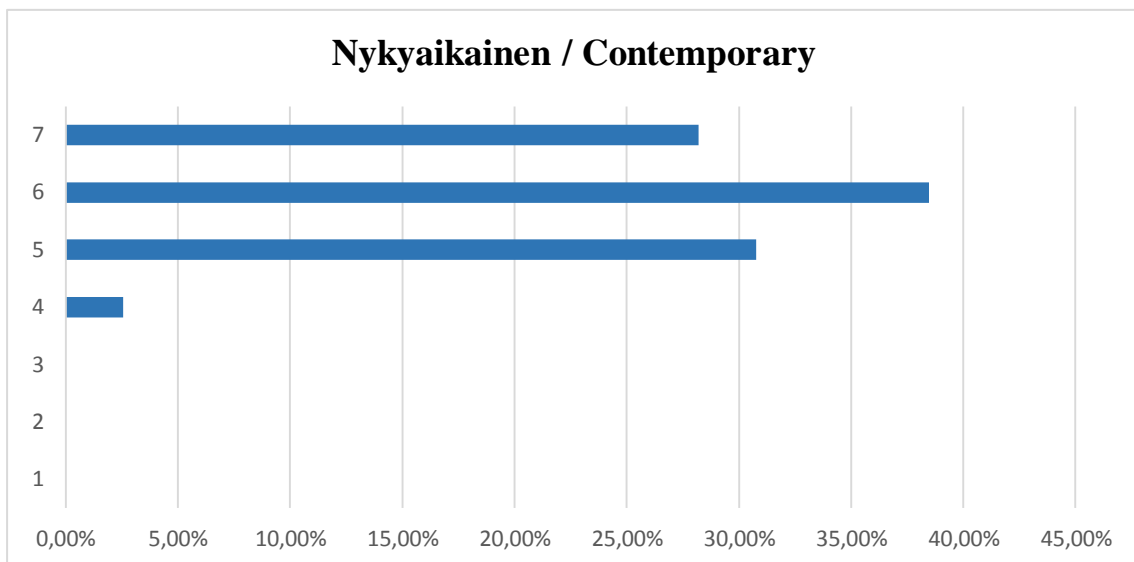


Table 23 Nykyaikainen / Contemporary

MEAN: 5,92 / STANDARD DEVIATION: 0,84 / VARIANCE 0,70

The three highest numbers on the scale, five to seven have shared the majority of the respondents votes. However number six has been most voted, by 38,46% of all given answers. The mean 5,92, is close to the most voted number.

5.2.4 Summary of category Excitement/Jännittävyys

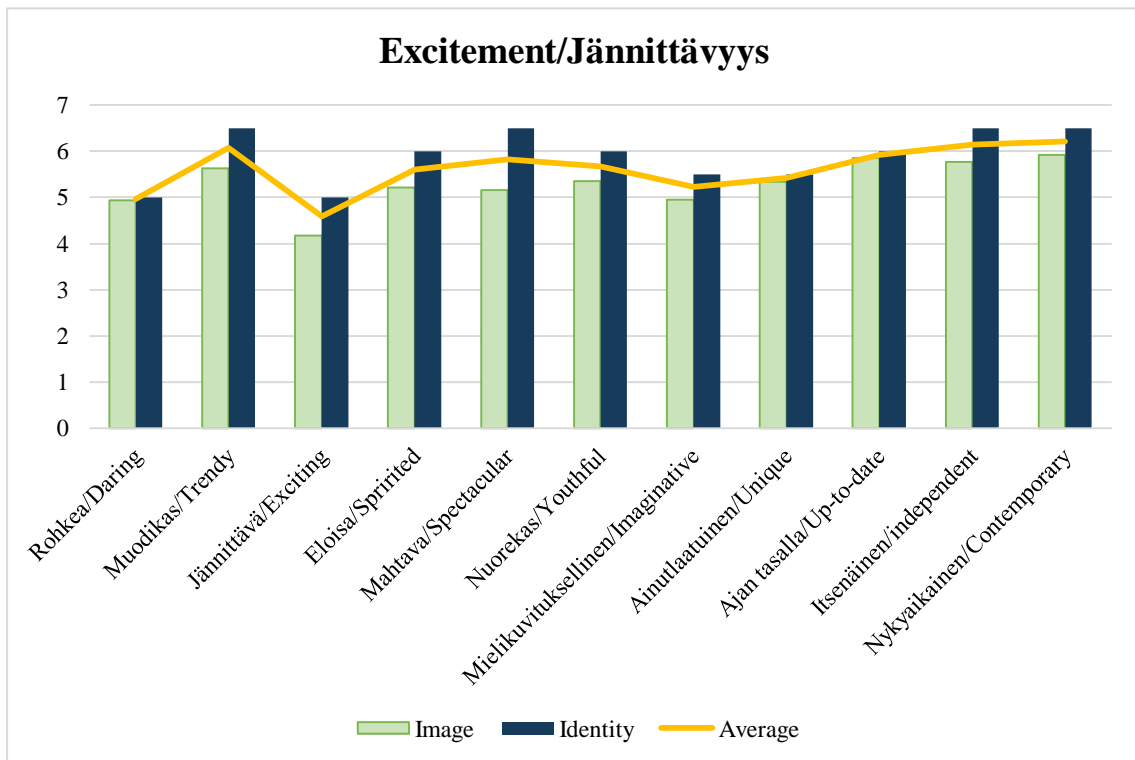


Table 24 Summary ; Excitement / Jännittävyys

The image and identity of Kanniston Leipomo does coincide in category Ronkea/Daring. The image and identity lie very close to each other also in categories Ainutlaatuinen/Unique (difference 0,17) and Ajantasalla Up-to-date (difference 0,15). As seen in the table there are no significant differences in the results. The biggest difference is in category Mahtava/Spectacular, where the identity is considered to be very accurate while the image on the other hand is visibly lower. The difference in this category is 1,35. Otherwise both results do follow a similar pattern throughout this category.

5.2.5 Competence/ Kelpoisuus

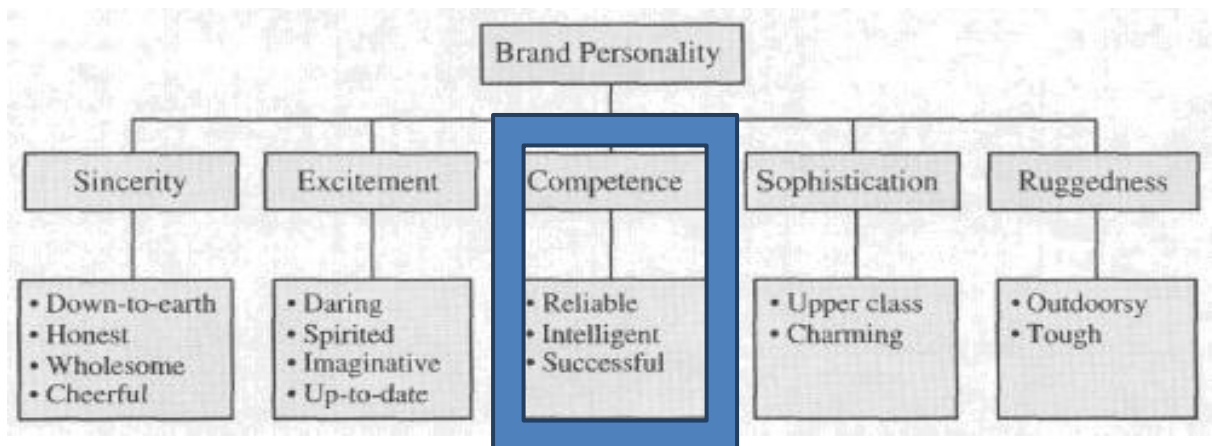


Figure 9 Brand Personality, Competence

The following trait is intended to measure brand Competence / Kelpoisuus. Competence is divided into three categories which are followingly divided into subcategories.

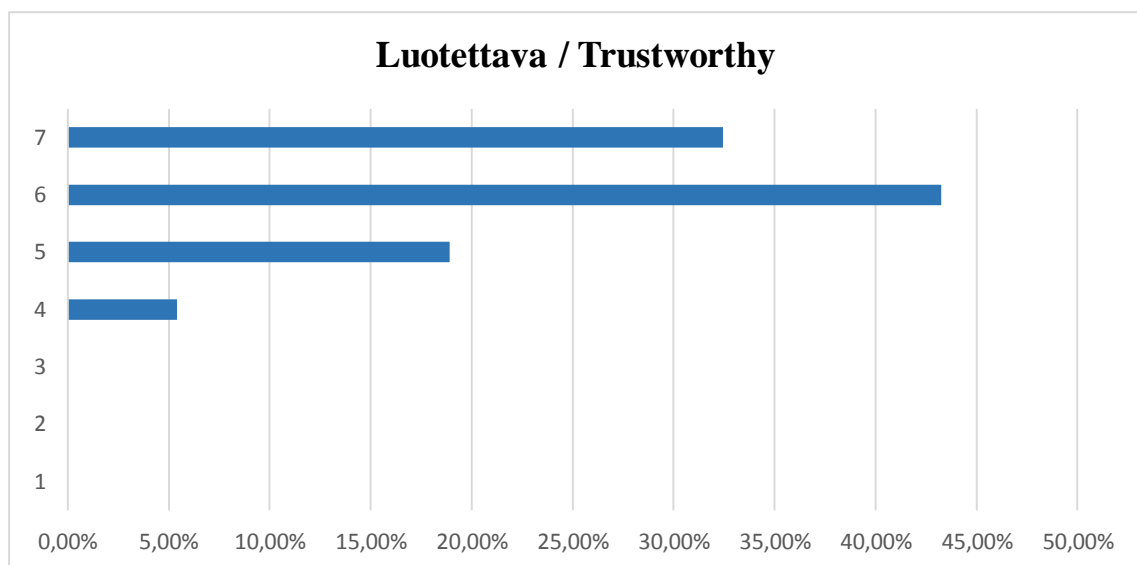


Table 25 Luotettava / Trustworthy

MEAN: 6,03 / STANDARD DEVIATION: 0,87 / VARIANCE 0,75

Answer number six has clearly been the most voted number, the second most answer is seven. The gap between number six and five is approximately 10,8% (16-12=4 votes).

The mean is 6,03 and the standard deviation is fairly low 0,87, meaning that the answers are concentrated around close alternatives.

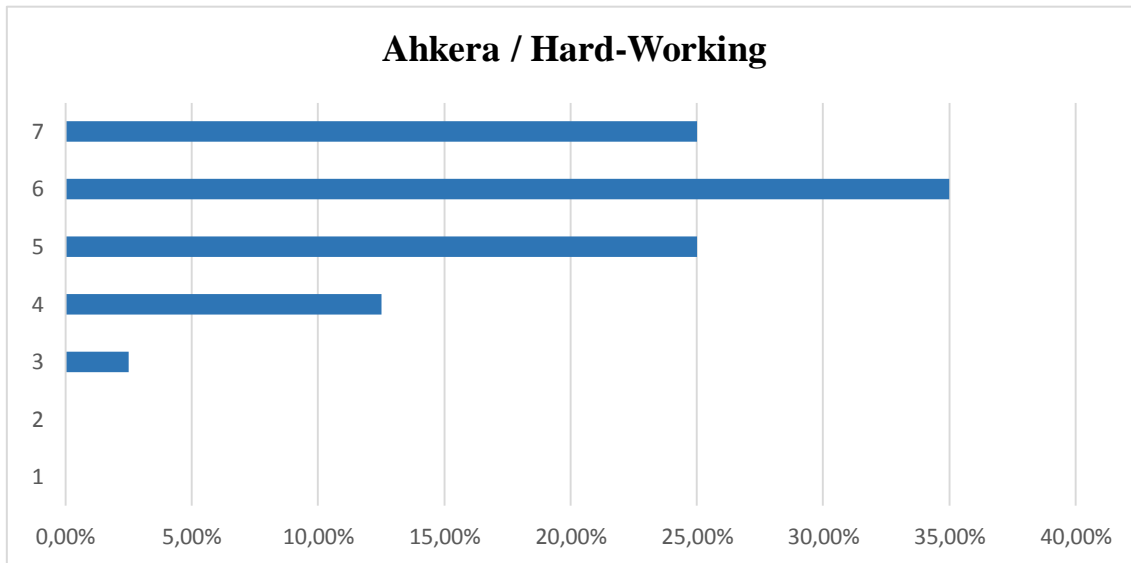


Table 26 Ahkera / Hard-Working

MEAN: 5,68 / STANDARD DEVIATION: 1,07 / VARIANCE 1,15

Options seven, six and five are most voted numbers to measure category 'Hard-Working/Ahkera' for Kanniston Leipomo. The mean is 5,68; leaning towards six which is the answer that has been most voted. 35% of given answers are for number six, while 25% has been given to both seven and five.

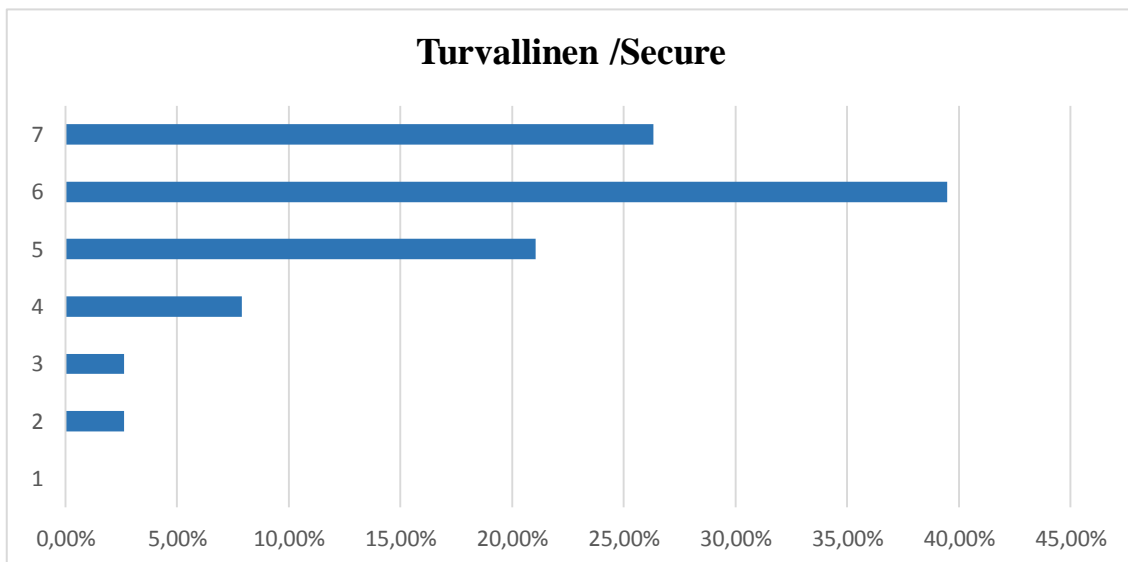


Table 27 Turvallinen / Secure

MEAN: 5,71 / STANDARD DEVIATION: 1,18 / VARIANCE 1,40

Number six has been the most popular answer by far with 39,47% of all responses. Answer number seven is the second most popular choice with 26,32% of all responses.

