Managing and Developing Company Identity: Case Evianet Solutions

Anna Salminen
Antti Niemelä
Degree Programme in Business
Management
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Laurea Ammattikorkeakoulu   **Tiivistelmä**
Laurea Leppävaara
Degree Programme in Business Management
International Business to Business Marketing

Anna Salminen
Antti Niemelä

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Tämä opinnäytetyö on tehty yhteistyössä Evianet Solutions Oy:n kanssa, joka on Helsingissä ja Jyväskylässä toimiva IT-alan yritys. Yritys tarjoaa palvelukokonaisuuksia vastatakseen asiakkaidensa monimuotoisiin tarpeisiin. Tämän opinnäytetyön tarkoitus on tutkia yritysidentiteetin hallintaa ja kehittämistä Evianet Solutions Oy:ssä. Tavoitteena on tehostaa yrityksen toimintaa tarjoamalla runko yrityksen identiteettiprosessille.

Teoreettinen viitekehys koostuu Tuula-Riitta Markkasen design managementin teorioista ja useista muista lähteistä liittyen yritysidentiteettiin, design managementiin, yritysimagoon ja identiteettiprosessiin joita käytettiin yhdessä markkinoinnin ja brändijohtamisen teorioiden kanssa.

Kvalitatiivinen tutkimuksen tarkoituksena on tutkia Evianet Solutions Oy:n nykytilaa yritysidentiteetin näkökulmasta. Myös yrityksen toimitusjohtajaa haastatellaan.

Tehdyn tutkimuksen tulosten mukaan Evianet Solutions Oy:n pitäisi määritellä yrityksen identiteetti ja ottaa paremmin design management osa-alueet huomioon ja hyödyntää niitä toiminnassaan.

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This thesis is written in co-operation with Evianet Solutions Oy, which is a small IT company situated in Helsinki and Jyväskylä. The company provides service packages to respond to versatile needs of the customers. The purpose of this thesis is to investigate how to manage and develop company identity in Evianet Solutions Oy. The objective is to increase the effectiveness of the company's operations by providing guidelines for the company identity process.

The theoretical framework consists of design management theories by Markkanen (1999) and several other sources regarding the subjects of company identity, design management, company image and identity process which were applied with the general theories of marketing and brand management.

Qualitative research is conducted in order to investigate the current situation of Evianet Solutions regarding the company identity. Also an interview with the company CEO is used as a reference.

The findings of the research suggest that Evianet Solutions Oy should start by defining the company's company identity. The research also showed that different areas of design management are already acknowledged in the company but their relationship with each other is not completely utilized.

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1   Introduction

The following thesis examines the subject of managing and developing company identity. The case company for the thesis is Evianet Solutions Oy which is specialized in planning and implementing Internet services for electronic business and digital communications. The thesis is written in co-operation with Evianet Solutions Oy. The subject is examined theoretically based on several written and electronic sources and empirically by interviewing the CEO of Evianet Solutions and by sending questionnaires via email to both the employees and the customers of the company.

1.1   Research context

This thesis was written at the request of Evianet Solutions Oy. Evianet will use the results when the company is developing and managing the company identity. Evianet Solutions Oy has a demand for improving and developing the company identity, because the management considers the company has not had enough attention on the subject in the past and they want to investigate whether developing the company identity would have a positive impact on their business.

The theoretical side of the thesis creates a basis for the empirical side. The empirical side consists of surveys conducted with Evianet's personnel and Evianet's customers in Finland. The theory and empirical sides are combined in the thesis.

1.2   Purpose of the thesis

The purpose of the thesis is to investigate the concept of company identity and to demonstrate how small and medium-sized enterprises can utilize it in their everyday business. The main objective is to create a guideline from the theoretical background to give the company instructions how the company identity can be managed and developed and what is involved within the company identity. The purpose is not to build a graphical guideline or appearance for the case company, but to investigate the current situation of the company identity and image in the case company and reflect that situation with the theoretical framework in order to give the company certain guidelines and a basis on which the company can start to manage and develop the

company identity. With the empirical study the case company will also receive valuable information on how the customers and employees view the company and its image. The objective for the theoretical framework is to explain the concepts and advantages of company identity and design management.

2   Theoretical framework

2.1   Marketing and integrated marketing communications

Businesses of the 21st century have many challenges in marketing, as for example globalization and new technologies change the markets where the companies operate. Companies have more opportunities in marketing their products and services than before, more marketing channels, more forms of marketing but also more competition and more problems than before. It has become more difficult to define the needs and wants of the target markets as those markets are more complex and diverse and therefore differentiation and reaching competitive advantage is more difficult. To achieve differentiation the company must position itself in the market in a relevant way. Positioning means defining the company's offering and communicating it to the target market in a way that is relevant and has distinctive position for the target market. In order to achieve that distinctive position, the company must be able to deliver the desired message in an understandable form and all the channels used in marketing must communicate that same message, which is called integrated marketing communications. Kotler describes that communication as a process, where there are many factors between the sender and receiver of the message. Figure 1 demonstrates this process. When integrated marketing communications is implemented successfully, the company is able to position itself in the desired place in the target audience's mind and to create a desired company image. (Kotler 2000, 28-29, 298, 570)
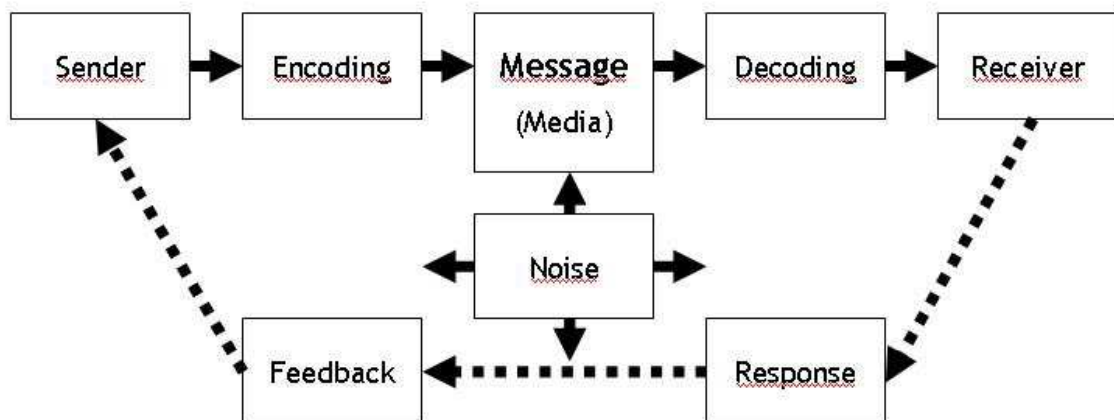
Figure 1. Elements in the Communication Process (Kotler 2000, 551)

2.2   Company identity and company image

The company identity means the company's current character, everything from the business idea and strategy to company culture and its mission, vision and values. Where the company image is an external factor, a conception that for example a potential customer forms in his mind and which cannot be directly affected, the company identity is an internal factor. The company image perceived by the target groups is based on the company profile created by the company itself and it is always affected by the recipient's attitudes, prejudices and interpretations and is never adopted as such as the company is trying to communicate the profile. Therefore it can be said that the company identity is what one actually is and image is how the company appears to other people. Many companies confuse image and identity and do not realize that identity is much more than just the company's style of fonts or logo. The identity should accurately reflect the whole company, its activities, operating methods etc. It is also important to remember that when managing the company identity it is not enough to change what the company is, but other people must also be able to perceive the change. (Jaskari 2004, 14; Selame 1988, 2-9)

According to Markkanen (1999, 46-48) company identity should also be included in the strategic planning and management of the company. Figure 2 demonstrates that as the purpose of company identity is to affect the company's performance and operations in general in order to direct them to the desired direction, it needs to be developed to support and enhance the company's core business and strategically interpreted thoroughly inside the company to create the desired image also outside the company.

STRATEGIC INTERPRETATION
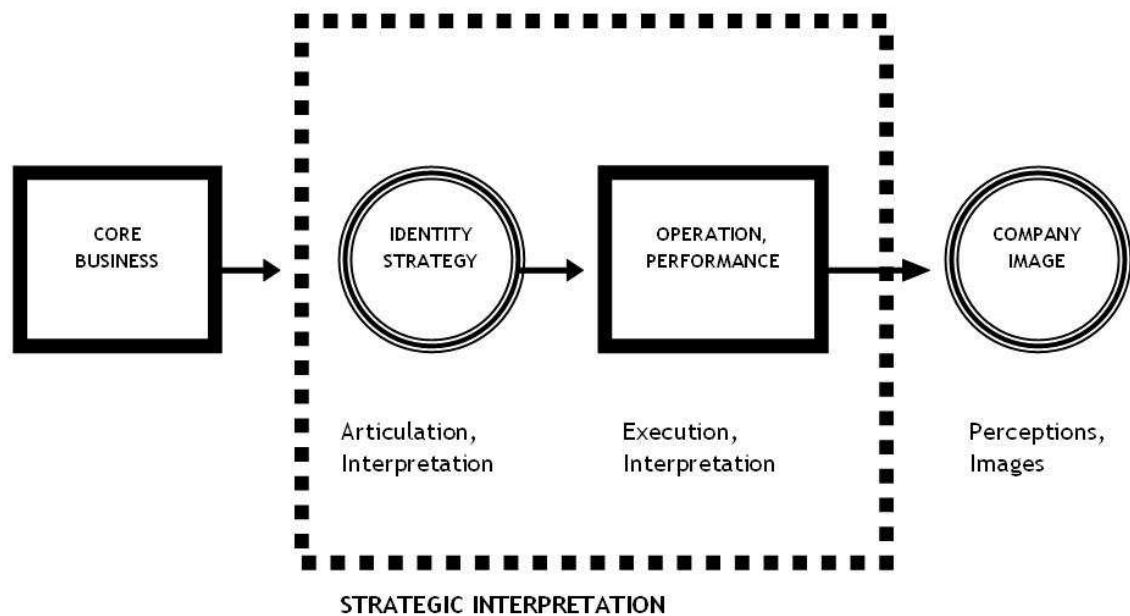
Figure 2. Company identity and strategic interpretation. (Markkanen 1999, 46-47)

2.3   What is Design Management

Originally the concept of design management referred quite clearly to designing and coordinating the company's outbound communication in consistent and relevant ways. This included the company's products, communication and environment. Nowadays also the behavior of the company's employees and therefore the behavior of the whole organization was included in the field of design management to change the concept of design management more into one strategic level of management instead of theoretical, abstract issue. The target is to control the company's visual and sometimes also non-visual identity in such way that it can be communicated to target groups consistently and clearly. This way the company can increase for example its awareness, differentiation, profiling and credibility inside the target groups. As the company's target is to create profit, design management is a relevant tool as the issues listed before will lead to increased sales. The visual identity is extremely important, as an inconsistent and non-controlled visual communication can often cause the target groups to form a totally different image of the company than was intended. Design management also supports marketing processes, building the brand, sales operations and sometimes even the quality control of the company.