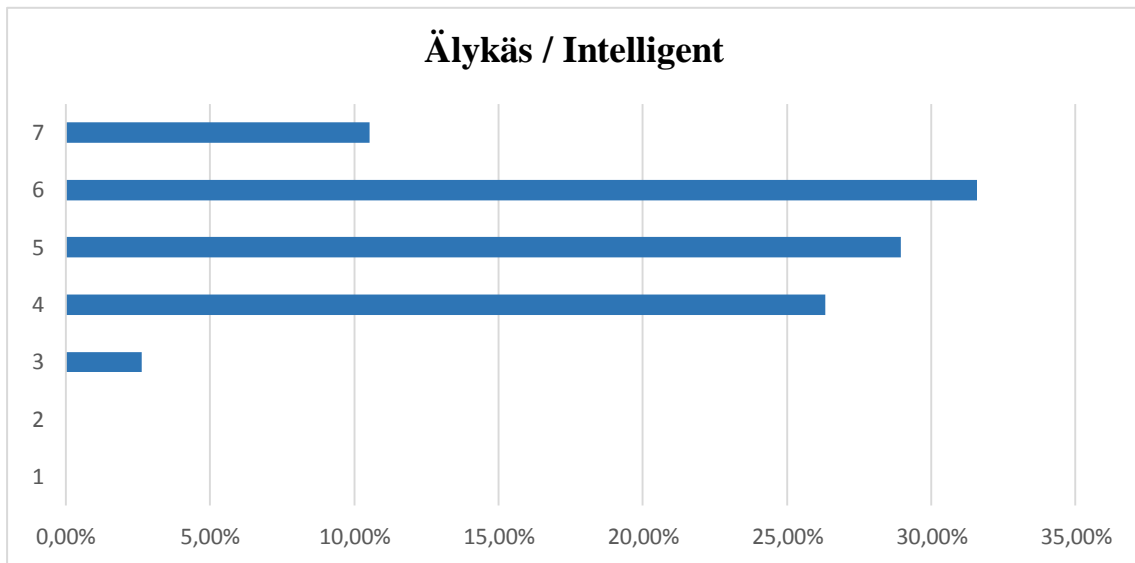


Table 28 Älykäs / Intelligent

MEAN: 5,21 / STANDARD DEVIATION: 1,04 / VARIANCE 1,09

The category 'Intelligent/Älykäs' has a mean of 5,21. The answers are concentrated between numbers four (26,32%) ,five (28,95%) and six (31,58%). As it can be seen, the difference between the per centages are not significant.

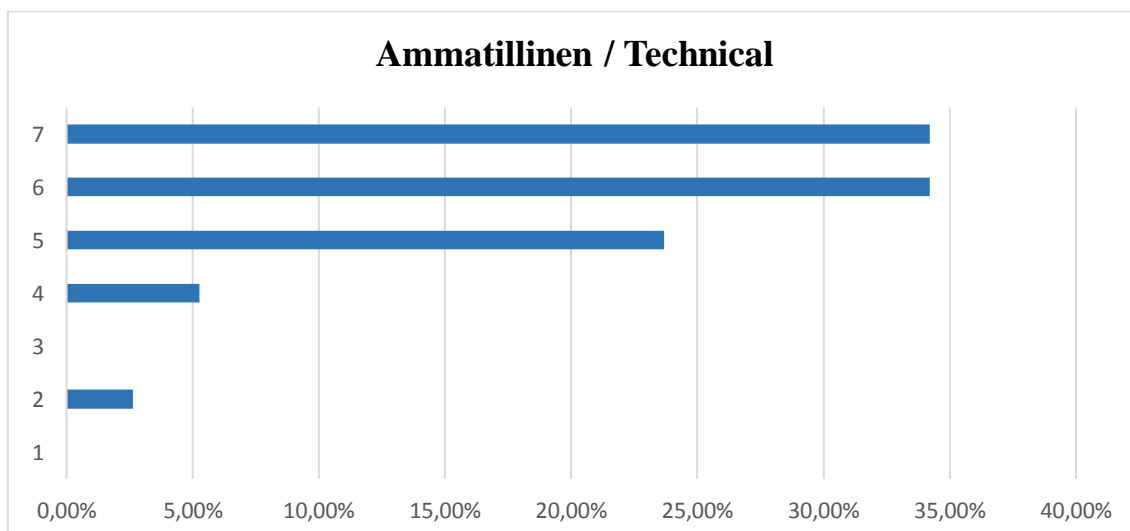


Table 29 Ammatillinen / Technical

MEAN: 5,89 / STANDARD DEVIATION: 1,11 / VARIANCE 1,23

Answers number seven and six have got the same amount of responses (34,21%), however the mean is 5,89 leaning towards a six.

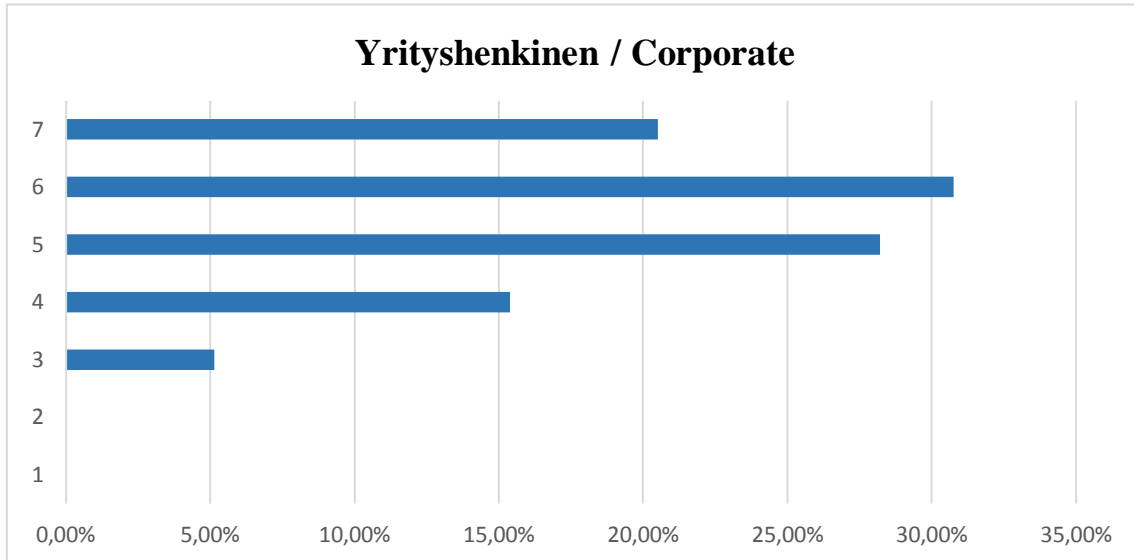


Table 30 Yrityshenkinen / Corporate

MEAN: 5,46 / STANDARD DEVIATION: 1,14 / VARIANCE 1,31

As it can be seen in the table the answers are more scattered in this category. The mean is 5,46 and the most popular answer has been number six (30,77%).

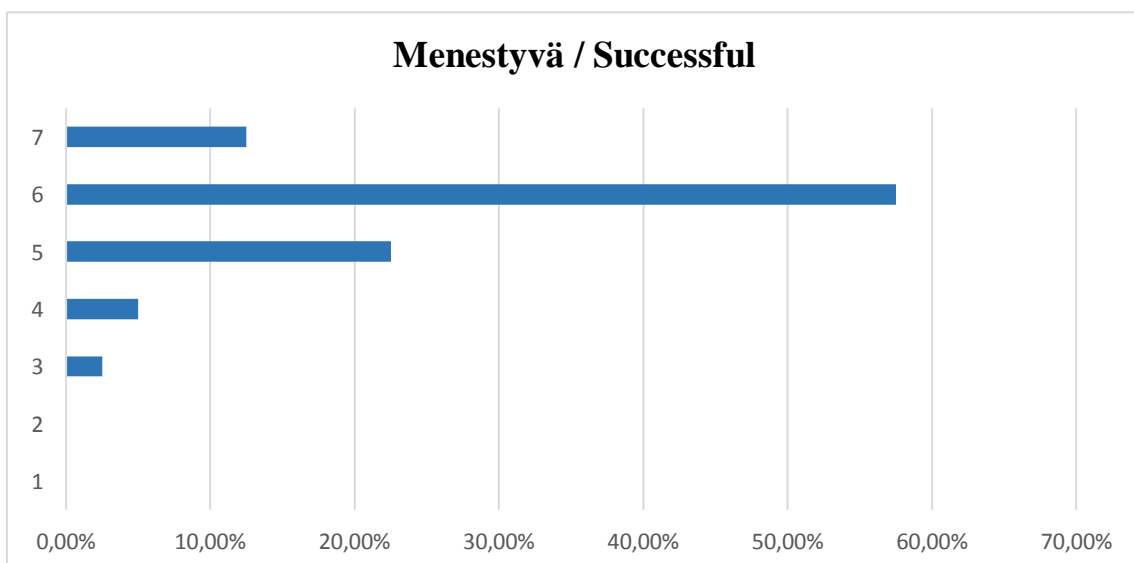


Table 31 Menestyvä / Successful

MEAN: 5,73 / STANDARD DEVIATION: 0,85 / VARIANCE 0,72

Answer number six has been the most voted number by 57,50% of all given responses, in other words the majority of all respondents have voted at the same answer. The mean is 5,73 and the standard deviation in 0,85 which is fairly low. Also by looking at the table it can be understood that the answers are concentrated mostly on the same answer.

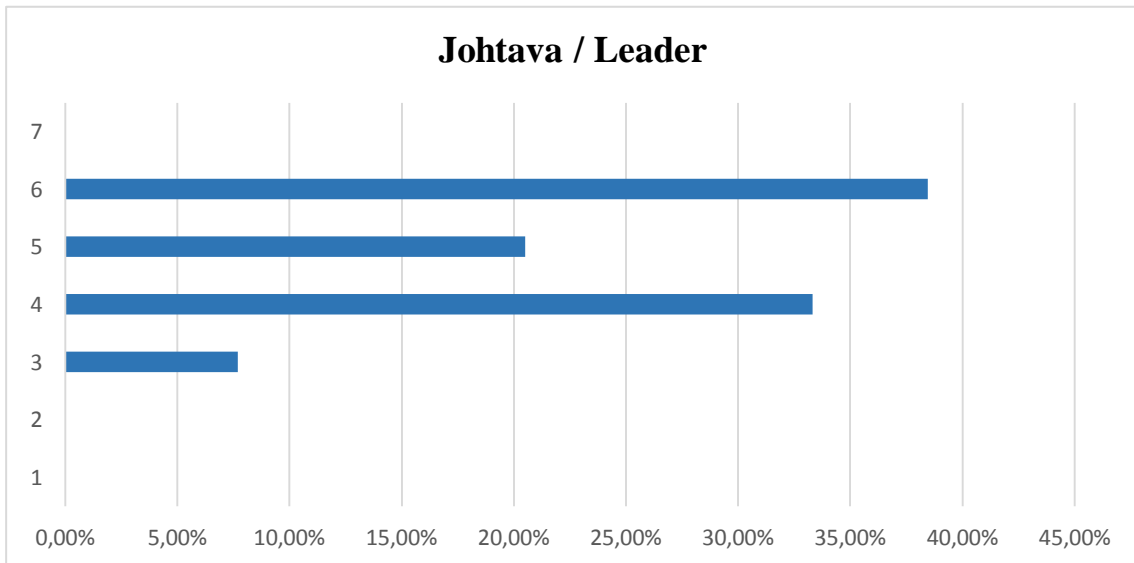


Table 32 Johtava / Leader

MEAN: 4,90 / STANDARD DEVIATION: 1,02 / VARIANCE 1,04

The answers are concentrated in the middle of the scale ranging from 3-6. However, number six is the most voted option by 38,46% of all given answers as well as answer number four which has got 33,33% of all votes.

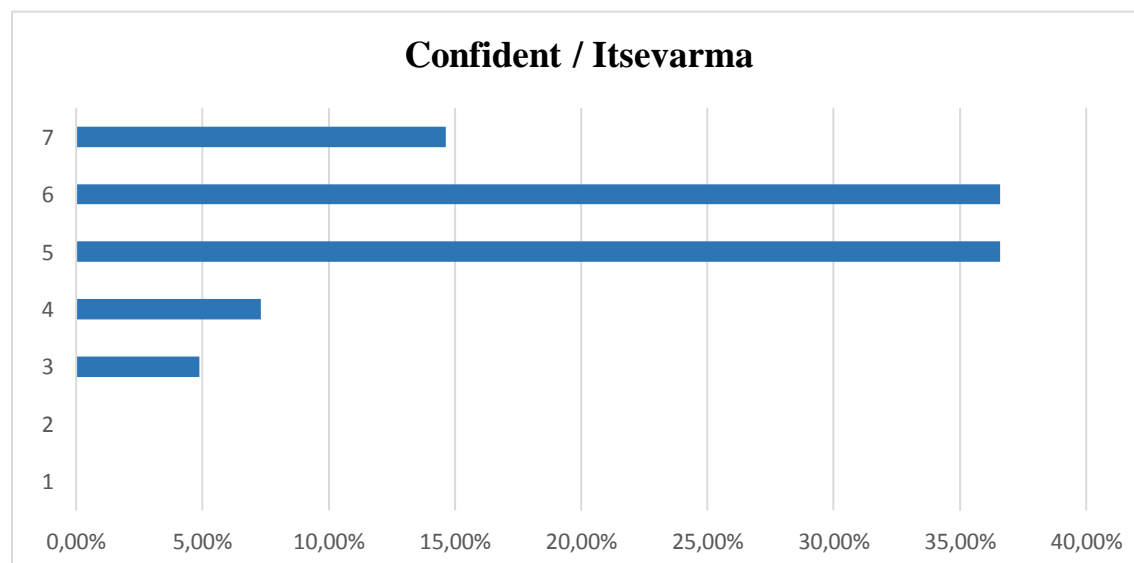


Table 33 Confident / Itsevarma

MEAN: 5,49 / STANDARD DEVIATION: 1,00 / VARIANCE 1,01

Answers number five and six have got the same percentage of given responses, 36,59%.
The mean is 5,49 leaning towards a very strong five.