(Markkanen 1999, 33-36; Nieminen 2004, 51,54)

The challenge in design management is that it is often seen as a difficult and vague concept and therefore the management of the company does not see it as a relevant and credible part of the company's operations. Another problem comes from lacking the ability to realize that design management is not enough when creating and developing the company's identity. When the company's strategic foundation and identity are in order, design management is an excellent tool in communicating the necessary messages to target groups. In other words, design management does not mean managing the company's identity itself, but an instrument for implementing that identity into the company's daily operations and communicating it consistently to all the necessary target groups. One important aspect is also the fact that design management as a concept originally discusses the company's identity rather than image. While certain researchers nowadays include controlling and managing the company image into design management, the company image is always affected by for example the prejudices and attitudes of a person forming that image from his point of view. While the purpose is to create a whole company image that can be attached to company's other strategies, this can only be done by proper planning and coordination of the issues behind the image. (Markkanen 1999, 36-47; Jaskari 2004, 9)

2.3.1 Profiling and profile

Figure 3 demonstrates how the company image can be changed by profiling the company with new attributes using the methods of design management. The current company identity is investigated, the chosen attributes of that identity are developed, the visual appearance of the company is shaped and a profile, a conception of the company, is created. That profile is the appearance which an outside observer sees and forms an image of the company according to that profile and external factors, such as prejudices and attitudes. Also for example the size and field of business of the company, novelty value of the company, the quality of communicated messages and age of the company can affect the final company image. (Jaskari 2004, 14-15)
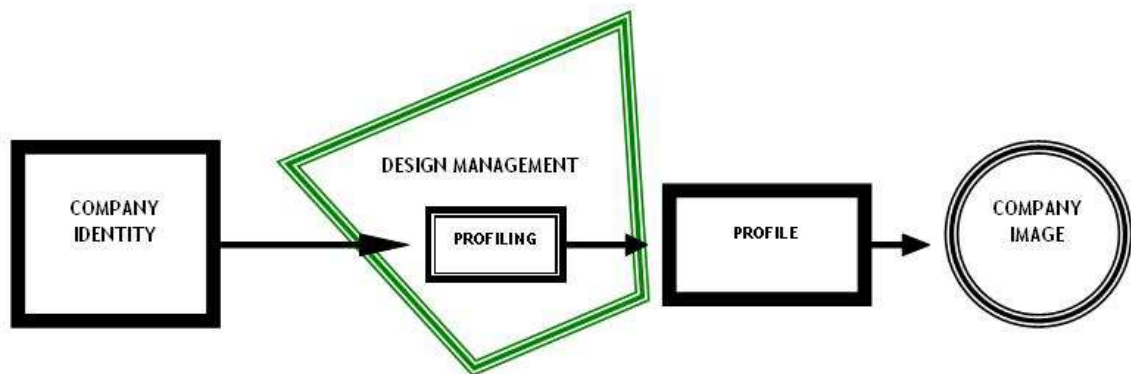
Figure 3. Profiling and company image. (Jaskari 2004, 14)

2.3.2   Advantages and Opportunities of Design Management

One of the most important purposes of design management is to give a company certain ways to differentiate from the competitors and in that way be remembered and recognized whenever and wherever needed. It helps the company to for example give consistent and realistic impressions for the target groups, to motivate employees, to reinforce and clarify competitive advantages and to support marketing. Design management is more than only managing the visual image. It is a tool for the management to bring the company's mission, vision and values to ground-level to make them the motivators that direct the company's operations.
(Pohjola 2003, 42-43.)

Design management is a resource for any company and it can have positive effects on company's operations when implemented properly. Even though the trend nowadays seems to be that design itself is acknowledged as a good resource for innovation and management, the concept of design management and its advantages are still often forgotten. In most companies management level seems to think that design is merely about general creativity and product development and co-operating with the designers is enough. Such business managers do not understand the design management's ability to bring value to companies. That ability has been investigated and proven to be true by researches and also management concepts, such as the value chain concept created by Michael Porter. (Borja de Mozota 2006.)

Brigitte Borja de Mozota, a professor of management science at the Université Paris X, defines the four powers of design management by the following model:

1. Design as differentiator: Design as a source of competitive advantage by increasing brand equity, customer loyalty and customer orientation.
2. Design as integrator of processes and strategies: improvement and increase of efficiency in performance and processes of the company.
3. Design as transformer: Design as a resource for creating new business ideas and models and for improving the company's ability to handle change.
4. Design as good business: Design as a source of for example increased sales, better margins, increased brand value and awareness, bigger market share and better return on investment.

(Borja de Mozota 2006.)

One of design management's purposes is to create a consistent visual image, and here is how Jaskari presents the advantages of a clear visual image:

-The company is recognized better and differentiated from it's competitors.

-The products and services of the company receive more publicity with relatively smaller efforts.

-The company is seen as a well-managed organization as it always represents itself in a consistent ways.

-Prices of the products and services can be increased because they are of a higher quality than the competitors.

-The employees are highly motivated to do their best when the company image is clear.

(Jaskari 2004, 15)

2.3.3   Different trends in Design Management

Different specialists define design management in different ways. To some design management refers originally to managing the design of the company, including products, environment and communication. In this definition the product design is the starting phase from where the design management process begins. The purpose is to differentiate the company from its competitors and reach the proper target group. Later other experts have included also behavior as one part of design management, meaning that it is important that the employees of the company are committed to building the company identity. (Jaskari 2004, 11-12.)

1. The three primary
factors of design
management

Product/ Service

2. Four pieced design
management

Product/ Service

Behavior

Operating environment

Communications

Communications

Operating environment
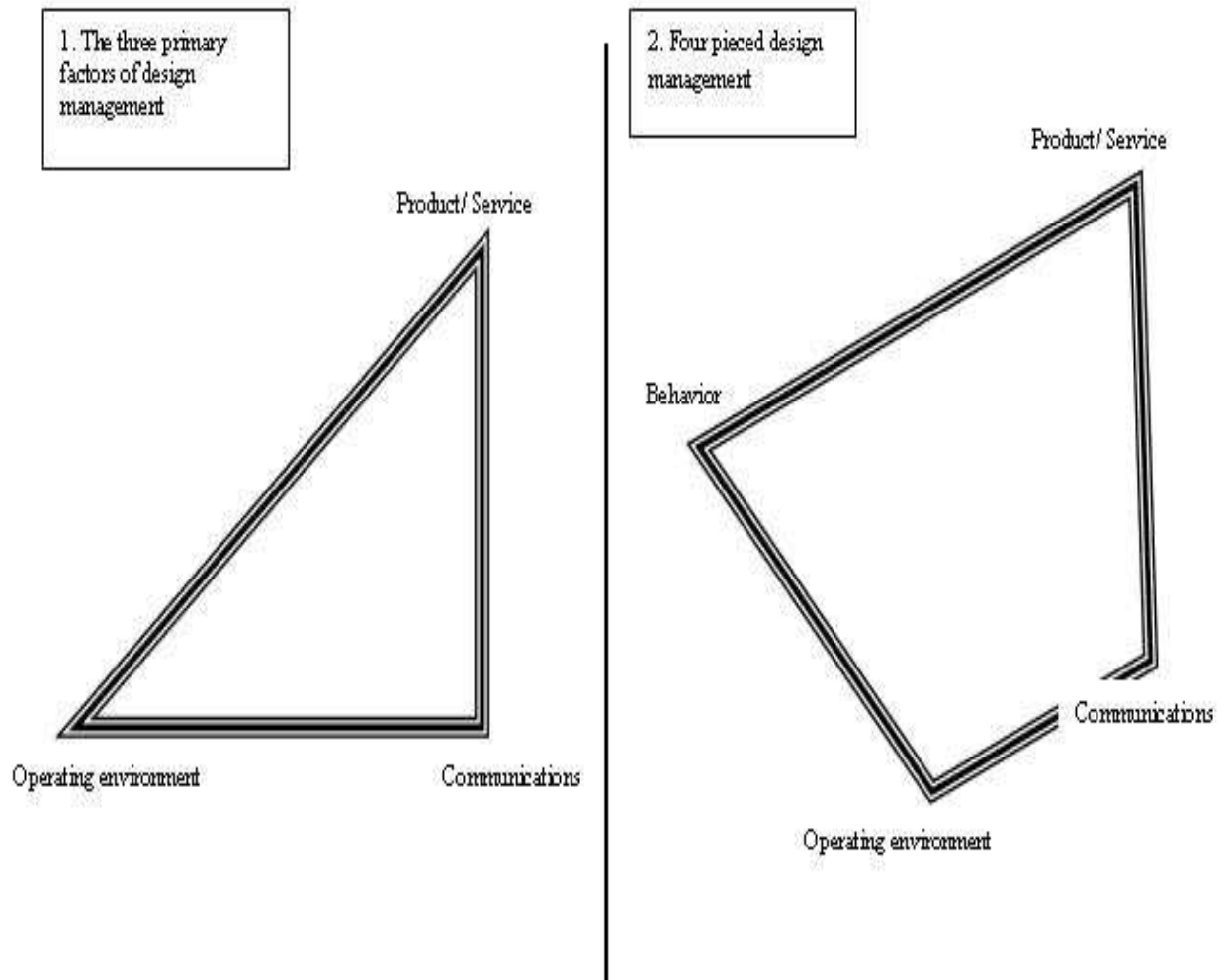
Figure 4 and 5. Three basic dimensions of Design Management and the four-pieced Design Management (Markkanen 1999, 32-35)

Other business professionals view design management as a part of the business operations. By combining these two they intend to create more differentiation from competitors. They state that design management is, or should be, part of the company business activity and management in general and reflect the company values. Here design management can be seen as an investment and competitive resource as well as for example a work force or machinery, and it should be considered as seriously as production or marketing. (Jaskari 2004, 12-13.)

The third point of view is from brand and communication management experts. Many advertising agencies and graphic design professionals focus on the visual image and building the brand. They begin building the company image from the name, logo and other concrete symbols of company identity which are then expanded for example to a whole graphic manual. They may not use the term design management at all and usually especially bigger companies have a tendency to use the term brand management. Nevertheless, brand management and design management are two separate concepts and brand managing tools can usually not be applied as such on a larger scale of design management. (Jaskari 2004, 13; Markkanen 1999, 20-21.)