5.2.6 Summary of category Competence/Kelpoisuus

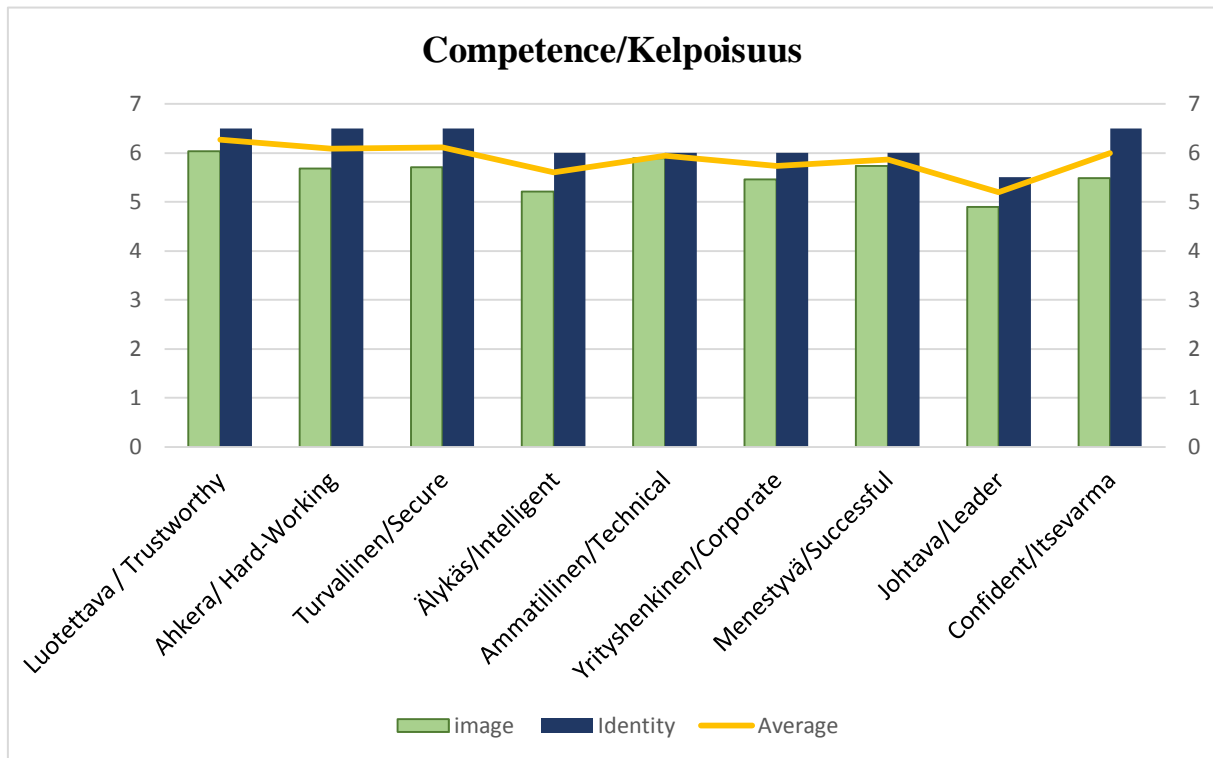


Table 34 Summary; Competence / Kelpoisuus

As seen in the tables above, this table follows a pattern throughout the category ‘Competence’. All given answers in both image and identity stay above 4,9 on the scale. The most significant differences lie in categories ‘Ahkera/Hard-Working’ (0,82 difference) and ‘Confident/Itsevarma’ (1,01 difference). In category ‘Ammatillinen/Technical’ the difference is the lowest (0,11).

5.2.7 Sophistication / Hianostuneisuus

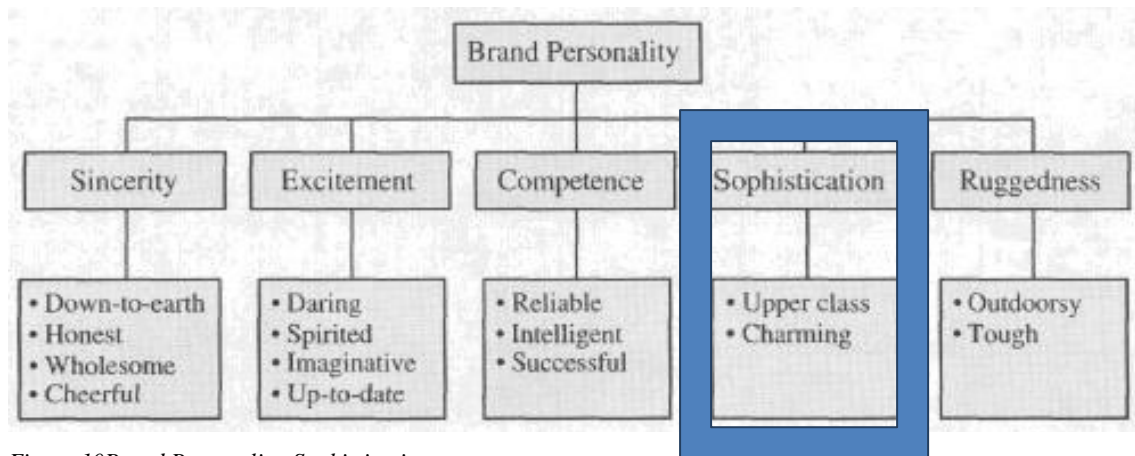


Figure 10 Brand Personality, Sophistication

This category measures the ‘Sophistication/Hianostuneisuus’ of Kanniston Leipomo. The trait is divided into two categories; Upper class and Charming, which are further divided into subcategories.

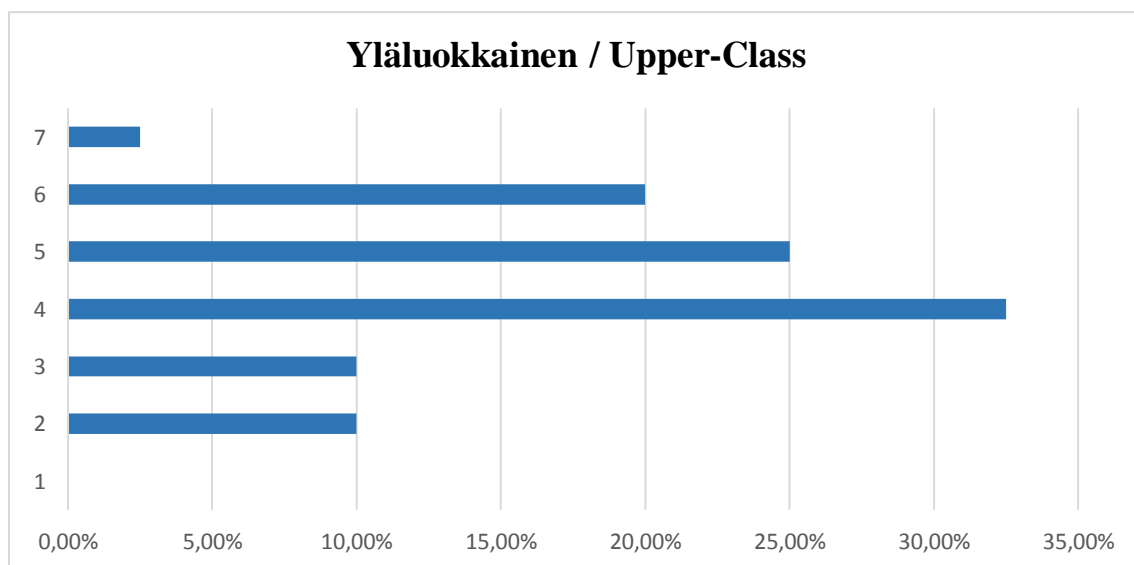


Table 35 Yläluokkainen / Upper-Class

MEAN: 4,43 / STANDARD DEVIATION: 1,28 / VARIANCE 1,64

As indicated in the table, the answers are very scattered on the table. Almost all of the options have been chosen. The standard deviation is 1,28 which is fairly high compared to other categories. The most voted answer was number four, which got 32,50% of all

given responses. The mean is 4,43 which means that the whole weight of the category is on answer number four.

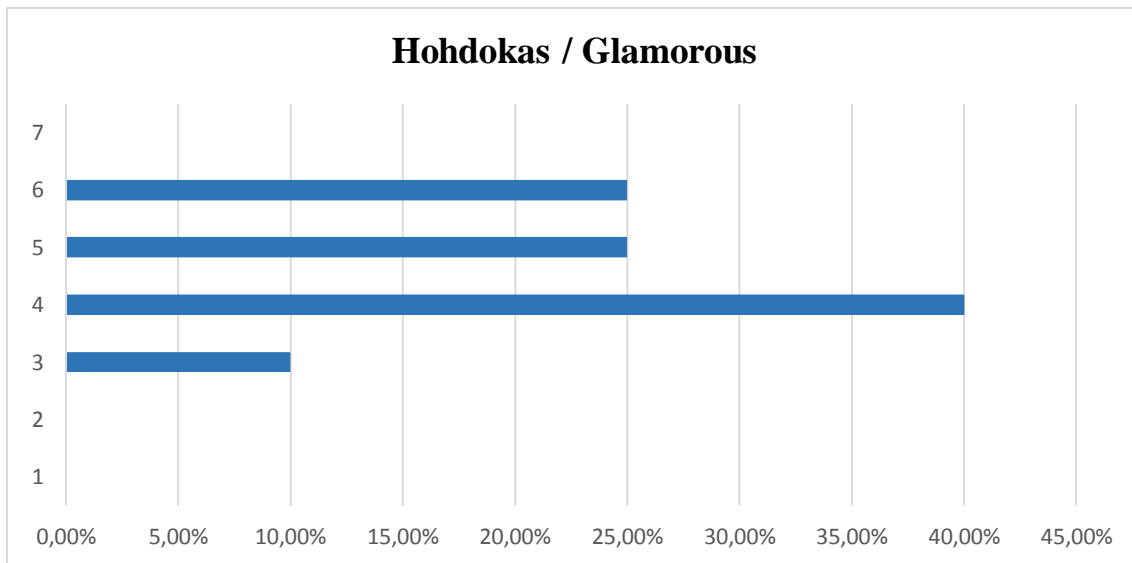


Table 36Hohdokas / Glamorous

MEAN: 4,65 / STANDARD DEVIATION: 0,98 / VARIANCE 0,95

As seen in the table the answers are fairly evenly concentrated around the middle of the number range. Answers number six and five have gotten the same amount of responses (25% each), the most popular option is number four by 40%. The mean is 4,65 indicating a strong four or a weak five.

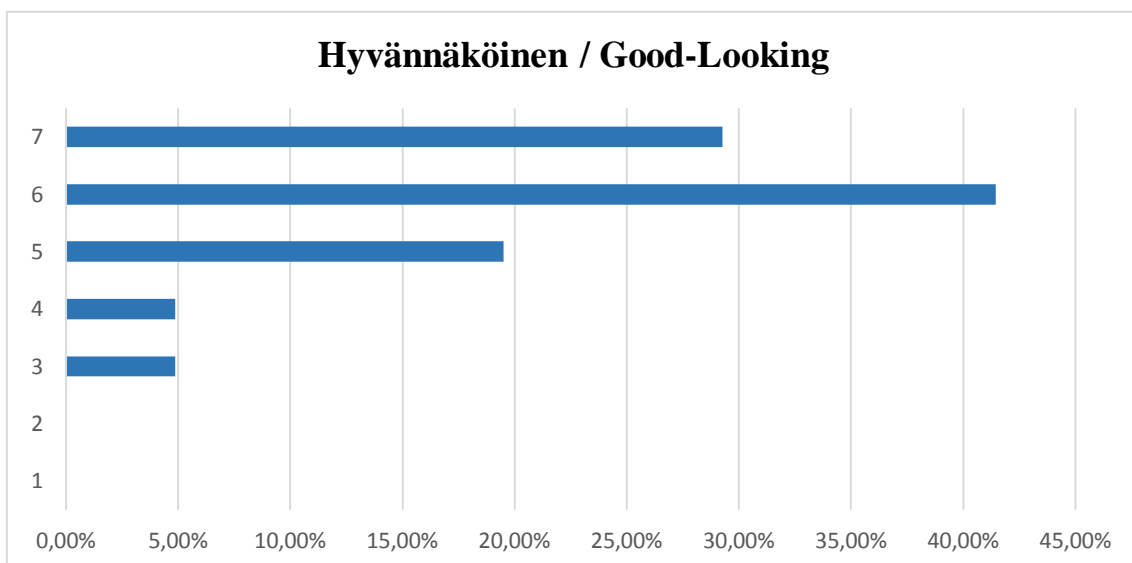


Table 37Hyvännäköinen / Good-Looking

MEAN: 5,85 / STANDARD DEVIATION: 1,06 / VARIANCE 1,13

The pressure of the responses is concentrated on the higher values, such as five, six and seven. The mean is 5,85 and the most chosen number to describe category 'Good-Looking' is number six by 41,46 % of the answers.

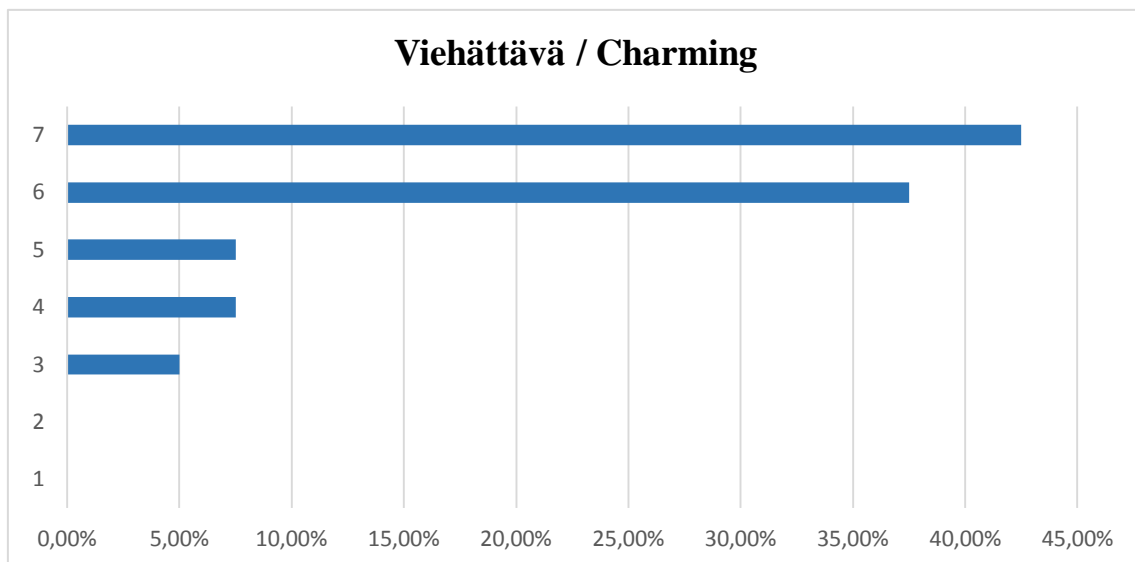


Table 38Viehättävä / Charming

MEAN: 6,05 / STANDARD DEVIATION: 1,13 / VARIANCE 1,28

As the table shows, most participants of the survey have voted on number seven in category 'charming' (42,50%). The second most popular answer has been number six by 37,50 % . Also numbers five, four and three have been voted but the percentage in each one lies under 10% .