2.4   Brand management

The business strategy and the brand strategy should be considered together because the brand should not promise anything that it cannot deliver. The business strategy should include the brand strategy and the brand should reflect on the company vision mission and corporate culture. (Aaker 2000, 7)

According to Markkanen "brand" as a term is nowadays also commonly used to describe a person or an organization as opposite to a strong individual product as it was originally used. Even though it is used as a description of an organization, building brand identity is not the same as building company identity. The emphasis is more on the marketing, advertising and other more concrete and visual matters in the brand management. (Markkanen 1999, 21-22)

Instead of company identity, David Aaker views the issue as brand identity. The concept is quite similar with few minor differences. The brand identity model by Aaker consists of strategic brand analysis, the brand identity system and brand identity implementation. In the strategic analysis the current situation is analyzed from the aspects of the customer, competition, and the company itself. The brand identity system then is based on the four different aspects of a brand. Aaker states that brand should be seen from different points of view which are brand as a product, brand as organization, brand as person and brand as symbol. The purpose is to help the strategic planning of the company to clarify and differentiate the brand. Not every company should apply all four of the aspects, for some companies only some of them or only one may be appropriate. In Aaker's model brand has an inner core identity which represents the timeless fundamental presence of the brand, and an extended identity which completes the brand and can be modified

over time. The final phase is the implementation which consists of positioning, brand-building programs and measuring the results. (Aaker 2000, 43-45)

Aaker also notes that the brand identity must be communicated internally, or even be the basis of the internal communication efforts taking place within the company. If the brand identity is unclear and confusing, it is difficult to communicate throughout the company and if the employees do not understand the brand identity they cannot communicate the correct messages in outbound communications. Communicating the brand identity properly can be a difficult task, as even if the communication as such is proper, understanding the message requires motivation from the receiver. Therefore the employees should also understand why it is important to learn the brand identity and understand what the brand represents. Figure 6 demonstrates Aaker's model for building brand identity. (Aaker 2000, 87)
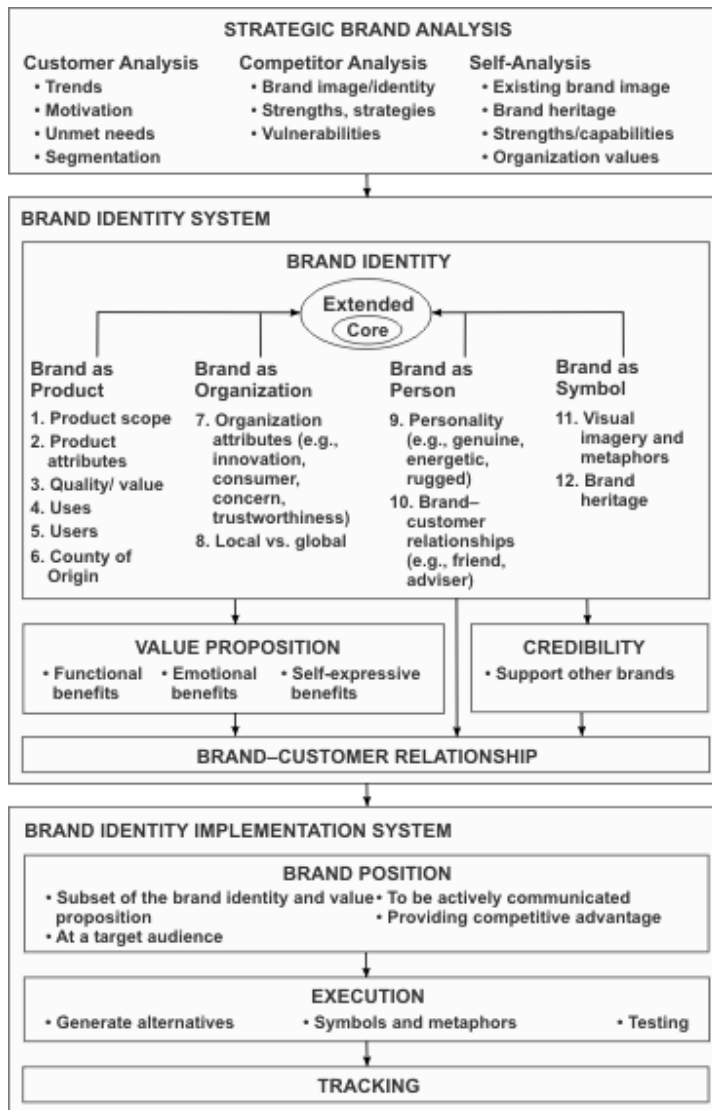
Figure 6. Brand identity planning model. (Aaker 2000, 44)

2.4.1 House of brands and branded house

In addition to having one brand a company can choose to have several brands. This approach is called house of brands, while the other extreme is a branded house. A branded house uses usually one brand name to marketwide variety of products, such as Nike or Sony. A house of brands then uses several brands to target different markets or for example to promote different product categories. The advantage of the branded house approach is that the products of services provided under that one master brand have strong synergy, clarity and higher brand equity. The clarity is optimized as regardless of the nature of the offering, the customer always knows what is

being offered and brand-related inbound and outbound communications more easily deliver the same message as there is only one brand to be focused on. Synergy is often obtained as operating under the same brand in several markets increases associations, visibility and brand awareness and therefore the products and services promote each other, which also is beneficial for the brand equity. The branded house approach also has some disadvantages. As the same brand represents several different product categories or businesses, the possibility to target specific target groups is decreased. There is also the risk that if the master brand fails or becomes unpopular the sales volume and profits are affected in all businesses under the master brand. To avoid these disadvantages in the branded house approach it is common to use sub-brands, such as Canon Ixus or the Nokia N-series while in the house of brands approach the brands are usually not related to each other and are independent. (Aaker 2000, 106-108, 118-119)

As demonstrated in figure 7, the house of brands approach then allows the targeting of niche markets and prevents poor brand associations together with utilizing clearer positioning and more direct connection to the customers. For example Toyota's luxury car Lexus would have been difficult to differentiate as a luxury car under the name Toyota, therefore the completely unrelated brand name was created and often customers do not know that Lexus is owned by Toyota. To obtain these benefits, synergy and clarity of the branded house approach are neglected. (Aaker 2000, 106-108,)

Figure 7. House of brands vs a branded house. (Aaker 2000, 107)

2.4.2 Logo

A logo is a graphic symbol, an identification of the company. Basically the logo's design is created for recognition of the company and its image and to communicate the wanted values and associations to the viewer. The logo is often one part of the company's commercial brand and identity, and the shape, colour, font – the whole appearance - is usually desired to be different from other companies in the same field of business. The different attributes of the logo also have different meanings and for example different colours communicate different messages. (Aaker 2000, 54, 149)

When designing or updating a logo, a company should consider what message it wants to deliver with the appearance of the logo. Here are some of most common colors used in logos and their associations:

- Red: Passion. Excitement. Danger. Red is an emotionally strong color and creates attention, because of which it is widely used in many different logos and contexts.

- Blue: Authority. Peaceful. Trustworthy. Blue is one of the most popular and neutral colors on a global scale. A safe choice for a business which is building customer loyalty.

- Orange: Vibrant. Energy. Is often used to create an image of an open and friendly company and also often viewed as a color that communicates brightness and happiness.

- Green: Natural. Healthy. Plentiful. To create a calming effect or growth image choose green. Widely used within healthcare and construction businesses.

(http://www.logoblog.org/wordpress/color-psychology-of-logos/)

2.5 Differentiation as a strategic advantage

In Michael Porter's Competitive Advantage model, differentiation is one method of achieving competitive advantage over competitors. Basically differentiation means that a company wants to achieve uniqueness in one or more aspects that are valuable for the customer. This is important for any company, as a differentiated brand or company is more easily recognized and recalled by a customer or a potential customer. It has been reliably argued that differentiation is one of the key factors when building strong brands. Even some brands that have high popularity ratings and have relevance value for the customer have become unsuccessful because they have lacked the needed differentiation. It is also important that the differentiation is created on a long-term basis, as the value of it remains vague if the level of differentiation decreases over time. (Porter 1985, 14; Aaker 2000, 88-89, 262-263)

2.6 Different aspects of design management

Design management is nowadays usually considered to contain four different aspects. One important aspect to these areas is that design management can also be seen as a factor or a philosophy that increases the quality of everything that a company does. When all the factors connected to the products, communication, behavior and environment are coordinated and considered according to the design management concept of the company, the quality level of the every-day actions and operations of the company is increased. (Pohjola 2003, 42.)

2.6.1 Product or service

Product is the most important interface between customer and the company. It shapes the images the customer has about the brand that the product represents and about the company owning the brand. This applies especially to consumer products and material products. The term product refers to a well-refined tangible matter which includes different skills and know-how before it is sold to the end user. After the product has been sold, the product still has to keep the promises given to the customer. In the sales process the packaging of the product has an important role. Sometimes the package can be the only marketing tool that a company has for a particular product and therefore it must be as appealing as possible. (Markku 2004, 69-71; Selame 1988, 134-135)

Many of the same rules apply also to immaterial services and their development, every service includes also promises to the customer which are to be held if the customer is to be satisfied, and every service must have a reason for their existence as well as material products. When discussing services, symbols and visual images of the brand become even more important and they can be considered as a package of the service. Also with services the behavior and activity of the company is more important than with physical products,. (Markku 2004, 69-71)

2.6.2 Communication

Communication as a whole refers to all different messages that a company and its employees send with their operations. The messages should always send an united image to the receiver and represent the identity of the company, as the customers or anyone receiving the message will form their image of the company based on the messages. Therefore effective communication should be seen as a resource and a competitive advantage instead of a necessary negative issue that has to be taken into account. When implemented properly, communication can and should increase the company's performance and bring the company closer to its business objectives. (Arokylä 2004, 105-107)

The most efficient means of communication after personal contact is visual image. It communicates for example ideas, statements or pleasure to the target groups of the company. All communication, graphical or non-graphical, should be consistent and integrated with other areas

of design in the company. Companies often send large amounts of messages to their employees, customers, partners in co-operation or other target groups and use different methods and means of communication. If the messages conflict with each other it can easily cause the recipient to be confused and to have a unclear image of the company. (Arokylä 2004, 107-108; Nieminen 2004, 71)

2.6.3   Behavior

Behavior is a very important area of design management. In a company every employee must be committed to act according to the same principles and communicating the company identity to the target groups. The actual customer service personnel have a key role in this area as they are most likely to be in personal contact with the customer. It is important to remember that customer service is always an unique experience that cannot be produced again. The service consists of three different factors, the customer, the service person and the environment. Design management is also a tool to create the customer service as a positive experience for the customer. When every employee in the company has accepted the culture and principles of the company and committed to that culture the behavior of the employee automatically reflects the company identity to the customer and creates positive images for him. (Suonperä 2004, 123-126; Nieminen 2004, 74)

All activities in the company should be customer-oriented. In addition to appreciating the customer, the employees should also remember to appreciate each other and remember that customer service can also be internal activity. Therefore the correct behavior is not to be applied only to contacts with target groups, but also to daily contact with other employees as it creates communality and promotes a positive atmosphere in the company. (Suonperä 2004; 126-128)

2.6.4   Environment

The design management concept is also applicable to the company premises as they are a part of the company's visual appearance. The premises should be therefore designed to match other visual messages sent by the company and in that way support the image that company wants to give to its target groups. Nowadays the company headquarters are more open to visits of for example customers and partners and the decoration and architecture have a big role on the

impression the company gives to its visitors. The premises also often reflect the company culture and always give some impressions to the target groups when they visit the premises. With the aspect of external effects, the premises also have internal effects and it is important that the premises are comfortable and match the employees' conceptions of the company. (Hämäläinen 2004; 141-145)

2.7 Managing company identity as a process

To ensure the successful development and management of the company identity, the whole concept should be seen as an ongoing process. There are four segments of business in the process, which are all connected to one another even while some parts of the process can be more important than others, depending on the company. The four segments in the process model are identity strategy, internal interpretation, company image and follow-up. The whole process starts from the initiative of the management. The management defines the mission, vision and values, and other elements important for managing the company identity. Defining and understanding them is required for the whole company in order to achieve the wanted results. The process model of managing company identity is demonstrated in the figure 9. (Markkanen 1999, 219-222)

2.7.1 Identity strategy

The content of the identity strategy should be focused on strategically crucial issues, such as interpretation of the strategy among the management and foremen, choosing the correct type of identity, and clearly communicating how the strategy should be implemented within the company. The strategy may also include any other issues depending on the company, but the basis of the strategy should be somewhat universal. For example communicational elements and the use of design management in implementing the strategy are often useful when building the strategy. (Markkanen 1999, 222)

2.7.2 Internal interpretation

The term internal interpretation refers to how the company identity and the identity strategy are interpreted inside the company and consequently how it is implemented in practice. The implementation of the identity strategy should never consist of only informing the staff of the

content of the strategy. The strategy should be properly communicated in order to ensure that everyone within the company understands the meaning and purpose of the strategy. The correct interpretation of the strategy will increase the motivation and level of commitment of the staff. As people and companies differ widely from each other, the model of internal interpretation is intended as a tool to clearly communicate the importance of the company identity and the content of the identity strategy. There are two basic factors in the inner interpretation. First the advantages of a united identity are investigated from the aspects of the company and the customer. Then the requirements in order to produce these advantages are studied within the internal processes and the spread of knowledge. (Markkanen 1999, 205-206, 222-223)

2.7.3 Measurement and balanced scorecard

Measurement and follow-up of the company identity and image is one of the core elements of the identity process. It is understandable that often the measurement is focused on measuring external factors, but it is also important not to neglect the measurement of internal factors as it is an effective way to see and predict how the company image is developing. In all measurement activities it should be considered what kind of information is being collected, how that information can be used and whether the measurement has been successful or not. One of the most important issues is to attach the measurement of identity to other measurement activities of the company, which usually are finance-related. (Markkanen 1999, 210-211, 223)

The indicators and variables of the identity are chosen from the company's perspective and they are not given by general norms and research institutes. Applying the balanced scorecard method to the company identity the identity becomes measurable and has a clear economic perspective. The general indicators of the identity can be planned already at the time of the strategy. As a managing system the balanced scorecard pays attention to the company's competitive advantages as well as to how the customers and other external stakeholders view the company, now and in the future. (Markkanen 1999, 89-94, 214-215,)

The balanced scorecard was developed by Robert S. Kaplan and David P. Norton. Together they questioned the traditional management systems and they discovered weaknesses in them, and because of this they developed a new management system in the early 1990s. By applying the concept of balanced scorecard companies are able to follow and measure all the needed aspects

of the company. It includes the traditional systems of financial measures from which the company receives information of the past, e.g. last quarter, year etc. With the financial measurement of the past the balanced scorecard measures the aspects of future performance by examining the reasons for the results. Organizational performance is viewed from four different perspectives; these are financial, customer, internal business process, and learning and growth. These provide the framework for the balanced scorecard and the perspectives need to be enhanced from the company vision and strategy. (Kaplan, 1996, 1-8)

The balanced scorecard applies the financial perspective because of the importance of the knowledge of the financial state and the profitability of the company. The financial perspective also is used to investigate how the company appears for the shareholders. (Kaplan 1996, 25)

The customer perspective means how the company appears from the customer point of view. In the customer perspective of balanced scorecard the results can be seen via customer satisfaction surveys, also by examining the profitability of customers, do the customers add value to the company or if they only benefit from the company without any input from themselves. Also the customers are reviewed for whether they are too demanding, are they customers by accident etc. With these results the managers are able to enhance their strategies and improve the methods, and therefore can achieve the wanted results. (Kaplan 1996, 26)

The internal-business-process perspective is a perspective in which the management of the company is responsible for defining the internal-business-processes. These should allow the company to operate in a manner that pleases the shareholders, in other words brings an increase in the company's profitability. These processes should be able to appeal to the customer segments by the promised value propositions. The internal-business-process perspective discovers new internal-business-processes that are vital for maintaining the customer relationships and customer satisfaction, but are yet to be discovered by the company. With the help of the balanced scorecard the company will discover these processes. (Kaplan 1996, 27)

One important business process that is included in the balanced scorecard is the innovation process in which new products and services are developed to meet the needs of current and future customers. In this process the future customers and the long-term success of the company will be taken into consideration. The main focus is neither on the existing customers nor success

in past. The innovation process, in other words the long wave of value creation helps the company to put more effort into long-term success rather than short term. (Kaplan 1996, 28)

The perspective of learning and growth recognizes the infrastructure which the company should build in order to have a long-term growth and improvement. In modern business world competition is intense, and therefore companies need to grow and change with the customers' needs to continue bringing value to the customers and shareholders. Also organizational learning is important so that the company stays in the competition. To be able to compete, companies should put effort in educating their staff and renewing their equipment to match the newest technology available. By doing so, the company reassures the skills of the employees in the worldwide competition for market share and customers. (Kaplan 1996, 29)

As demonstrated in the figure 8, the balanced scorecard is a measuring system used for measuring the company's separate business units in terms of vision and strategy created by Robert S .Kaplan and David Norton form the material and experiences collected from twelve separate companies mainly located in North America. The intention was to create meters which can be used to predict the future rather than relying on meters only measuring the past. This would allow companies to predict possible changes in the financial situation. The meters are used as producers of knowledge as well as to inform the company on issues that need attention. (Malmi 2006, 16-18)

The balanced scorecard has evolved as a concept during recent years and it has become a managing framework that helps to implement the strategy into everyday actions. The desired objectives of the scorecards need to be thought of before choosing the different measurements; the different viewpoints produce different measures and different results. Versatility and the stability of the balanced scorecard are the factors that are most often considered to be the key issues. There are four separate views in balanced scorecard; financial, Internal business process, learning and growth and customer. (Malmi 2006, 21-23)

FINANCIAL PERSPECTIVE

(How does the company look
to shareholders)

CUSTOMER PERSPECTIVE

(How does the company look
to the market)

**VISION AND
STRATEGY**

INTERNAL PERSPECTIVE

(In what areas the company
has to excel)

INNOVATION AND LEARNING
PERSPECTIVE

(How company can
constantly improve and
produce added value)
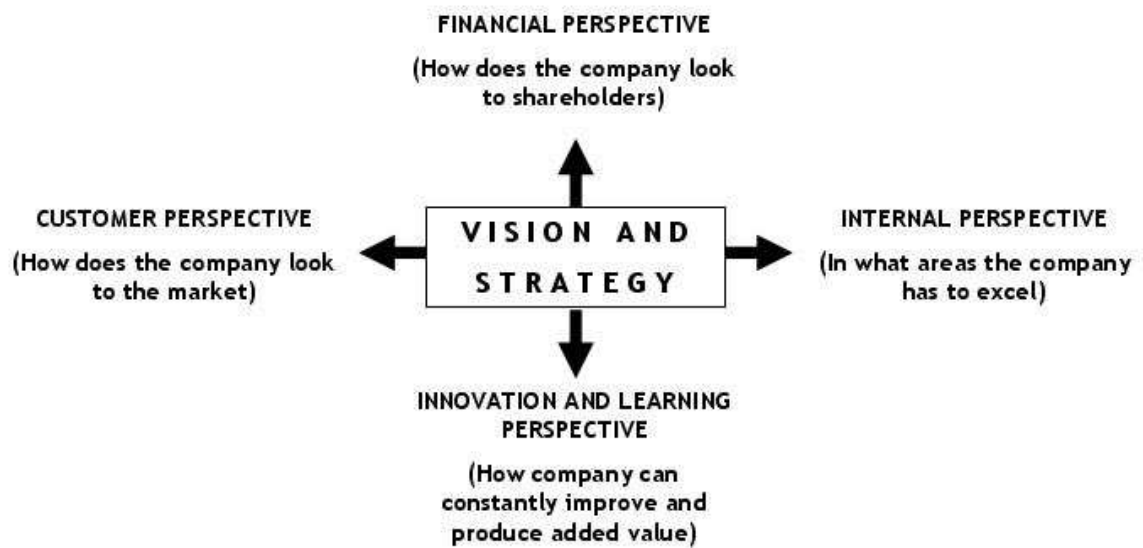
Figure 8. The original Balanced Scorecard (Markkanen 1999, 90)

2.7.4 Company image

The three core segments of identity process are controlled and managed by the company itself as it creates the identity strategy, implements it to its operations and measures the successfulness of the strategy but the fourth segment, the company image cannot be completely controlled. The successful management of the other three segments usually leads to a whole and positive company image but it is always also affected by external factors. However, the acts and operations of the company itself are the main factor affecting the company image. When those operations are managed by a clear and consistent identity and supported by strong external communications, the company image is usually positioned in a desired form in the stakeholder's mind. (Markkanen 1999, 27, 223-224)
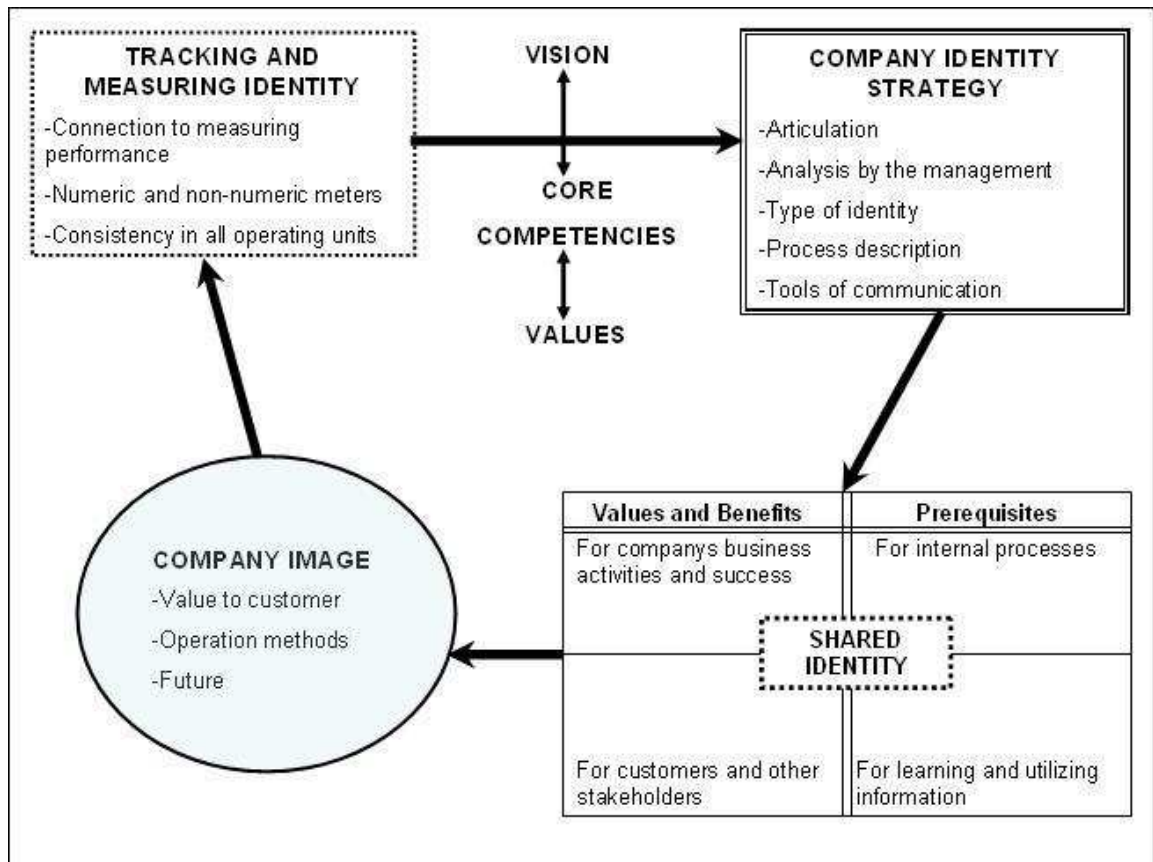
Figure 9. Managing company identity as a process. (Markkanen 1999, 220-221)