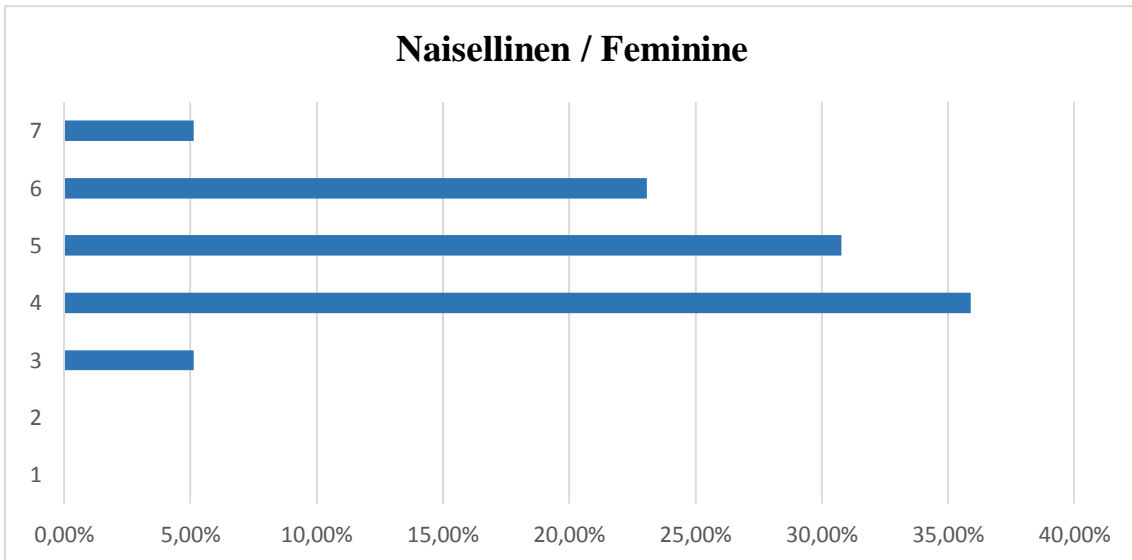


Table 39 Naisellinen / Feminine

MEAN: 4,87 / STANDARD DEVIATION: 1,00 / VARIANCE 1,01

The mean is 4,87 which indicates a strong four. Answers four to six have gotten the majority of responses. On the other hand, answer number four has been the most popular one by 35,90% of all given votes. Also options number three and seven have been chosen, both have a response percentage of 5%.

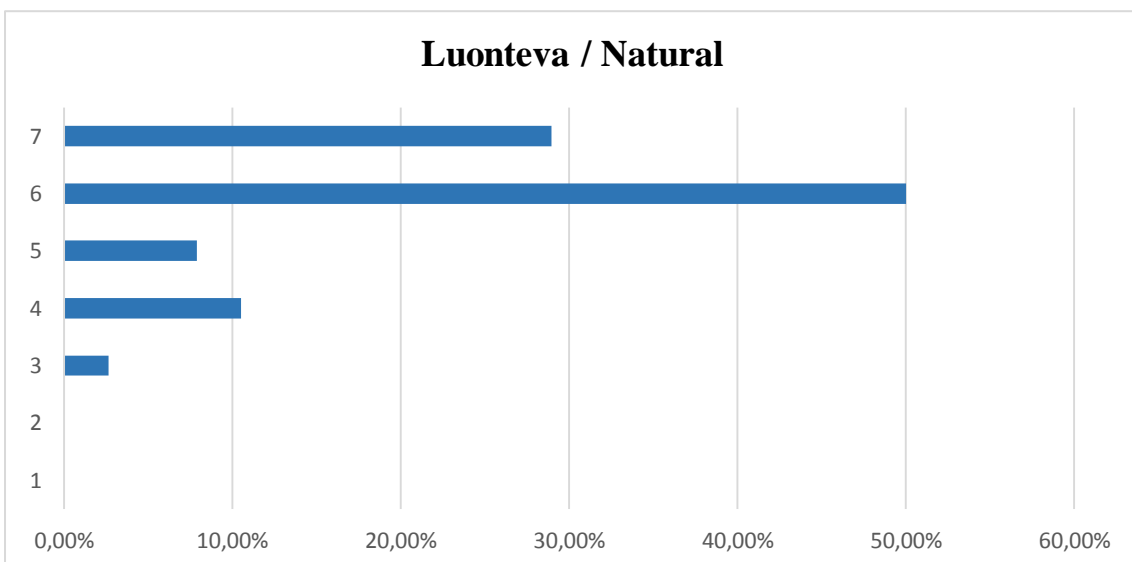


Table 40 Luonteva / Natural

MEAN: 5,92 / STANDARD DEVIATION: 1,02 / VARIANCE 1,05

The majority of responses have been given to number six in order to describe the level of 'Luonteva/Natural' of Kanniston Leipomo. The mean is 5,92, there are votes also for options three to five which are pulling the mean lower, on the other hand most voted numbers are six and seven.

5.2.8 Summary of category Hianostuneisuus/Sophistication

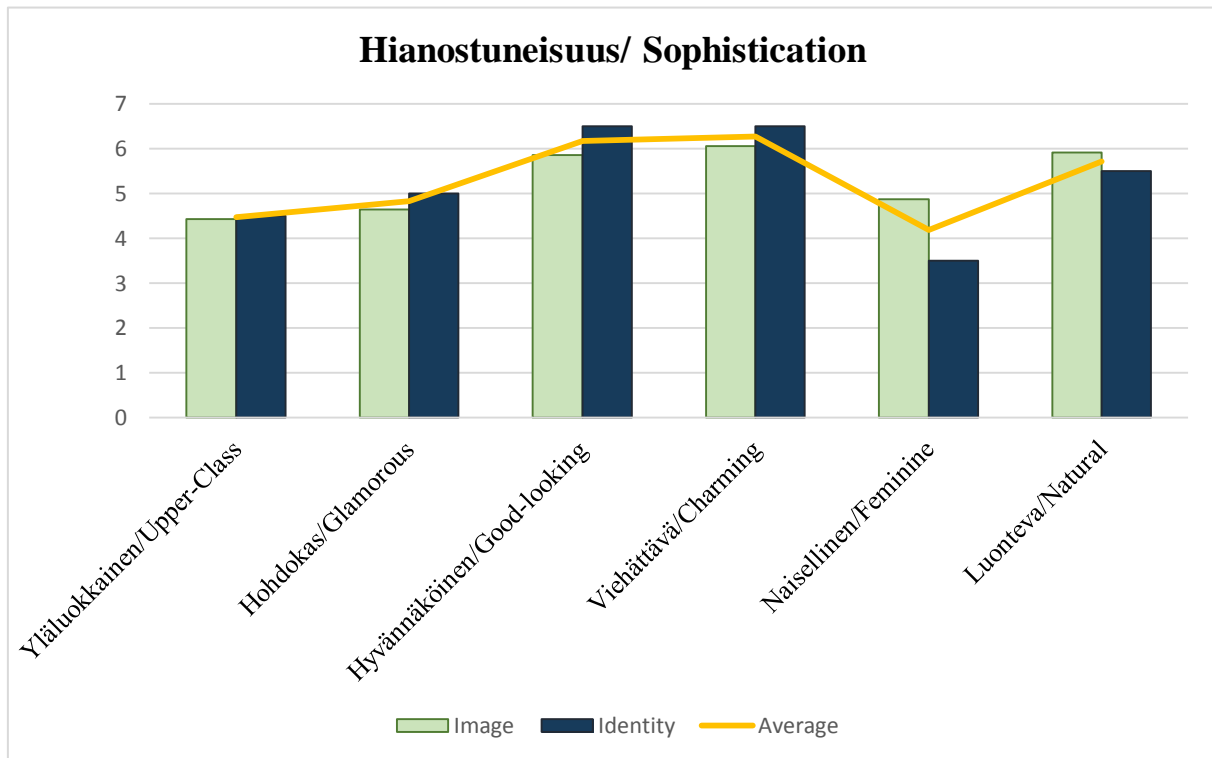


Table 41 Summary ; Hianostuneisuus / Sophistication

As it can be seen in the table, 'Yläluokkainen/Upper-Class' has got almost the same result of both parties. The actual difference is 0,2. It can also be seen by overlooking the table that the identity is valued somewhat higher than image in 'Hohdokka/Glamorous', 'Hyvänäköinen/Good-Looking' and 'Viehättävä/Charming'. On the other hand the differences aren't very significant, they range approximately from 0,40-0,70 in difference. 'Naisellinen/Feminine' and 'Luonteva/Natural' have both a higher value on image than identity. The differences are approximately 0,70 and 0,60. The average is above four throughout the table.

5.2.9 Häiriönkestävyys/Ruggedness

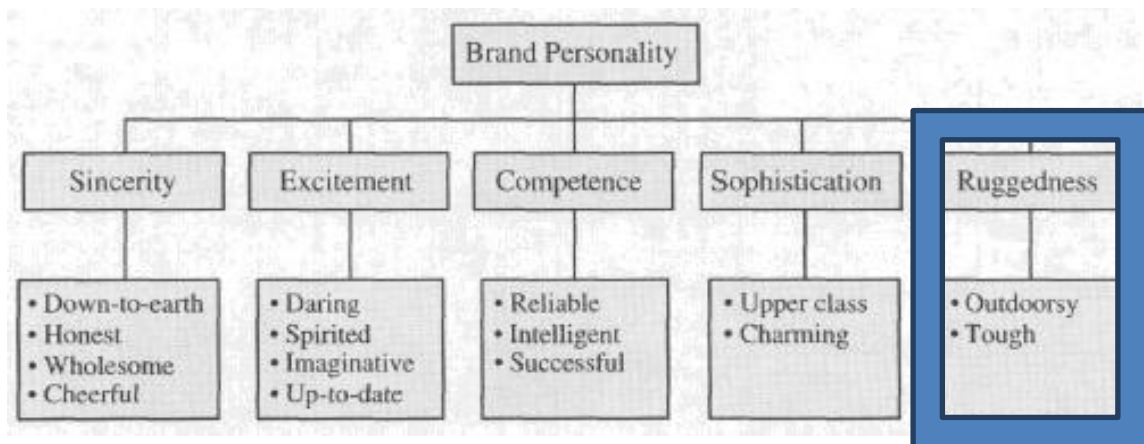


Figure 11 Brand Personality, Ruggedness

This attributes are intending to measure brand Ruggedness. The trait Ruggedness is divided into two categories; 'Outdoorsy' and 'Tough'. These two categories are further divided into subcategories. Each subcategory will be presented in a table.

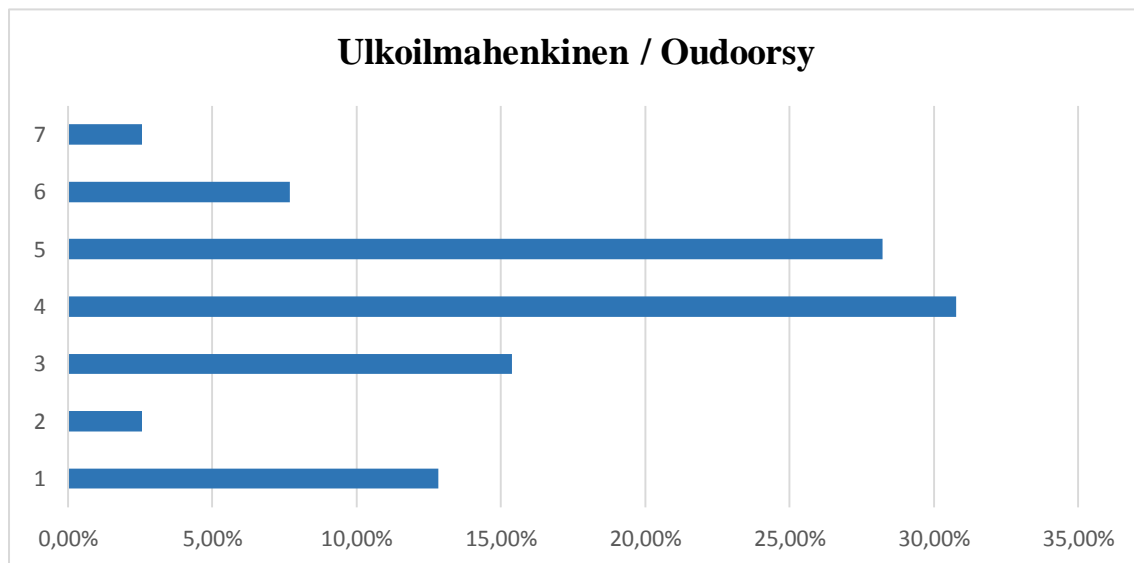


Table 42 Ulkoilmahenkinen / Oudoorsy

MEAN: 3,92 / STANDARD DEVIATION: 1,51 / VARIANCE 2,28

As the table indicates, the responses are scattered over the table. All possible options have been voted for. The standar deviation (1,51) is higher than in other categories already seen. The mean is 3,92, and the most voted answer has been four.

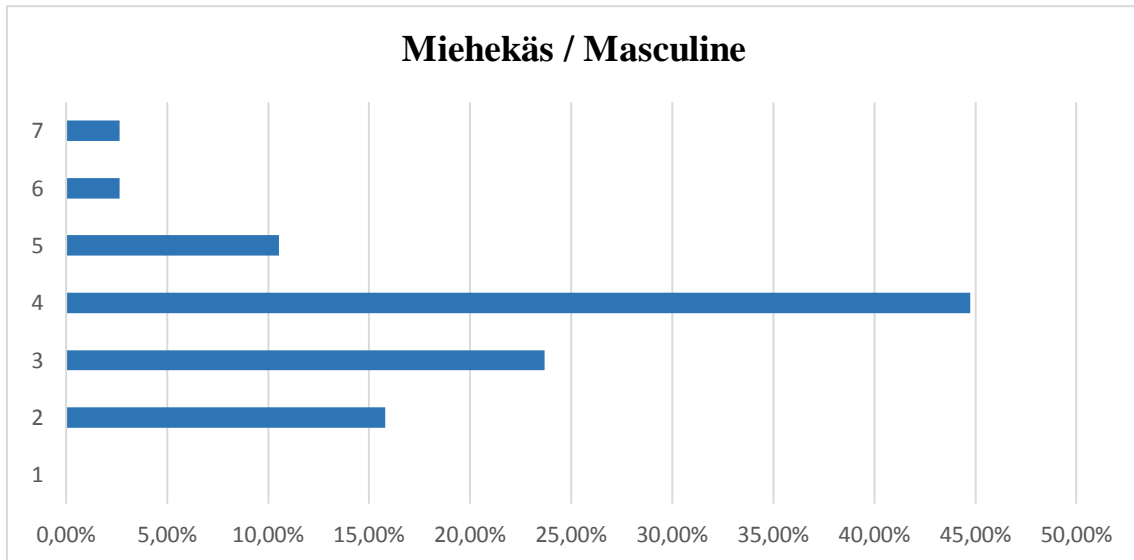


Table 43 Miehekäs / Masculine

MEAN: 3,68 / STANDARD DEVIATION: 1,12 / VARIANCE 1,25

Almost 45% of all respondents have voted on option number four. The mean is 3,68 and the standard deviation 1,12. Answers three and two have both got over 15% of the votes.