2.8   Design Management Framework by Salminen and Niemelä
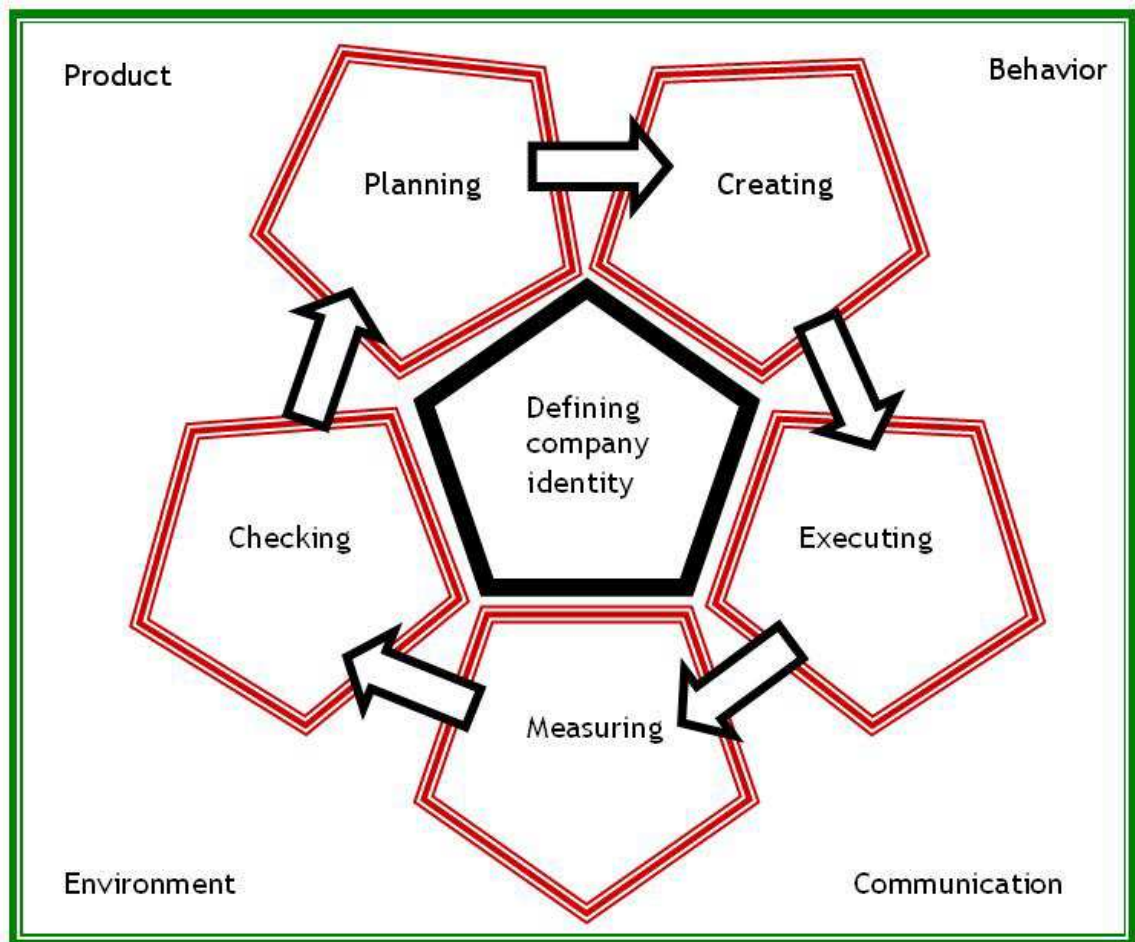
Figure 10. Design management framework by Salminen and Niemelä.

2.8.1   Framework

Framework presented in this thesis and illustrated in figure 10 explains the model of how a company could manage and develop its company identity. The process combines the development and management of company identity to the design management concepts. This thesis explains design management as an effective way of differentiating the company from its competitors. It is a marketing tool that adds value to the other perspectives of the business as well such as personnel satisfaction through integrating and clarifying behaviour patterns. The objective of the design management concept is to control the company's visual and sometimes also non-visual

identity in such way that it can be communicated to target groups consistently and clearly. In addition to the design management framework itself, figure 11 demonstrates the relationship between the design management framework, profiling, profile and the company image.

The actions to be taken in this model are divided into six separate segments, which are defining the company identity, planning, creating, executing, measuring and checking. All the actions of the process are always reflected in the identity. In the process model that Markkanen described there are four separate actions. The four segments in the process model are identity strategy, internal interpretation, company image and follow-up (Markkanen 1999, 219-222). The objective of the process model presented in this thesis is to clarify the separate actions for the use of smaller companies such as the case company Evianet Solutions Oy. The two models are comparable with each other, but the different phases cannot be directly compared. For example in some cases the identity strategy in the figure 9 can be compared to the planning and creating phases in the figure 10 but in some cases also the internal implementation phase can be compared to the creating and executing phases.

The four different perspectives of design management are product, behaviour, communication and environment. In the framework the four perspectives are used as the frame for the whole process because they are the key features of the design management by which the company is profiled to communicate its identity. When all the factors connected to the products, communication, behaviour and environment are coordinated and considered according to the design management concept of the company, the quality level of the every-day actions and operations of the company is increased.

2.8.2   Defining the company identity

As the company identity fundamentally means the company's character, including the business idea and strategy, the working culture inside the company and also the mission, vision and values of the company, these are the attributes that at least should be taken into account when defining the company identity. Opposed to the company image, which is an external perception of the company, the identity is an internal factor which should accurately reflect the whole company, its activities, operating methods etc. The design management framework leads from defining the company identity to creating and executing a profile of the company, which is then perceived by

any target groups and leads to the forming of a company image. Therefore when the identity is changed or adjusted, the profile is changed and eventually also the company image.

The first phase in the framework is to define the company identity. It needs to be done in a way that everybody in the company knows and understands the identity. When the components of the identity and the identity it self is clear the first phase of the process is just acknowledging the company identity and making changes to it if necessary. It needs to be also understood that when changes are made to the identity also the tools of how the identity is communicated to other stakeholders need to be modified to match the new identity. This means that there needs to be careful consideration to identity alterations. Therefore the company needs to consider that the company identity is what the company wants to portray before making any other company identity management and development actions. All the separate components of the company identity need to be written down to a document which everyone in the company has access to.

2.8.3   Different aspects of design management framework

The four different perspectives of design management are product, behaviour, environment and communication. These are the four different connections with the customer and therefore the four means of communicating the company identity and profile to any relevant stakeholders.

2.8.4   Managing and developing company identity as a process

Managing and developing the business identity in this framework model is a process. It can and should be executed repeatedly for making sure that the identity and the process itself is up-to-date and as effective as possible.

The next phase in the process is to define and assess the tools of how the identity is communicated towards the stakeholders. The purpose is that all the four separate perspectives in the framework are channels for communicating the company identity. All the contacts made with the stakeholders should be representing the identity. The company identity is most effectively communicated to the stakeholders when all the communication is delivering the same message. The different components need to be integrated and if there is some components that are sending

the wrong sense of the identity they need to be removed or altered to communicate better the message of the identity. Planning and creating the communication tools is very important.

After the identity and the profile, which means all the communication with the stakeholders, is planned and created it is time to execute the perspectives of design management. In other words the profiling should be started, for example the new patterns of behavior introduced as well as producing the new printed material.

Measuring and checking should be executed by the management team. The measures can and usually should be executed simultaneously with any other measurements conducted inside the company.

As demonstrated in figure 11, all the perspectives of the design management framework, behavior, product, communication and environment as well as all the phases of the process, defining company identity, planning, creating, executing, measuring and checking are controlled by the company itself, but the end result of the process, the company image, is always affected by external factors as well. However, the successful management of the design management framework and the identity process usually leads to a whole and positive company image and the acts and operations of the company itself are the main factor affecting the company image.

The process presented in this thesis explains the whole concept from company identity to profiling and from profile to company image. The other segments of the model by Jaskari (figure 3) are necessary for managing and developing company identity because profiling is the way to communicate the identity to the other stakeholders involved, customers, suppliers etc. The profile is the general perception the four perspectives of design management create, and the image is what the other stakeholders form themselves including their own perceptions of the company etc.
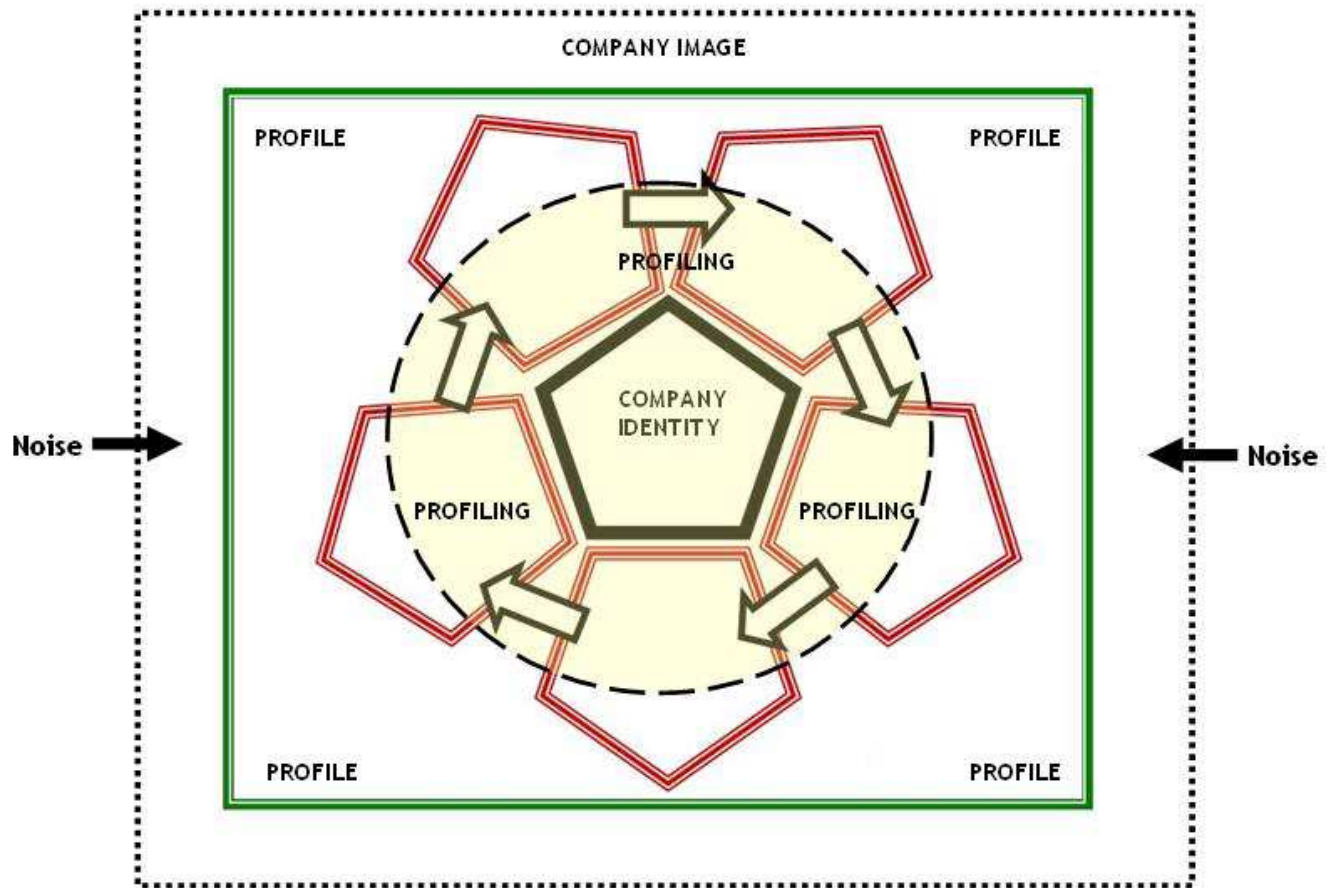
Figure 11. Design management framework and profiling.