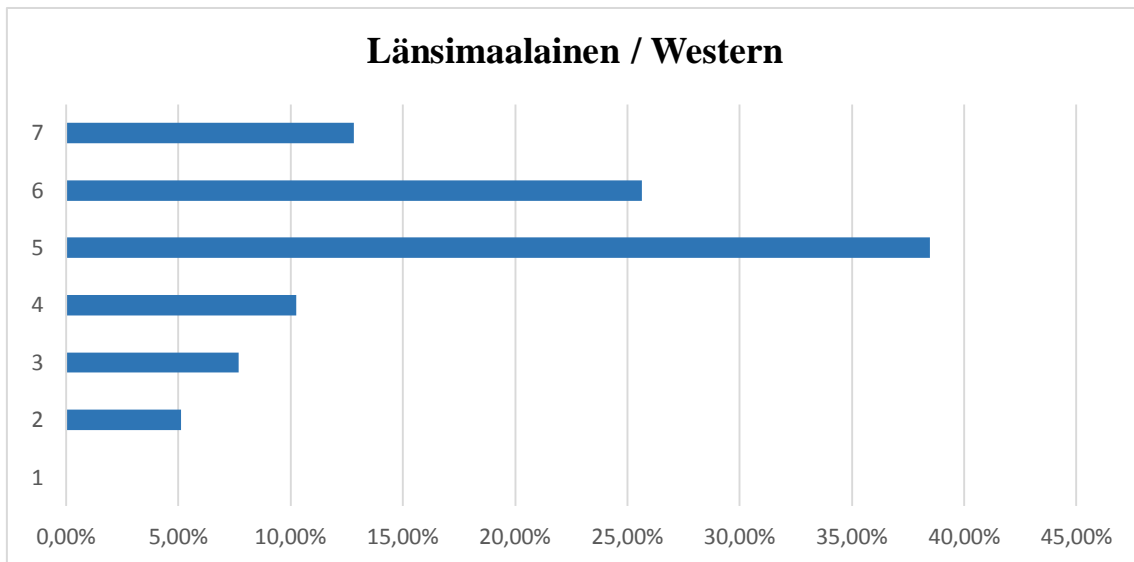


Table 44 Länsimaalainen / Western

MEAN: 5,10 / STANDARD DEVIATION: 1,29 / VARIANCE 1,67

'Länsimaalainen/Western' has got most of the votes on options five (most voted 38,46%), six (25,64%) and seven (12,82%). The mean is 5,10 which indicates a strong

five. Also numbers four, three and two have been selected, in other words the standard deviation is high 1,29.

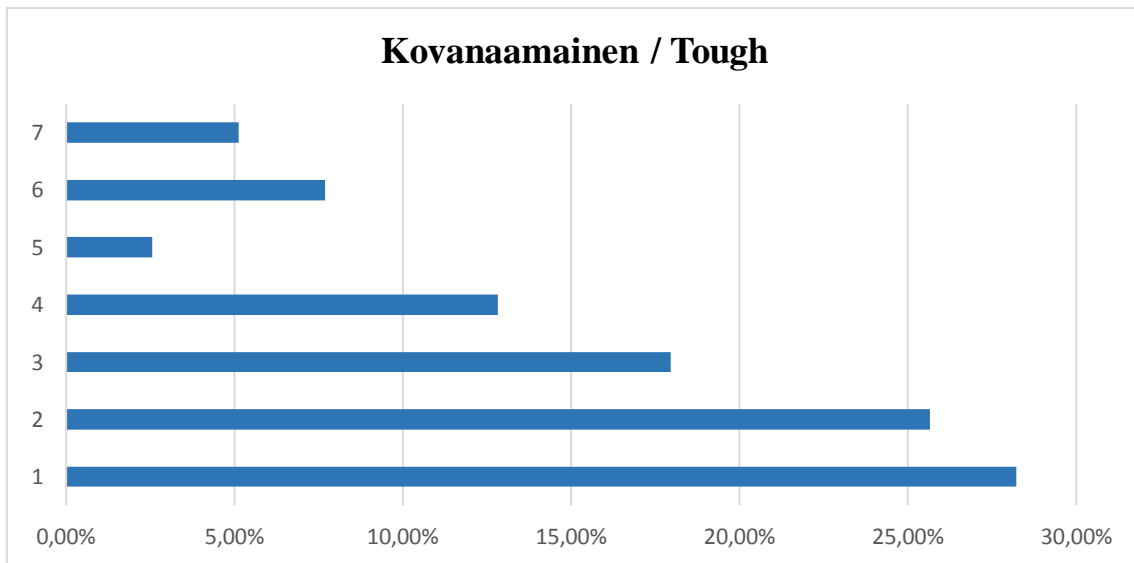


Table 45Kovanaamainen / Tough

MEAN: 2,79 / STANDARD DEVIATION: 1,78 / VARIANCE 3,17

The standar deviation is very high 1,78. All numbers on the scale from 1-7 have been selected. Most responses are concentrated on the lower numbers such as; one, two, three and even four. The mean is 2,79 and the most voted option is one by 28,21 %. The table indicates that there has not been one certain trend in the answers, but very wide spread opinions.

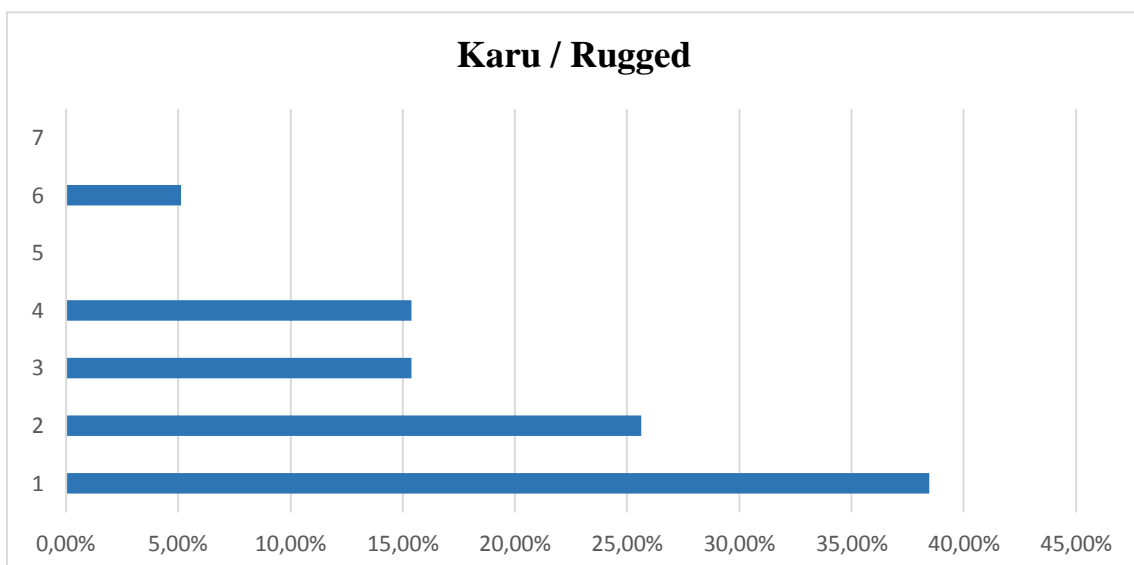


Table 46Karu / Rugged

MEAN: 2,28 / STANDARD DEVIATION: 1,39 / VARIANCE 1,94

'Karu/Rugged' has a similar construction as the table above 'Kovanaamainen/Tough'. Most answers are concentrated on the lower numbers, option number one being the most popular by 38,46%. Options two, three and four have also gotten approximately 15%-27% each of the answers. The table indicates that Kanniston Leipomo has not been considered 'Rugged', however the answers are fairly scattered and also option number six has got a 5% response rate.

5.2.10 Summary of category Häiriönkestävyys/Ruggedness

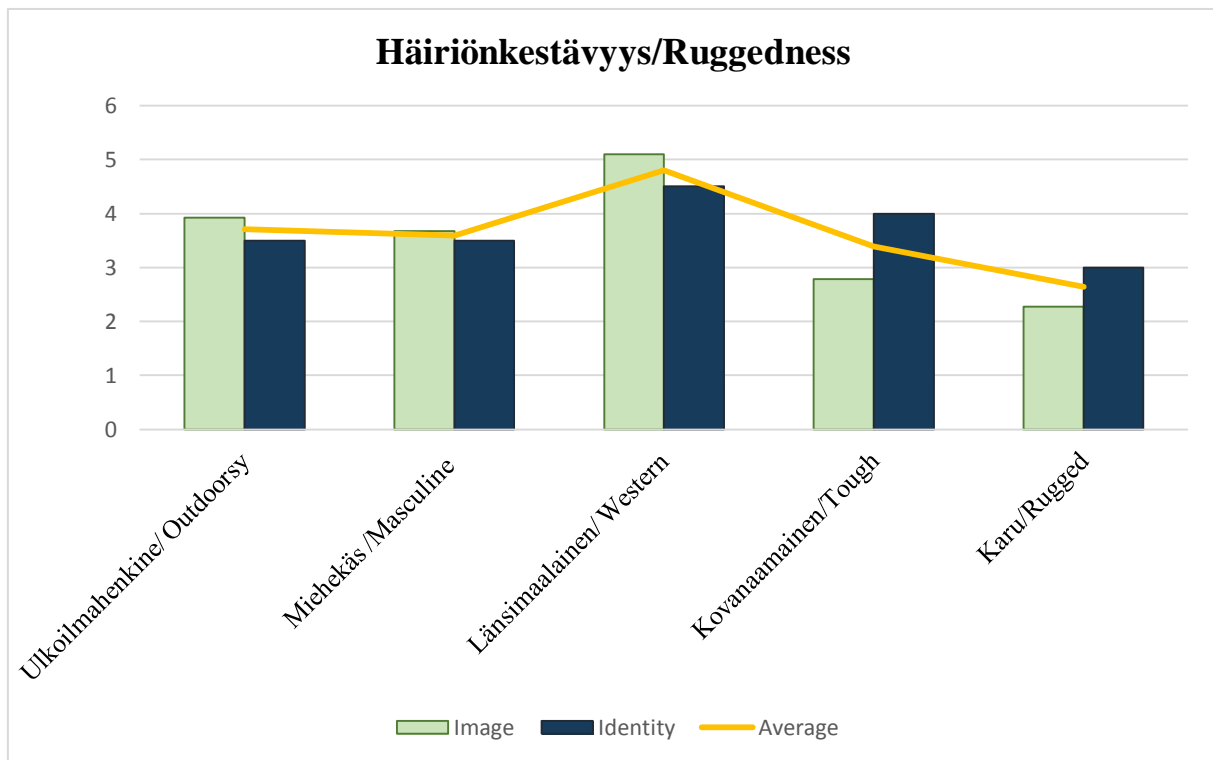


Table 47summary; Häiriönkestävyys / Ruggedness

There is a slight difference between 'Ulkoilmahenkine/Outdoorsy', the image has been valued higher by 0,42. 'Miehekäs/Masculine' is almost equal, by a slight difference 0,18. The image of category 'Länsimaalainen/Western' is visibly higher, the difference between identity and image is 0,6. On the other hand, the table shows a bigger gap in category 'Kovanaamainen/Tough'. The image is lower than the identity by 1,21. Also category 'Karu/Rugged' has got a gap between image and identity. The identity is visibly lower by 0,72.

By overlooking the table there are no big gaps between image and identity, both follow a similar trend throughout the table.

5.2.11 Comparison between brand identity and image

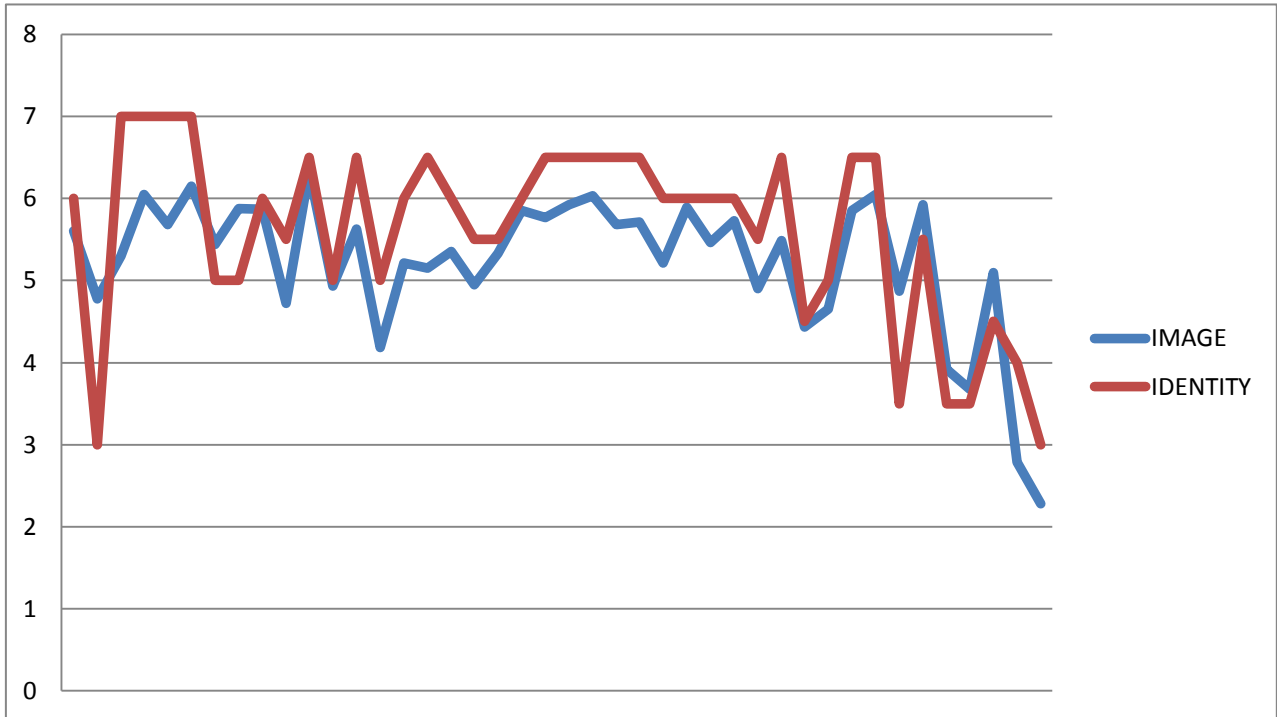
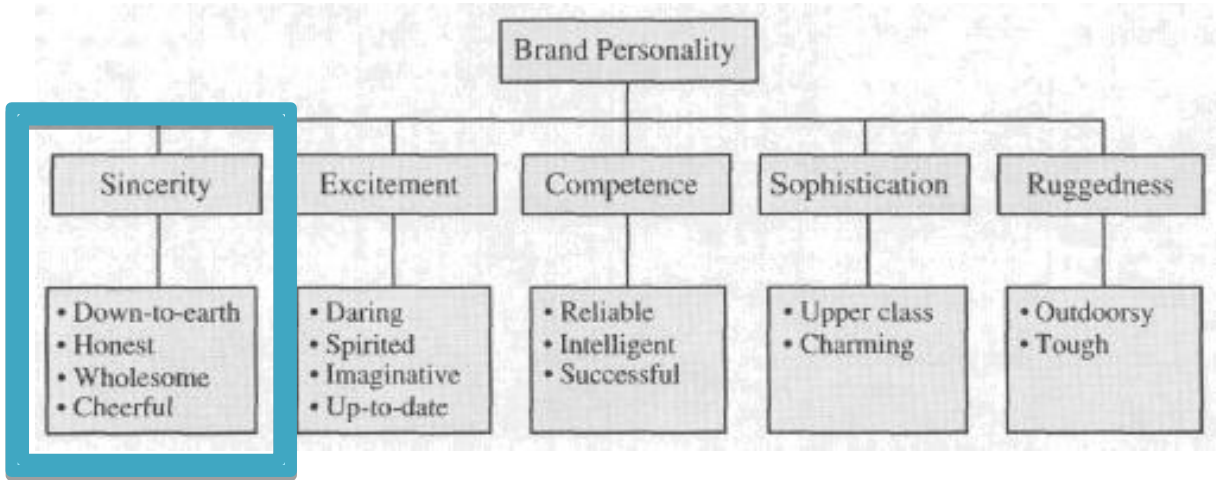


Table 48 Comparison between brand identity and image

As it can be seen in the table, both curves follow a very similar pattern. However there are some plunges and differences in the very beginning, as well as, in the middle of the curve. It shows that the identity curve is more frequently above the image curve, especially in the beginning and in the middle. But by following the two curves it can be seen that they fall and rise similarly. Both curves do tangent frequently. The majority of the results are in-between the range of three to seven.