3   Evianet Solutions Oy

3.1   Company presentation

Evianet Solutions Oy is a small-size Finnish company, which is specialized in planning and implementing Internet services for electronic business and digital communication. Evianet Solutions Oy was founded by Erkki Ruuska, Reijo Mönkkönen, Pekka Ratinen, Kati Tuovinen and Jari Kolehmainen in November 2003. The company's estimated turnover for the year 2008 is 1.000.000 euros. Evianet's home office is situated in Jyväskylä and its main office is located in Helsinki. When the company started its operations, the number of the personnel was six and the estimated number of personnel for the end of year of 2008 is 18. (Ruuska, E. 2007.)

3.2   Business idea of Evianet Solutions Oy

Business idea of the company is that Evianet Solutions Oy develops information management and network process tools for the needs of the customer companies. The solutions are based on tools and standards tested and proven to be good over the world. Evianet offers the services as full-

service packages, which makes it possible for the customers to outsource their whole network management and user support

Evianet Solutions Oy's business idea is to create close partnerships with its customers and plan Internet service packages, which support their customers' business processes. Evianet produces software components and offers them as an ASP service (Application Service Provider) package to its customers. All the components are compatible and use the same server base (created by Evianet) as their base. Every customer receives their own, tailored, service package created from the different software components. Evianet's target group includes enterprises and communities, especially construction companies and the medical industry. Evianet's staff has previous experience from these industries and it has been proven that the extranet technology can be used also for example in introducing medicines and sharing medical information. (Evianet Solutions Oy 2007.)

3.3   Marketing plan for Evianet Solutions

The company's sales and marketing are executed mainly as personal sales to chosen target groups. Jouko Nuutilainen is the head of marketing operations and Erkki Ruuska the head of sales operations. During the planning era marketing campaigns are made for different types of target groups. First the physical marketing campaign is work in progress and is directed to technology centres. Other target groups are:

- Construction companies, construction site portal
- Construction companies, resident portals
- Property owners, business parks, service portals
- Logistic companies, logistics portals
- Pharmaceutical business, media related products and services

There is also a plan to execute marketing research by which the current situation is analyzed.

Figure 12 demonstrates the SWOT-analysis Evianet Solutions Oy has in the company's business plan. It explains the company's market situation and future.

Strengths	Weaknesses
- Comprehensive design and production - Quickness, flexibility and knowledge - Management and execution of big project in co-operation with the customer - Price level is right for the customer, expenses - Adds value to customers competiveness - expertise - Good references - Construction industry knowledge	- Limited funding - Organizational expansion - Amount of personnel - Financial situation, will it improve? - conspicuousness on field
Opportunities	Threats
- Strong growth with the customers - Adding the products and services can potentially increase the sales and bring new customers - Achieve sustainable and credible place on the market - Demand for good services and products - Utilize knowledge of the construction field of business - Offices both in Helsinki and Jyväskylä - Creating new services	- Lots of competition - Markets do not flow - slow growth - partnership network might not work

Figure 12. SWOT-analysis of Evianet Solutions.

3.4   Provided services

Evianet's main emphasis is on interactive Internet services, which' purpose is to increase the customer loyalty between the different parties, to make the company's own processes more efficient, to make the network processes between the business partners more efficient and to make the implementation of new business practices faster. The services are built according to each customer's individual needs as extranet, Internet or/and intranet solutions. (Evianet Solutions Oy 2007.)

Evianet offers digital solutions for its customers in the field of marketing, communication, product training and different fields of logistics operations. Evianet emphasizes customer service, flexibility, liability and innovative solutions with the help of its professional personnel. Evianet develops services that support the business operations of the customers of Evianet. (Evianet Solutions Oy 2007.)

Evianet needs to understand its customers' business operations and they need to have an expert knowledge about the services and the possibilities of the field of business to be able to create innovative solutions for the services that support the customer's business operations. Evianet needs to be able to offer wide-scale know-how on planning and production. The flexibility and speed of the services, as well as comprehensive and precise management of the project, are Evianet's strengths. Evianet has to make sure that they are able to offer services in a cost effective manner. Evianets purpose is to create functional partnerships with the customers at the levels of production, customer relationship and management. (Evianet Solutions Oy 2007.)

3.5   Product category

Evianet's product strategy is mainly based on the services that are producterised by the product development of the company itself. The services are offered as an ASP service. The ASP service means that Evianet acts as an Application Service Provider and hosts the software applications on its own servers within its own facilities. By networking with the other companies in the line of business, Evianet is able to speed up the product development and maintain wider range of products. Evianet's product and service range includes EviaPortal, EviaMarket, EviaConsult, EviaOnline, EviaLearning, EviaMedia. Features such as flash animations, 3D illustrations, graphical planning and visual user interface bring additional value to the services. (Evianet Solutions Oy 2007.)

3.6   Current situation regarding company identity of Evianet Solutions

The concept of company identity has not been taken into account very thoroughly in Evianet Solutions. Simple guidelines for a graphic manual do exist and the logo of the company has been changed once, but generally the company has not been putting very much effort in promoting

company identity and effectively communicating it to customers. This is to be changed in the future, and this thesis is part of that process. The company wants to form a strong identity that supports its business activities and helps to give a clear image of the company to the target groups.(Ruuska, 2007)

In Evianet's business plan there is a direct plan for controlling the company image where the term image is wrongly used, because where here the company image is an external factor, a conception that for example a potential customer forms in his mind and which cannot be directly affected, the company identity is an internal factor. The company image is always affected by the recipient's attitudes, prejudices and interpretations and is never adopted as such as the company is trying to communicate it. In the market plan of Evianet Solutions it is stated that the image of the company is based for example on the following factors: innovative solutions, clear products and services etc. which are factors that might influence image but the factors are not chosen by the company. (Jaskari, 2004, 14; Selame, 1988, 2-9; Evianet Solutions Oy, 2007)

3.7   Evianet solutions – branded house

Evianet Solutions Oy has a product strategy of branding all the products of the company under one name: Evia. Evia products consist of different internet-based solutions. The products are different types of service packages. In reality the product packages sold to customers are usually nameless because they are always created to match the customers needs.

3.8   Design management in Evianet Solutions Oy

Evianet Solutions Oy does not have a design management plan and the CEO makes most of the decision about the different design management areas. The company does not have plan for managing and developing the design management as an entity. The concept design management is not familiar for Evianet solutions Oy. The plans regarding the design management areas are made as the business proceeds. When decision is needed it is done. The importance of design management and the changes needed is understood within the company, but it seems to be still regarded as less important than business areas which directly impact the sales of the company.

Evianet has created a graphical outlook and some basic guidelines for all written material. Personnel's appearance or the office interior is not controlled or formed with any specific plan. The current appearance of the websites, logo and other graphical material has been in use for several years. According to Erkki Ruuska and the general opinion from the questionnaires the different areas of design management are neglected within the company.

3.9   Measurement and balanced scorecard in Evianet Solutions Oy

Measuring companys activities in Evianet Solutions currently is mainly based on financial figures which are shown in the balance sheet and income statement. They are divided and used for measurement by the areas of business and by personal sales. Evianet Solutions Oy also conducts surveys about customer satisfaction and they are considered to be measures for company actions and overall success. In other words Evianet is already considering two of the four perspectives of the balanced scorecard system, but they are not examined from the point of view of identity management.

3.10   Current stage of the branch of business

Evianet Solutions Oy is specialized in planning and implementing Internet services for electronic business and digital communications. The branch of business is the IT industry. There are many companies that provide same type of service packages and therefore differentiation is important. Producing digital content has become a permanent part of the Finnish IT industry and the service packages offered to customers has grown.

Evianet mainly focuses on the construction industry and companies that function in that branch of business. Evianet's customers are companies such as SKANSKA, Lemcon and YIT. It is common for the construction industry that there is a lot of networking involved in the bigger projects. The construction industry benefits from different portals and web solutions, because it is information-intensive industry. Another industry which is information dependant is the pharmaceutical industry and this is the other industry Evianet focuses on.

3.10.1   Competitive advantages

Evianet Solutions Oy is a gross supplier of its services and has solutions and expertise on the different sectors of the whole digital content. Evianet also has good references and interesting customers. In the future one of the competitive advantages is efficient use of networking. Evianet's products and services are competent. Evianet Solutions differentiates itself from its competitors by the fact that Evianet's employees have a good knowledge about the branches of industries they operate in. They have provided internet solutions for companies that other companies in the field do not have. Evianet offers technical solutions, digital content as well as service and support for the customers to use.

3.10.2   Competition

Every year many small companies are created in Evianet's branch of business. The companies are started by a few persons and have estimated turnover of 50000€ - 100000€ per year. There are also bigger companies created as a result of takeovers, fusion etc. Their estimated turnover is approximately 1 - 2 000 000€ per year. The companies that are leaving the branch of business are small unprofitable companies that have not achieved to maintain their customer relationships and have not an efficient enough level of knowledge.

The competitive advantage of the main competitors is their company history; the competitors have worked in the field much longer than Evianet and are known better. The products of the competitors are good, well created and some products are in wide use. Weaknesses of the competitors are in some extent the pricing of the products.

The growth of the competitors is not very substantial, because of the current situation of the workforce. Some bigger companies can be seen to be created in to the branch of business by mergers.

The competition is evolving to the direction that the products and services are used by the customer for solving problems, increasing sales, decreasing costs, improving the company's or its product's image, and that the products and services are competent by their costs and management. (Ruuska, 2007)

4   Research on the company identity of Evianet Solutions

The following empirical study was completed together with Evianet Solutions Oy. The purpose of
the research was to investigate the current situation of the company from the aspect of company
identity and compare that situation with the theory of company identity and design management
in order to determine how the company could improve its image and operating methods.

4.1   Research approach

The qualitative method was chosen in order to receive as wide information as possible as the
people answering the questions were to answer in their own words.

4.2   Research method

The following empirical study on Evianet Solutions' company identity was executed as a
qualitative research by using personal interviews and a questionnaire which consisted of open-end
questions.

4.3   Interview

The interview with the CEO of Evianet Solutions Oy was conducted in November 2007. The
purpose of the interview was to understand the current situation of the company identity of
Evianet Solutions Oy and understand the management's point of view on the issues discussed.
Evianet's current business plan was used as supporting information. During the interview the
concept of design management was discussed and the approach and emphasis of the research was
agreed. Also the situation regarding the competition in the case company's field of business was
discussed, as well as the strengths and weaknesses of the company. It was clear that the concept
of design management or company identity had not been applied in any structured way in the
business operations of the company.