6 ANALYSIS

6.1.1 Sincerity / Vilpittömyys



This category measures how sincere the company is understood to be. Sincerity is divided into four categories; Down-to-Earth, Honest, Wholesome and Cheerful. Furthermore these categories are divided into sub-categories.

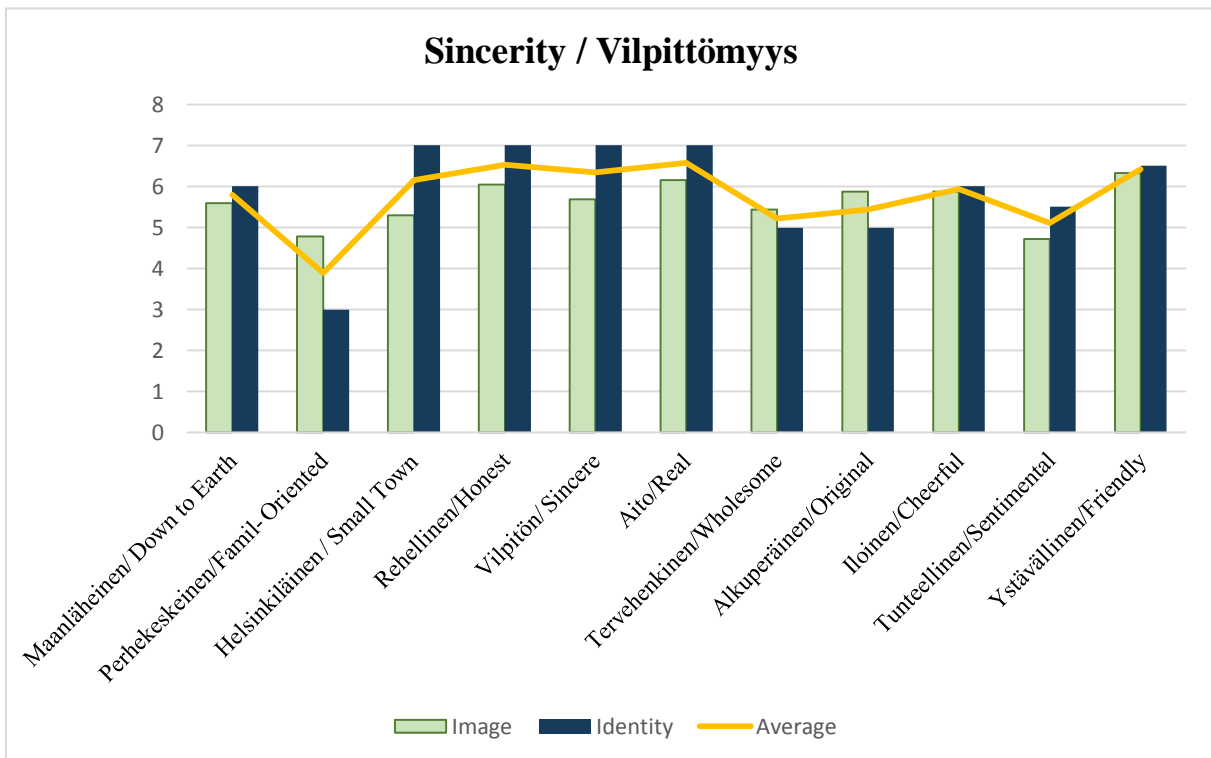
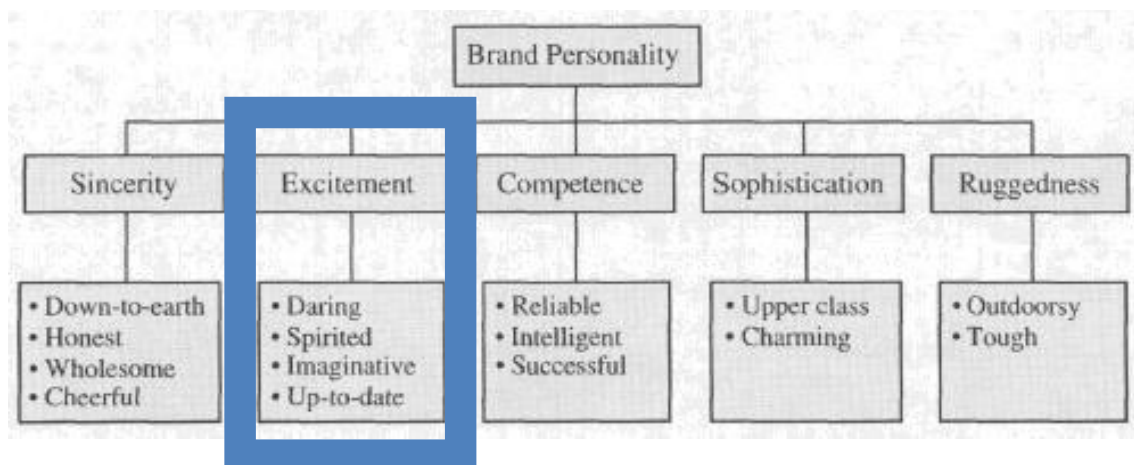


Table 49 Summary of category Sincerity / Vilpittömyys

As mentioned earlier, the table follows a certain pattern. However the differences in the results are to be discussed in order to be properly understood. The category '*Perhekeskeinen/Family-Oriented*' shows very different opinions. The customers have valued the company on a higher scale than what the company itself. Customers believe that, small bakeries with friendly personnel and cozy interior decoration is more family oriented, than a chic-boutique. The identity hasn't thought of targeting the products to families, the target group is people who like bread in a 'home-made'-style, authentic and ecological. However, this target group seems to contain also families in the Helsinki region. The category '*Helsinkiläinen/Small-Town*' has got an interesting result. The image and the identity don't match. It is peculiar that customers aren't aware of its roots. As earlier mentioned in the company presentation, Kanniston Leipomo indeed is a 100 per cent from Helsinki. The origin is always kept in mind when marketing the products and when telling the history. However the results prove that there has been a gap in the communication. Many customers aren't interested to sort out the origin; many are satisfied with the answer 'local production'. If someone asks where the bakeries are located, they are given the answer "Punavuoreessa". The answer however doesn't confirm its origin, only its current location. In this sense it would be more effective to try to tell the origin and current state in the same answer. This can be done simply by telling orally to the inquirer or by posting marketing slogans with informative lines on Internet. The origin is a dominating factor and a very valuable asset for concurring a bigger share of the market. The categories '*Rehellinen/Honest*', '*Vilpitön/Sincere*' and '*Aito/Real*' have all got similar results. The difference between the two answers are ~1. There might be some skepticism of the information the bakery informs about its products. As known the Finnish mentality is always skeptical of anything that sounds too good to be true. However Kanniston Leipomo informs its customers of its products very generously, it informs that its products are authentic, hand-made by real bakers', every product is a 100 per cent baked by the company, it means to say, no half prepared products are used, and the ingredients are all from Finland and so on. (More information on the company presentation.) In other words, it is clearly stated that the company is honest, sincere and real. Although the difference in the answers aren't severe, some solutions could be taken in consideration in order to minimize the gap. For instance, information pamphlets could be handed out at every purchase. Other categories such

as; *'Tervehenkinen/Wholesome'*, *'Iloinen/Cheerful'*, *'Tunteellinen/Sentimental'* and *'Ystävällinen/Friendly'* have similar results as well. The answers range from five to six. These categories are believed to be relying on the intangible aspects that rely on the experience each customer has of visiting the store. The results are very similar, it can be understood that Kanniston Leipomo has succeeded to meet its customers in the communication. Another category that stands out is *'Alkuperäinen/Original'*, the image is evaluated to be higher than the identity. The bakery uses recipes that are as old as the company itself, and other recipes it has learned during the years to amplify its range of products. The identity has most likely, thought of using old recipes and other classics with a hint of flavor, when on the other hand, the image is thought of own recipes and original products that cannot be encountered somewhere else. The clue in this category can be believed that Kanniston Leipomo hasn't tried anything too risky. It means to say, they haven't expanded (yet) to French macarons or German pretzels, the bakery has played it safe on the market with domestic products.

6.1.2 Excitement / Jännittävyys



This category measures a brands 'excitement'. The personality trait is divided into four categories; which are divided into subcategories.

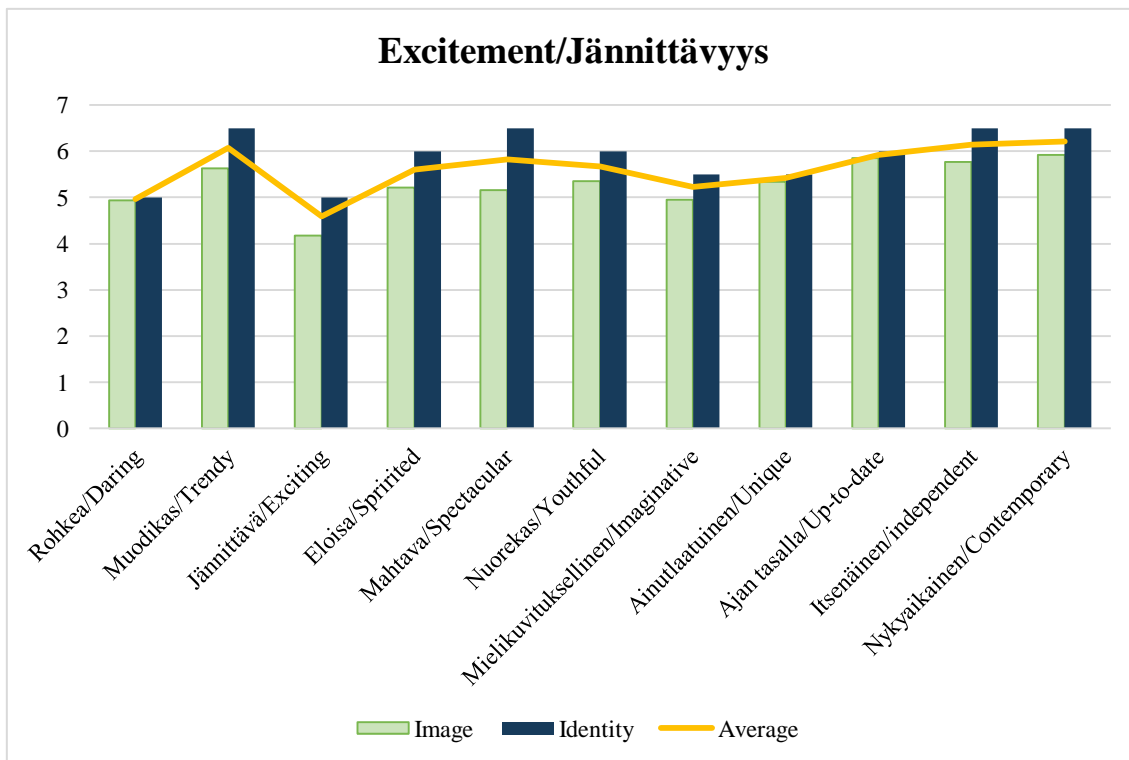
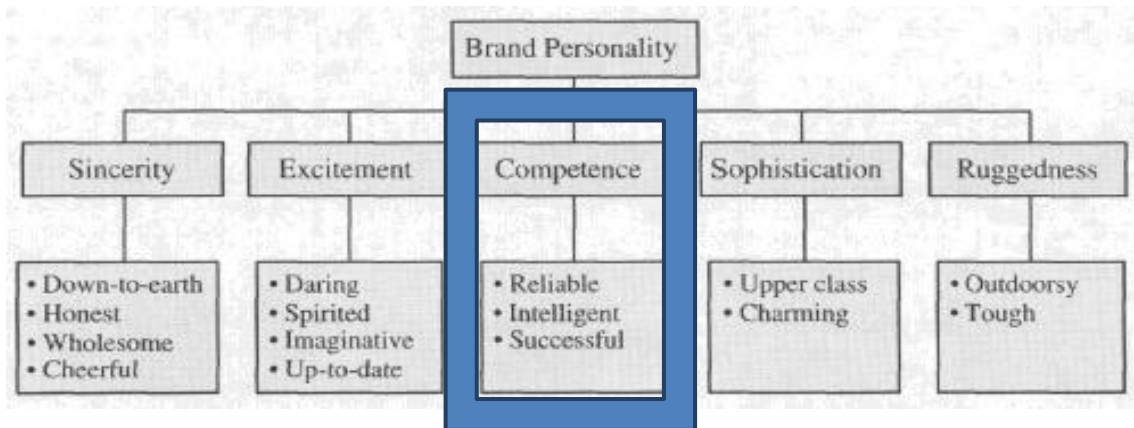


Table 50 Summary of Excitement/ Jännittävyys

The identity is higher on the scale than image in the category ‘*Muodikas/Trendy*’ and ‘*Nuorekas/Youthful*’. There is a believable explanation to the differences. As mentioned before, the company has gone through a recent facelift. The stores were made trendier to target a hip-young-Helsinki segment. The former stores were more authentic bakeries, but might have looked a bit too old for today’s market. It can be suggested that the facelift hasn’t hit through yet. The category ‘*Mahtava/Spectacular*’ has got a bigger gap. The main reason for this could be skepticism as well as the thought of normal quotidian food. The consumers might believe that bakery products cannot be too spectacular. On the other hand, the identity can have been evaluated too prestigiously. The gap could be minimized with a hint of humbleness and more convincing of customers. The image and identity might come closer this way.

Overall the results are so similar that they can be discussed in general. The questions in the survey can have been understood in many ways, depending on of which aspect each answerer has thought of.

6.1.3 Competence / Kelpisuus



The following trait is intended to measure brand Competence / Kelpoisuus. Competence is divided into three categories which are followingly divided into subcategories.