4.4   Reliability and validity

Reliability indicates the consistency and repeatability of the results. Often inadequate planning of the questionnaire, confusing questions or for example careless interpretation of the data can cause problems in the reliability. In this study the problems were quite minimal as the questions were designed carefully to reflect the current situation of the company from many perspectives and also the target people of the questionnaire were chosen in co-operation with the case company.

4.5 Questionnaire

The questionnaire was based on the results of the interview with Erkki Ruuska and the sections of the questionnaire are based on the model by Markkanen. The questionnaire was divided into three separate sections. The different sections were based on the three main questions regarding company identity management: what the company does, how the company functions and the future of the company. The questionnaire for the employees of Evianet and the questionnaire for Evianet's customers were comparable with each other to achieve a reliable comparison. The purpose of the questionnaire was to investigate how accurately Evianet is delivering the company identity to the employees and customers of the company. The questionnaire for the customers of the company was sent in December 2007 to 20 people named by the CEO of Evianet Solutions, and because of the low response rate the questionnaire was sent two or three times to people who did not reply by the given deadline. Also more people were included in the survey and by February 2008 the questionnaire had been sent to 50 people, of which 20 answered. The questionnaire for the employees was sent in December 2007 and all of the employees answered the questionnaire.

4.5.1 What the company does

In the first part of the questionnaire the employees were asked to explain in their own terms how they view the company's vision, mission and values, what Evianet does in general and which are its strengths and its weaknesses. They were also asked to tell if they considered Evianet bringingin added value to the customer and if it does then what the added value is. The customers were asked the same questions but from their own perspective.

The questionnaire began with the first title question: what the company does. The purpose of the title questions was to give an conception of the topic the questions are related to. The title

questions were not necessarily intended to be answered but many customers still gave their answers to these questions also, which was useful as the purpose of the questionnaire was to obtain as much information as possible in order to form a whole conception of the situation of the company. In the first question the answers were mostly related to the business of the Evianet Solutions. The company was seen as a service provider, which creates and plans digital solutions for it's customers. In one reply the company was described as mostly construction business oriented. Generally all the answers concerned internet services and solutions, network content and web pages. In some answers the company's activities were also described as internet-based solutions which support the business activities of the customer.

The answers from the employees described the company as a service provider who creates dynamic network-based services according to the needs of the customer. Graphic design and supporting the processes and business of the customer were also mentioned. The answers to this question were quite similar with each other and these same answers mentioned above recurred in different forms many times.

4.5.2 Vision, mission and values

For the employees, the second question was to explain in their own words the vision, mission and values of Evianet Solutions. Especially the answers about vision were diverse. Some of the employees stated the vision specifically, as it was described as "to provide the most diverse content management system of the market" and to "provide digital network solutions that support the business." Other employees gave more simple or unsure answers, as the vision was also described as to develop in the company's marketing segment and to grow into a meaningful position in the market. Some employees said that they were not sure what the vision was.

In the question about mission some of the employees had confused mission and values with each other. The company's mission was considered as to make lot of money, to improve customer loyalty and to improve customers processes but also to be customer-oriented, innovative and reliable, which relates more to the values of the company. These attributes were also mentioned several times in the answers on the values of the company and as innovativeness and customer orientation were mentioned the most, they seem to be the attributes that the employees most

easily recognize as values of Evianet. The employees also stated that the values of Evianet Solutions include quality, expertise, efficiency and taking care of the employees.

4.5.3   Co-Operation with Evianet Solutions

The second question for the customers was to explain the co-operation that Evianet Solutions does with their company. All of the answer sheets contained an answer to this question. The co-operation was described as hosting the website of the customer, developing portals and for example logistics systems, producing extranet-services and different special projects. The question was intended to create deeper understanding of the relationship between Evianet Solutions and the customer company, but the answers were mostly superficial and concentrated on the service Evianet is providing to the customer. This indicates also that Evianet Solutions is mostly seen as a service provider and the level of the relationship and co-operation is not very deep.

For the employees this was the third question. They stated that Evianet Solutions creates network services according to customers wishes and needs. The employees also answered that the company plans, designs, consults and tries to improve the business operations of the customer. The emphasis of the answers was on close co-operation with the customer and on flexibility, as many employees mentioned that the services provided by Evianet Solutions are created following the customer needs. One employee also mentioned that Eki plays golf with the customers, referring to the CEO of Evianet Solutions.

4.5.4   Added value provided by Evianet Solutions

The next question was whether the co-operation produces any added value for their company. Even though the customers answers to the second question were quite short and superficial, majority of the answers to the third question gave a positive feedback. None of the people who answered considered the co-operation to not produce any added value. Some answers were only few words, such as "yes" or "absolutely", but many also reflected on the question on a more specific level. The services provided by Evianet were considered as important and useful, they were stated to increase knowledge in the customer company and Evianet was also described as a company taking care of activities that the customer would not be able to do by themselves. One answer noted that the co-operation is in a early stage but still gave a positive expectation on the future.

The employees also gave positive answers to this question. It was stated that the objective is to produce as much added value as possible, and also that usually this objective is reached. Some concrete examples mentioned were the added features for customer products or services, the savings in working time, increased sales, streamlined processes, enhanced quality of the customers projects and decreased costs.

4.5.5 Strengths and weaknesses of Evianet Solutions

The next questions were which are the greatest strengths and weaknesses of Evianet. From customer point of view flexibility was seen as one of the greatest strengths with the technical expertise, experience, professionalism and reliability. In general the customers stated that the small size of the company and consequently its flexibility was the main strength. Creativity was also mentioned in one answer, as well as versatility.

In their answers, the employees emphasized the innovativeness, technical expertise, professionalism, flexibility, quality and customer orientation of Evianet Solutions. Products and services of the company were also said to be of a high standard. There were many similarities within the answers of the customers and the employees.

The customers' answers to the question about the greatest weaknesses were more diverse. While in some answers the small size of Evianet Solutions was seen as a strength, in some answers it was also seen as a weakness. Some customers also stated that Evianet lacks the ability to investigate and understand the needs of the customer and others reported technical problems with their projects with Evianet. As in the first question there was an observation of Evianet being construction business –oriented, in this question there was an observation that Evianet lacks knowledge in certain fields of business.

The employees gave long and specific answers to the question about the weaknesses of the company and the range of the weaknesses also varied much and therefore they are also presented here more thoroughly. The employees think that Evianet Solutions should develop its internal ways of working in order to clarify the process which leads from selling the product to the customer to actually delivering the product. This factor is related to many other answers to the

question, as the employees said that the project management should be developed, processes in production should be improved to increase the quality of the products and processes of sales and marketing also need improvements.

The size of the company was also seen as a challenge and the employees are thinking how a small company can attain long-lasting and cost-efficient customer relationships and how to attain skilled personnel. This also relates to answers where the employees stated that among the weaknesses were the limited resources of the company, low company awareness in the market and lacks in some specific activities such as documentation, expertise of the sales people and testing of the end product.

	Customers	Employees
Weaknesses	-Lack of understanding customers needs -Small size of the company -Technical problems -General problems in projects -Lack of proper planning -Lack of knowledge of certain fields of business	-Development of internal processes -Lack of brand awareness -Lack of testing the end products -Poor customer satisfaction -Communicational problems -Lack of resources -Poor project management
Strengths	-Flexibility -Benefits of a small company -Technical expertise -Professionalism -Reliability -Creativity -Experience	-Innovativeness -Technical expertise -Flexibility -Quality of products -Customer orientation -Professionalism

Figure 13. Strengths and weaknesses of Evianet Solutions.

As demonstrated in figure 13, there were clearly some contradictions in the answers to questions about the weaknesses and strengths of the company. While some employees emphasized the

quality of the products, technical expertise and customer orientation as the strengths of the company, some criticized the same attributes among other problems. Similarly, some customers said that the company's strengths included benefits of a small company, technical expertise, professionalism and reliability but still some customers claimed that the weaknesses include technical problems, size of the company, general problems in projects and lack of proper planning.

4.5.6   How the company functions

This part of the questionnaire consisted of questions about the consistency of the communications of the company and the personal opinion of the employees and customers on the different aspects of the company image. The purpose of this was to investigate how both the staff and the customers view the communicating methods of the company and how those views differ from each other. It is also important to understand the image of the company that is communicated with these methods in order to develop it for the desired direction.

The first question of this part of questionnaire was again a title question on how the company functions, which was not necessarily needed to answer. One of the employees had answered the question, stating that the company functions very efficiently and one person from the customers answered that Erkki Ruuska is the main contact and there is no clear perception of the rest of the organization. The questions under this title question investigated how the recipients related to the different areas of the image of Evianet Solutions.

4.5.7   Communication of Evianet Solutions

The next question was how consistent is the communication of Evianet Solutions. The answers of the customers were short, which indicates that the customers do not have a very strong image of the communications of the company. Many answers stated that the customer was not familiar with any other communications than email and website, some stated that they did not have any experience of the communications of Evianet. Some customers said that the communication was correct and informative, while no one actually criticized the communications in any way.

The employees' general experience was that the external communication of the company is random and inconsistent. The internal communication was stated to be more consistent. It was hoped and wanted that the external communication would be planned more carefully, would happen more constantly and that it would be more consistent no matter in what form the communication happens in order to increase the awareness of the company and improve the image in the market.

4.5.8 Different aspects of the company image, customer answers

This question was divided into several different parts. In this question the customers were asked to evaluate the different aspects to the image of Evianet Solutions. The mentioned aspects of the image were email communications, printed materials, employees, website, logo and product portfolio. Among the customers there was no criticism about the email communications of the company, and the customers appreciated the fact that the staff of Evianet is capable of providing quick replies to their emails and questions.

The need for printed materials was questioned in some answers as the company was seen as an e-solutions provider, and the customers who had experience of the printed materials did not have much to criticize about them. In one answer the printed materials were described as unimaginative, but otherwise they were stated as correct, or normal. The staff of the company received compliments in the questionnaire. There was no negative comment about the employees, and the customers described them as relaxed, nice and correct people. One customer mentioned comparison to Gyro Gearloose, the famous inventor in Walt Disney comics and some said that the staff of Evianet do not need to wear suits to be credible but that the so-called "nerd-style" is acceptable.

The website and logo received some negative comments. While in some shorter answers the website was described as quite correct and clear, many customers stated that the website does not reflect the talent and professionalism in Evianet Solutions. The website was also criticized of being constricted, boring and simple. The logo received similar comments, it was criticized for looking more like a logo of a lifestyle company than a qualified IT-company. Some customers said that the logo itself was acceptable, but it did not match with their image of the company itself. None of the customers said that the logo is especially good, as even the most positive comments stated only that the logo was neutral or reasonably good.

The product portfolio of Evianet Solutions was not very thoroughly known by the customers. The few who answered that question said that it seemed clear and that apparently the company has a basic concept which is modified and adapted to suit each customer's needs.

4.5.9 Different aspects of the company image, employee answers

The employees also commented on the title question, stating that the company image is currently slightly too conventional, although it was said that conventional also means that the image is safe. In one answer it was said that while most of the customers of Evianet Solutions probably have clear understanding of the image of the company, the public does not know the company very well.