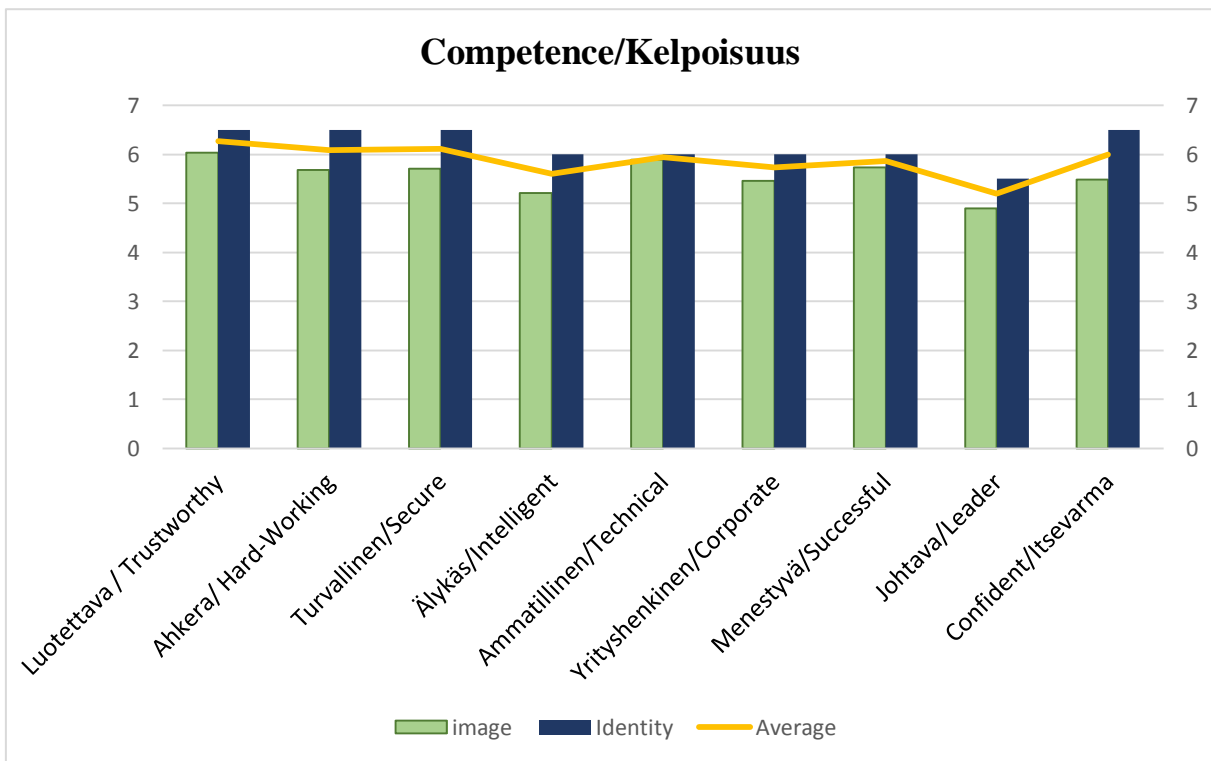
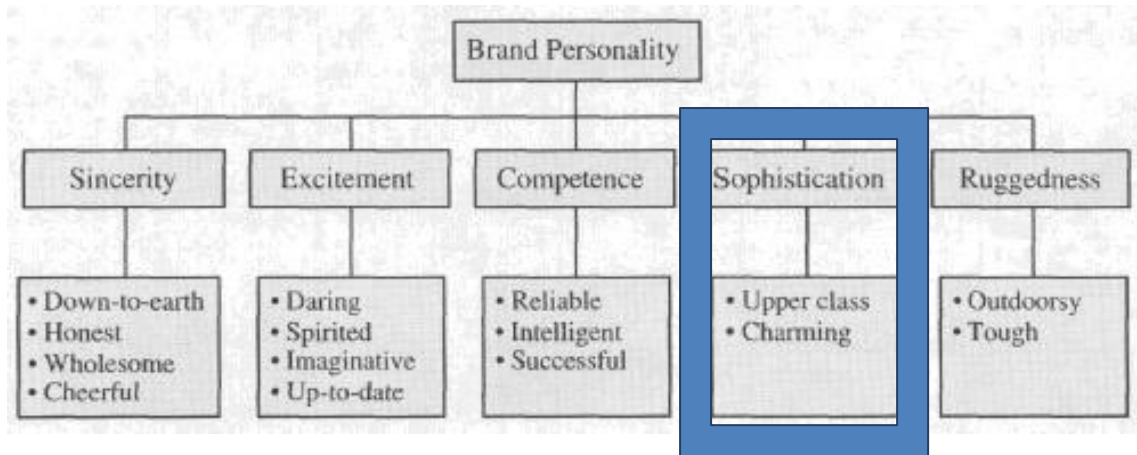


Table 51 Summary of Competence/Kelpoisuus

The category 'Luotettava/Trustworthy' is an important category in the survey. The category measures the level of trust towards the company, it means to say, the level of confidence. The category trustworthy doesn't have a severe difference, approximately 0,4-0,5. It is a challenge for a company to meet up the expectations of the consumers. For instance, no mistakes are allowed. According to the table, this category has been met relatively well. The categories '*Ahkerä/Hardworking*', '*Turvallinen/Secure*', '*Älykäs/Intelligent*' and '*Confident/Itsevarma*' have similar structures, the gap of disagreement is <1. However, these three categories are hard to measure since they can be understood differently in different atmospheres and situations. However, the identity is answered on the basis of how much work has been put on the whole, on the other hand, the image isn't necessarily aware of it. Categories '*Ammatillinen/Technical*' and '*Menestyvä/Successful*' have almost the same result. These two categories are easier to answer to, since they are both very straight forward. The result of both is very good, and indicates that both parties agree. However, the result isn't above expectations, because image and identity are equal. Category '*Johtava/Leader*' has got a gap, however the difference isn't very high. The bakery market in Helsinki is crowded with small bakeries from all over the southern Finland region. The competition is very tough. For that reason the answer is relatively good, in other words, the image agrees that the company is in a leader position in the market.

6.1.4 Sophistication / Hianostuneisuus



This category measures the ‘Sophistication/Hianostuneisuus’ of Kanniston Leipomo. The trait is divided into two categories; Upper class and Charming, which are further divided into subcategories.

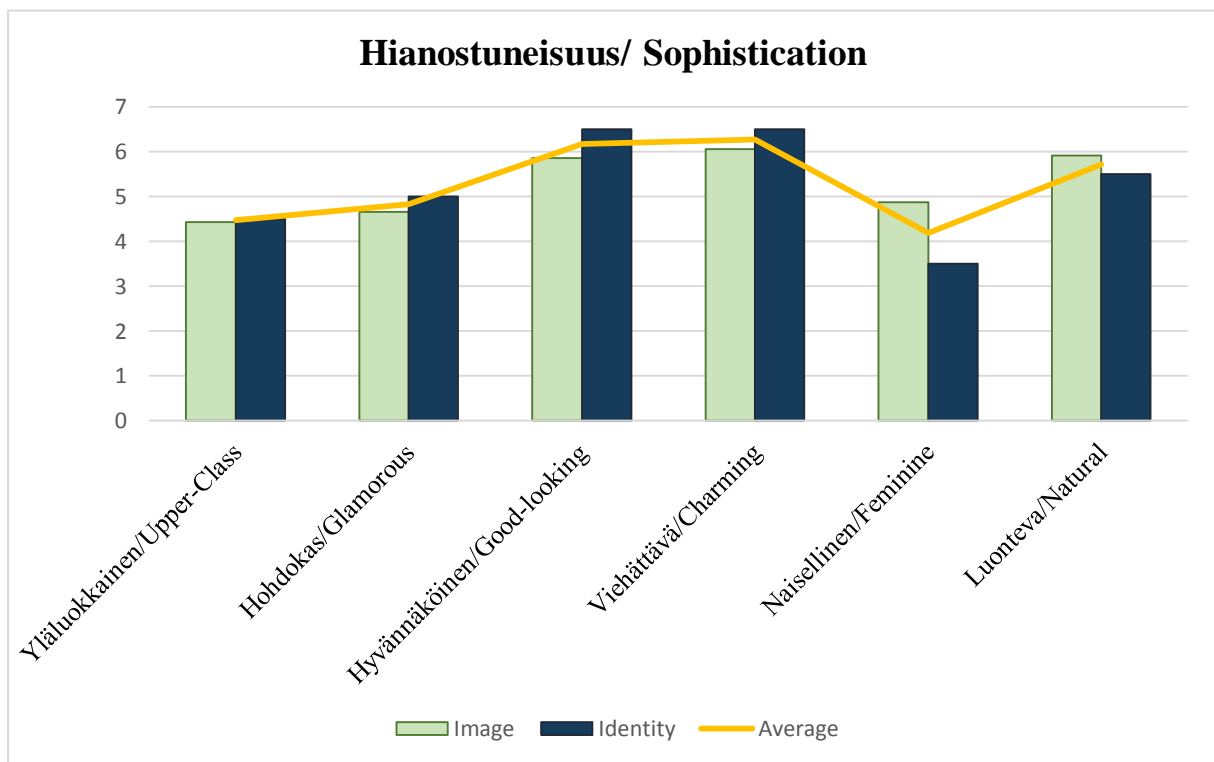


Table 52 Summary of Hianostuneisuus / Sophistication

All of the categories are related to the intangible visual and sensual side of the bakery. The different categories mostly agree. The biggest difference lies in the category 'Naisellinen/Feminine', the image has a significantly higher answer. This can possibly be related to the belief that bakeries are for women while butchers' are for men. It is true that the company has a very feminine touch in its way of marketing, interior decoration, products and design. There isn't anything manly in pastel-colored products and packages decorated with nice handwriting and hearts. However, this doesn't have to be a negative aspect. It is also a strength. It must be noted also that the identity doesn't consider itself too feminine. It isn't clear if the company has got its identity clear yet in this aspect. The current marketing structure and material can be noted (as already mentioned) to have a female touch. The category 'Luonteva/Natural' indicates that the sensation given of the bakery is indeed natural. This can be associated with the female touch earlier discussed.

6.1.5 Häiriönkestävyys / Ruggedness

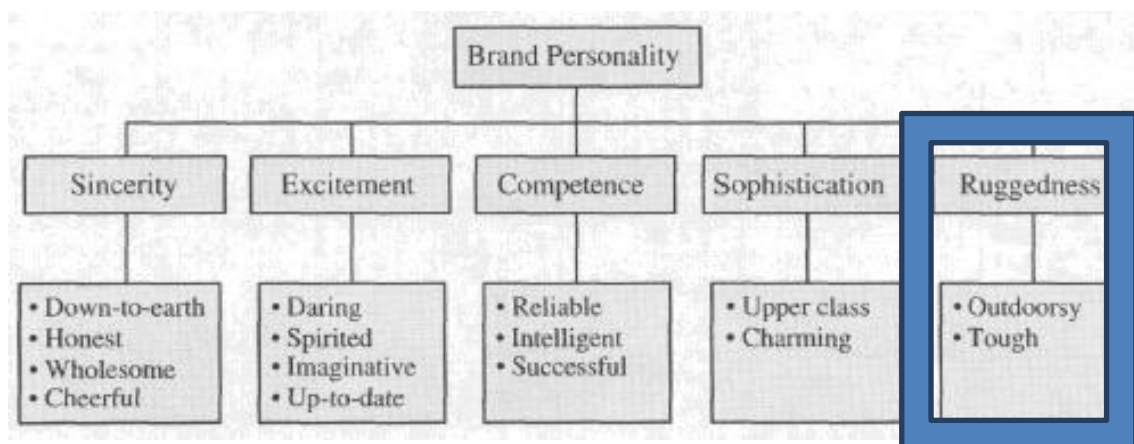
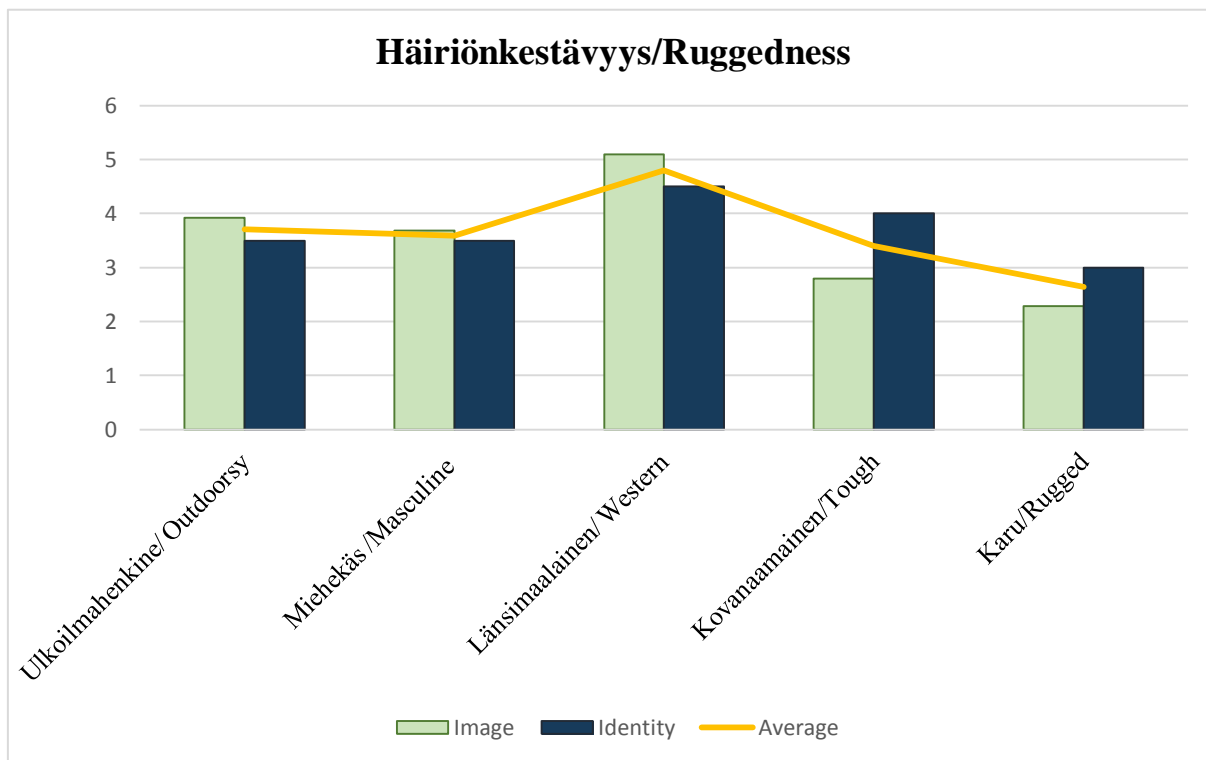


Table 53 Summary Häiriönkestävyys / Ruggedness

These attributes are intended to measure brand Ruggedness. The trait Ruggedness is divided into two categories; 'Outdoorsy' and 'Tough'. These two categories are further divided into subcategories. Each subcategory will be presented in a table.



The first three categories ‘*Ulkoilmahenkine/Outdoorsy*’, ‘*Miehekäs/Masculine*’ and ‘*Länsimaalainen/Western*’ have all got a higher result on the behalf of the image. It is slightly confusing that the category masculine has got a higher answer, when in the previous discussion the feminine category was significantly high. Some of the products can be understood as very manly, for example baked sausage bun and meat bun. The category ‘*Länsimaalainen/Western*’ has got a bigger gap between the identity and image. The image is valued higher, which can be understood as a strength. In today’s world western ways of living have mixed with the traditional domestic. In other words, having a western reputation is an asset. The company has got western products in its offerings that are modified to suit the Helsinki culture. The categories ‘*Kovanaamainen/Tough*’ and ‘*Karu/Rugged*’ are related to the new interior design of the company, however the image continues on the same path of soft, feminine and sensual. As earlier mentioned, it might be that the facelift of the company hasn’t hit through yet.

7 CONCLUSION

The result of the survey has been discussed many times during this survey. But after analyzing the outcome it is safe to say that the results have exceeded the expecta-

tions. The curves shown in the tables indicate that the opinions of both parties, representing identity and image, go hand in hand. As earlier discussed, today's market where Kanniston Leipomo operates is very crowded and the competition is tough. Any company willing to succeed has to have a clear identity and a good marketing plan.

After several months of research and observation the conclusion is clear. The effort put in marketing is significant, and well communicated. It is clear that Kanniston Leipomo has been and will remain 'local'; it means to say, the physical bakery shall stay in Helsinki. Most of the marketing is done inside the bakery shops, it means to say, no paid external commercial space is used (paid newspapers, tv, outdoor advertising etc.). Most of the marketing is done inside the stores, its display windows and for those who want to follow the company, Facebook and Instagram. But unfortunately, that is not enough, especially for a growing company. The company has to grow internally at the same pace as externally. Each new customer must be provided the same information as the older customer who knows the company. Already discussed in this thesis have been the possibilities of enhancing the marketing with small changes to minimize the gaps of information. Important aspects of the company ought to be told; origin, current place, products and ideology and so on. As mentioned across the thesis, focus can be put on; conversation between an employee and a customer, information leaflets handed out at every purchase, informative packaging material, printed information on the backside of the t-shirts of the employees. There are many small ways and tricks to enhance the marketing, and Kanniston Leipomo has been throughout this thesis on top of the wave of innovativeness of reaching its customers.

As earlier discussed it is important that a company identifies itself, and communicates its identity properly to its customers. The up keeping of the identity and continuous self recognition at the same time as physical growth is done is a challenge that Kanniston Leipomo has succeeded in.

7.1 The author's comments

The work has provided valid and up-to-date information about Kanniston Leipomo's current state. However as earlier mentioned, the result is like a snap shot. As the company grows bigger, its range of customer becomes wider, and its identity develops. This indicates that obtaining the exactly same result every time is not possible. As the only person collecting the information and processing it, the width and depth of the survey is acceptable. It means to say, the survey could have been completed in a more extensive manner, however this would have required bigger resources. The author has completed the survey as planned. The outcome was wide and diverse which indicates a well done survey. Kanniston Leipomo can use the survey for the company's own purposes

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APPENDICES

Appendix 1: Interview Guide

- Interview of Kanniston Leipomo
- Interviewees: Ira Tilander (Store Manager) and Elina Närhi (Store Manager's Assistant) Interviewer: Heidi Sonne
- Duration; approximately one hour. Open questions, much room for discussion. Interview recorded and notes written.

1. How old is Kanniston Leipomo?
2. Who is/are the founder/-s?
3. Where is the head office located?
4. How many bakery shops does Kannisto have? (Where are they located)
5. How big is the company?
 - Employees
 - Bakeries and B2B
 - Turnover
6. What does Kanniston Leipomo sell?
 - Bakery
 - Other suppliers?
7. What criteria does the products have to be recognized/qualified in the product range of Kanniston Leipomo?
8. How tough is the competition in the local market?
9. Future prospects?
10. Interviewees were asked to draw an identity prism by Kapferer.

Appendix 2 : Identity Prism by Kanniston Leipomo

Kanniston Leipomo

PICTURE OF SENDER

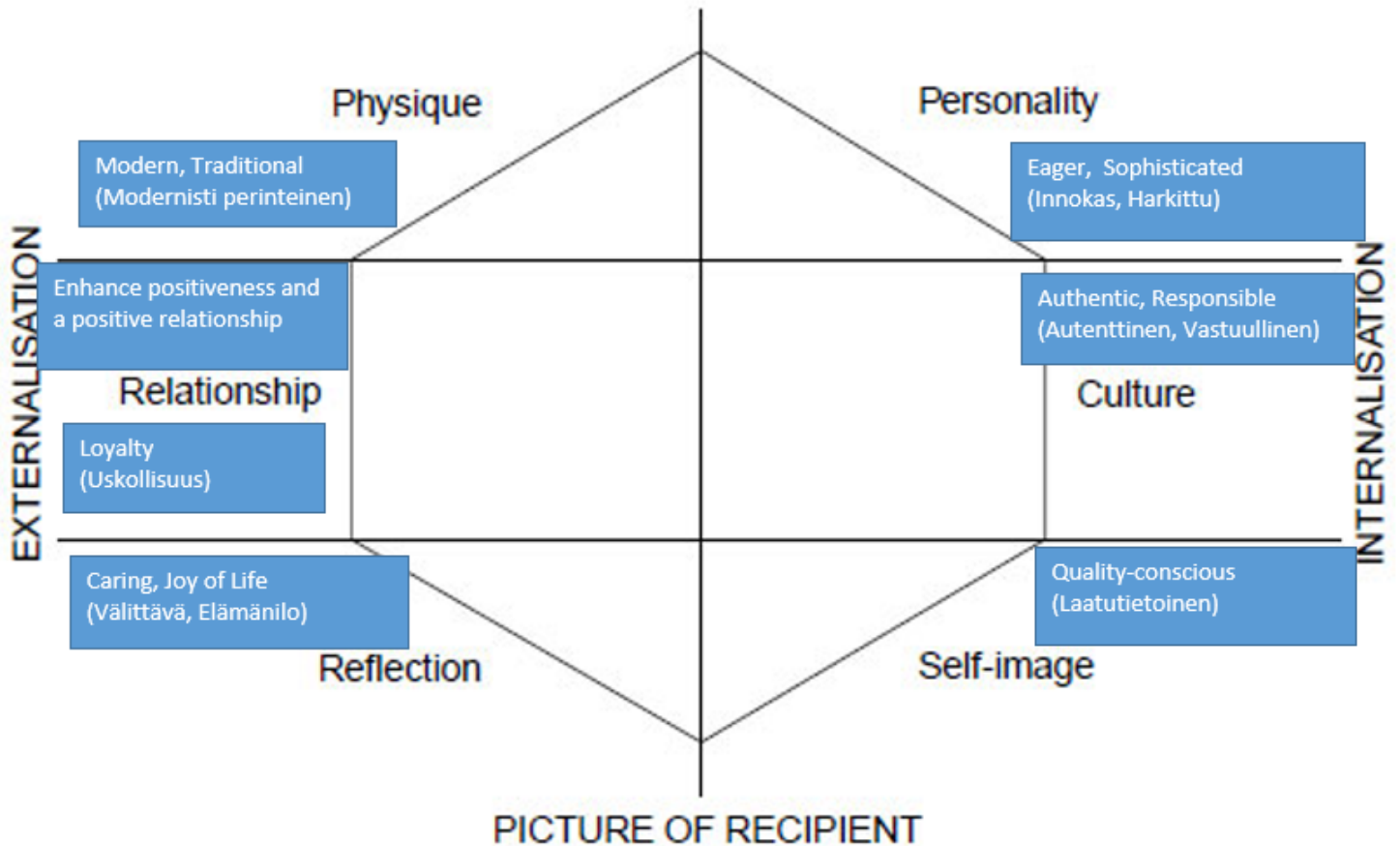


Figure 12 Identity Prism by Kanniston Leipomo

Appendix 3; Question Pro Screenshot

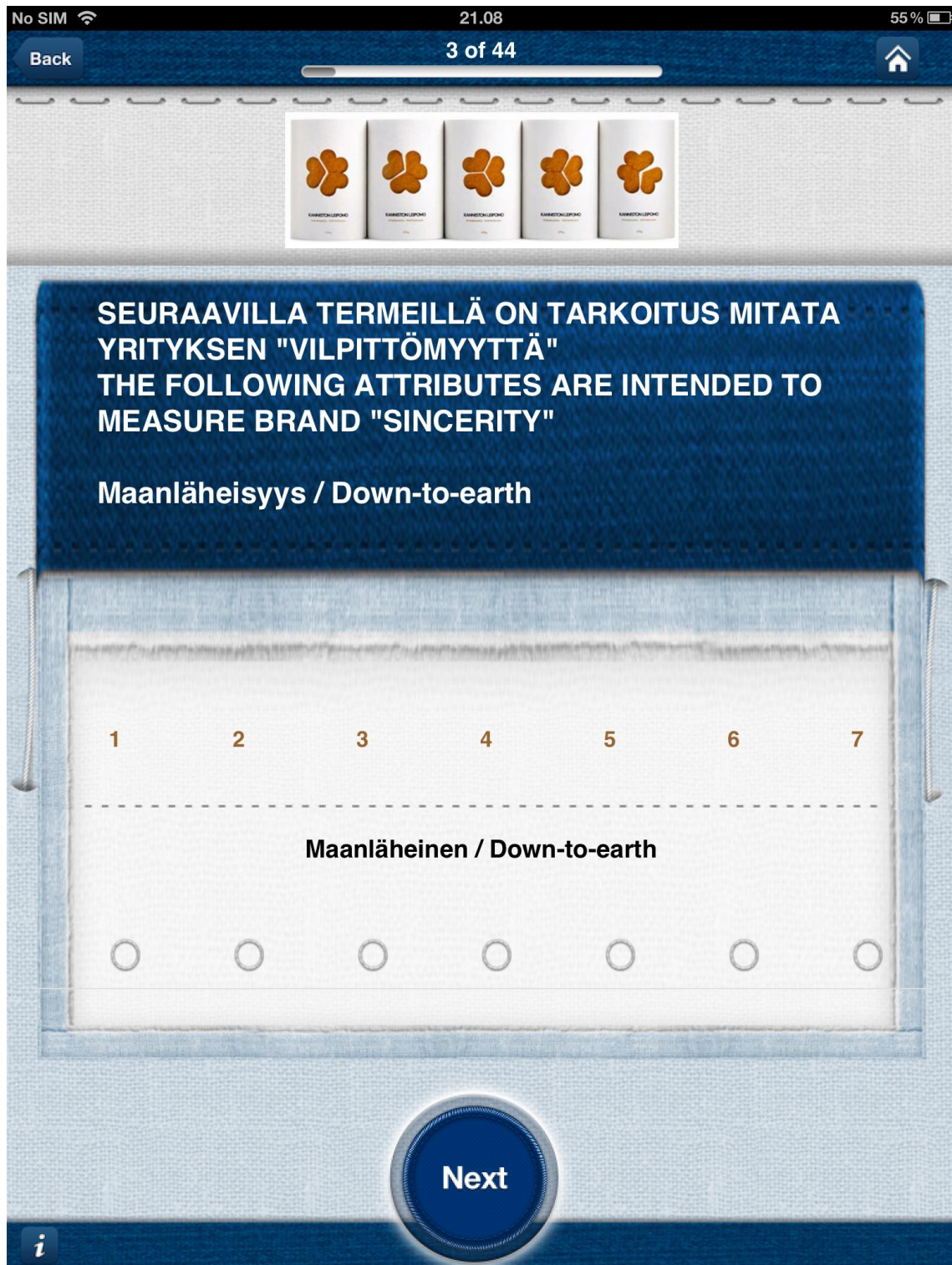


Figure 13 Question Pro screenshot

Appendix 4; Questin Pro Screenshot

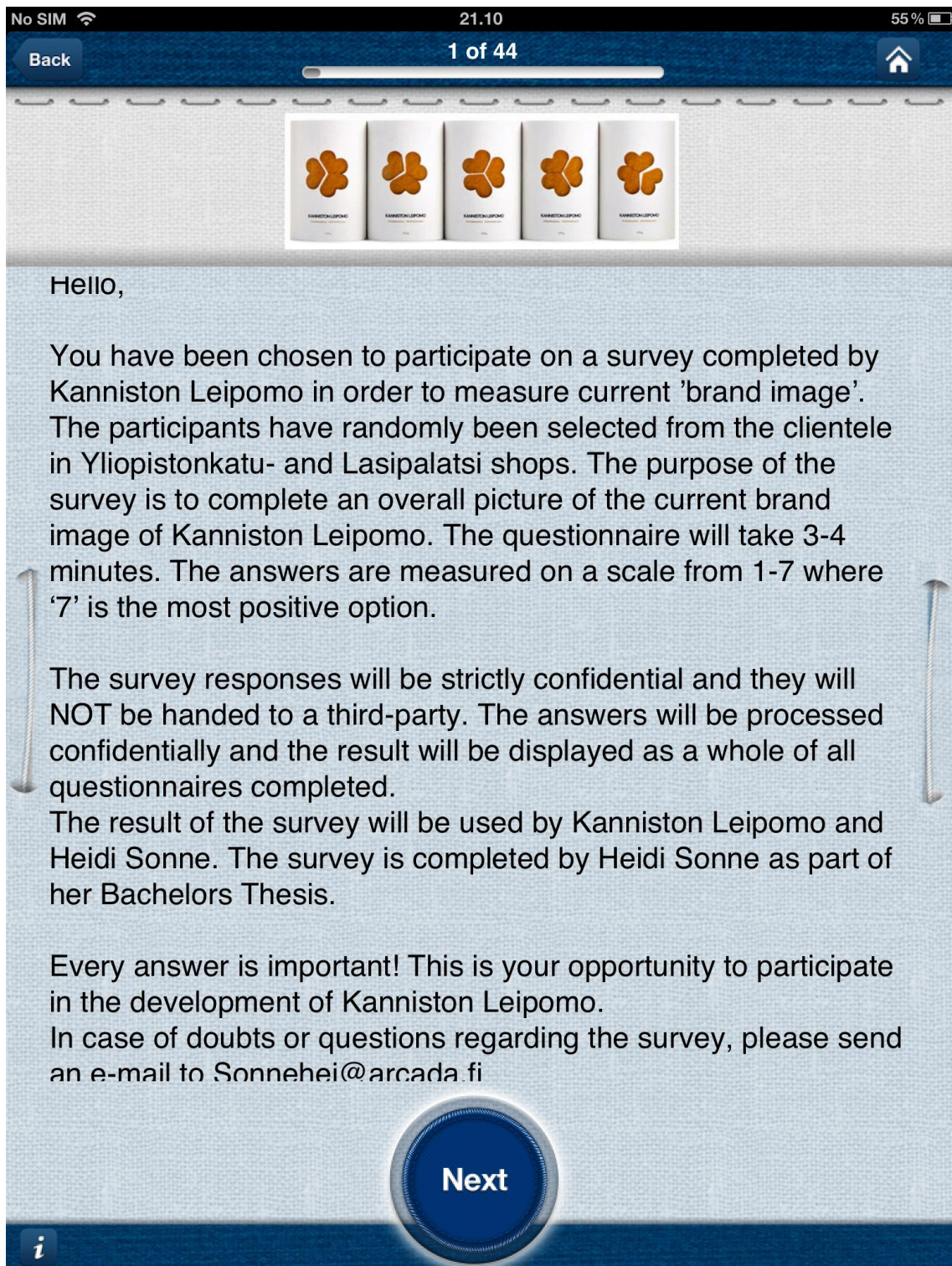


Figure 14 Question Pro Screenshot