The question about email communication was answered mainly briefly and the email communication of the company was seen as correct and clear and there is no big improvements needed with that area. Smaller improvements were mentioned, as some employees stated that the signatures should be more consistent and for example the logo of the company should be included in the signature. Some needs for improvements in the printed materials were mentioned, as the quality and simplicity of the printed materials was criticized. Some employees also answered that as business cards are the main and almost only printed material it could be said that some additions might be required there.

The employees described themselves as innovative people who give a positive image of the company. None of the answers to the question about the staff of the company contained any negative feedback, though some of the answers were very brief, stating the staff is "ok." The question about the website of the company did receive some longer answers.

Most of the employees said that the website should be renewed in a way or another, as the current website does not correspond in the best possible way to the business activities of the company. It was mentioned that the website is updated too rarely, the media skills of the company are not promoted and that the website should be the digital business card of the company and attract customers. According to the employees, this is not the situation with the current website. The website was also criticized of being too old-styled, too narrow in information and too plain.

The logo received many comments and some criticism. While many employees said that the logo is quite correct and acceptable, others said it to be too plain and insignificant in appearance. It was said to associate more with a company making cosmetic products or providing fitness services than an IT-company and some employees located the problem in the fact that the logo does not visually reflect the services and the business of Evianet Solutions. The product portfolio was described to be partly clear, understandable and versatile, but also partly confusing. It was stated that the product portfolio has both clearly branded offerings and some offerings that are more difficult to define.

4.5.10 The future of the company

The third and last section of the questionnaire consisted of the title question considering the future of the company and two questions for the customers about how the recipient views Evianet's future and whether they see the relationship between Evianet and its customers developing. The purpose was to reflect the co-operation to the future and in that way investigate the level of satisfaction of both the customers and the employees. None of the customers answered the title question.

The employees gave wide range of answers to the title question. It was said that the company should primarily make sure that all the basics of the business operations are in good form, improve the project management, improve marketing and make sure that the key customer relationships are maintained. All of the employees said that the company's future seems positive and some stated that the company has all the possibilities to grow into a key company in the market. The co-operation with the construction company was said to be in a good state, but the business on the media side needs still much work.

4.5.11 Co-operation with Evianet in the future

The tenth question for the customers was how they see the co-operation with Evianet Solutions in the future. Many of the customers answered that they either knew that the co-operation will continue, or wished that it would. Some customers stated that pricing should be negotiated if the co-operation was to continue. Generally the answers gave positive signals, as Evianet was said to

be a strong candidate if such services would be needed in the future. Only one customer reported that they currently have no need for co-operation with Evianet Solutions Oy and this was because the project they had done with Evianet was special by its nature and this answer did not mean that they would have been dissatisfied with the co-operation. All the others stated they either were sure that the co-operation will continue or at least wished that the co-operation would continue in one way or another.

This question was not included in the employee questionnaire as it was seen to be addressed also in the final question.

4.5.12   Development of the co-operation

The final question enhanced the future aspect by asking if the co-operation with Evianet Solutions is developing. Again, most of the customers answered that the co-operation either was developing or said that they hoped it was developing. One customer said that the development had been quite and wished for a more active approach.

All of the employees said that the co-operation between Evianet Solutions and its customers is developing and that the company aspires to make that co-operation possible. As one problem some employees stated that some of the projects are one-time by their nature and therefore real co-operation is difficult to establish. It was also said that the co-operation develops sometimes slower than other times, but still the development has happened and will also happen in the future.

4.6   Summary on the questionnaire

To summarize the answers from the employees, the company's core operations were well known among the employees and there is no contradictions regarding the business that the company does. The vision, mission and values were not very clear to everyone who answered the questionnaire and equivalent with the business plan of the company. As the company's strengths the employees mentioned the strongly customer-oriented way of doing business, professionalism, technical skills, innovativeness, high quality of the provided services and flexible organization. Another opinions mentioned the limited resources, lack of project management skills, low

company awareness, lack of product testing and development of the company's own processes were seen as weaknesses in the company.

From the answers of the employees can be determined that the consistency of the outbound communications is not as desired. The company has no guidelines on communicating with customers, and for example signatures in emails are not formal. This causes the communication to be scattered and give an inconsistent image of the company. Also the graphical look of the company is not equivalent with the amount of expertise the employees hold. At least the company's website and logo should look more professional and give a better sense of the quality and reliability that the company provides for its customers. The employees reflected positively to the future of the company, even though they found some issues that need to be improved. The belief in the company seems strong and the co-operation with the customers is developing.

The customers were also quite well aware of the company's services regarding their field of business and what type of business Evianet generally does and the services of Evianet were stated to produce added value to the customers. The strengths of Evianet Solutions from the customer's point of view included flexibility, creativity, technical knowledge and professionalism. General project management, some lack of thoroughly investigating and understanding the customer's needs and technical problems were most often mentioned as weaknesses in doing business with Evianet. As an opposite to the employees responses, the customers do not view the communications of Evianet Solutions to be inconsistent. They stated that communication with the company is generally fine and there was not a single answer where the communication was criticized. The outfit of the employees is good and in the customers experience the interactions with the employees were pleasant and relaxed. The customers also hoped that the co-operation with Evianet Solutions would continue in the future and that it would be developing.

4.7   Key findings of the questionnaire

From the aspect of the staff of Evianet Solutions the situation seems to be that the employees do not see the current situation very satisfying in the terms of the company identity and image and mainly this is because of the lack of consistent communication of the company identity. Even some basic issues such as vision, mission and values were unclear or confusing to the staff.

Therefore the motivation of the staff may also be lower than in an ideal situation and due to this the company does not have all possible resources in its use.

One of the positive signals revealed in the research is that besides the employees, also the customers had quite clear understanding about the business of Evianet Solutions, meaning basically about what the company does. It is important in the aspect of utilizing all the possible resources and possibilities to the use of the customer as if the customers had no clear understanding about Evianet's services, some relevant areas might not have been utilized. Another good feedback for Evianet Solutions was that as both the employees and the customers considered the professionalism, technical knowledge, innovativeness and reliability to be the greatest strengths of the company, it can be said that the fundaments of the business are in good shape in Evianet.

Despite some technical problems mentioned in some of the answers, none of the customers or the employees stated that they would have been unsatisfied with the quality of the provided services as a whole or that they would have been disappointed in the company in general. The staff of Evianet Solutions is very competent, skilled and innovative, the company as a whole is very reliable, the customers are very satisfied with the behavior of the employees and the products of the company are generally of a high quality.

One of the biggest problems for Evianet currently is the lack of integration and consistency in any marketing activities and in some areas the lack of marketing itself. This was evident in the research in many aspects, such as the company premises, communication in general, email signatures and website. The company has not integrated the different tools of marketing or any parts of outbound communications to deliver one clear message and profile of the company. There are problems also in the internal marketing as the vision, mission and values were unclear to the employees. If the internal marketing is not done properly the company cannot communicate a proper external profile either.

The answers to the questions about different parts of the company image indicate that the customers were not very familiar with the website, the printed materials and the product category as the answers to these questions were mostly short. The logo received some criticism from the customer as it does not match their image of the company. The employees then stated that they were not very satisfied with the current website, that the product category should be

clearer to both employees and customers, that the logo should be developed to match the company's field of business more properly and that the printed materials should also be improved. These answers give a clear message that the company should not only improve the different parts of the company image but also promote them more. It is also worth noticing, that while the website itself did not receive very much criticism from the customers, it did not receive any praise either. For a company that creates web services it is surprising to not receive any praise for their own website from their customers, or that the customers are not even very familiar with the website. The same unfamiliarity was also seen from the answers to the questions about printed materials and product category and therefore it is clear that these parts of the company profile have not been promoted enough.

One smaller problem stated by the customers of the company seems to be the lack of understanding thoroughly the needs of the customer and planning of the projects. Even though some employees stated that one of the strengths of the company is the customer-orientation, the answers of some of the customers disagree with that argument. Also some of the employees answered that some of the weaknesses of Evianet include lack of project management skills which in the other answers was seen to have been caused by limited resources. It is also clear that the small size of the company is directly connected to these problems, and that is probably why it was seen as a weakness in some answers in the research while as a strength in other answers. As there were some clear contradictions in what attributes the employees and customers view as strengths and what attributes as weaknesses, the company should investigate this a bit further in order to determine the reasons of these contradictions and that way improve the company's operations.

Despite the problems that were discovered within the research the future of the company can be seen quite positive as the customers are generally satisfied, the employees of the company are very competent and want to develop the company onwards and all the questions concerning the future received positive answers from both the customers and the employees. The company was also seen as providing added value to the customers by both parties.

5   Conclusions - How to develop company identity in Evianet Solutions

As the research showed that many employees were dissatisfied in the state of many areas investigated in the research, by implementing successfully the design management concept

Evianet Solutions could improve the motivation of its employees and therefore positively encourage them to commit more to their work and to clarify the objectives that the company wants to achieve. As a part of the design management process the company should also introduce more clearly its vision, mission and values and the objectives that the management wants to achieve. With more consistent objectives and higher motivation the staff would increase performance and affect positively the business operations of the company.

5.1 Applying design management framework in Evianet Solutions

Analyzing the research results and reflecting the results with the theoretical framework, it is clear that the key problem for Evianet Solutions regarding the company identity concept is the lack of utilizing design management in the company. The design management framework has four basic aspects, communication, product, behavior and environment. In Evianet Solutions, only the product part of the framework has been properly taken into account. The product, the service packages are the main contributor to how the stakeholders form the company image and what Evianet Solutions uses to communicate its profile, or even what is considered to be the company profile. Therefore it would be important for Evianet Solutions to also utilize the other parts of the design management framework. As stated before, the communication is scattered and inconsistent and is not based on the company identity. The company profile should always communicate an united message to the target groups or any other stakeholders and be based on the identity of the company. The customers or anyone who the profile is communicated to will form their image of the company based on that profile. When implemented properly, communication can and should increase the company's performance, clarify the profile and therefore bring the company closer to its business objectives.

As demonstrated in the design management framework, with the product and communications, also behavior is something that the company must take into account when creating the company identity strategy. The identity strategy and its objectives should be internally communicated and the employees should understand the objectives. When every employee in the company accepts the culture and adapts to it, and understands the principles of the company the behavior of the employee automatically reflects the company identity to the customer or any other relevant stakeholders and therefore creates positive images for them.

Evianet Solutions should also take the environment of the company into consideration. Even though the company is quite small, the premises are one part of the design management framework that can have effect on how the company identity is managed. While the premises are mostly an external aspect for a company, the premises also have internal effects and it is important that the premises are comfortable and match the employees' conceptions of the company. With other aspects of the design management framework, the premises should communicate that same company identity in order to support the identity strategy.

Evianet Solutions should firstly start its design management project by investigating the different aspects and advantages that the concept can bring to a small company. The company should do a larger scale research on the subject to fully understand the concept, how it can be adapted to their needs, what risks and opportunities it brings and how it can upgrade company's business performance. As Evianet is small company, the resources allocated to such research cannot be very large. Evianet should consider the options between doing such a research internally, or to hire an external third party instead. The choice between these two depends on the costs and efficiency between both options. As the design management concept is still a new concept, it might be best to do the research internally by creating for example a small workgroup which would study the matter and adapt the concept in a way that is best suitable for Evianet Solutions. The risk then is the lack of knowledge and possibility of misunderstanding the matter. The company should also take into account the fact that it is fairly young company, which possibly does not require as full and thorough implementation of the design management concept than a larger company would. This should also be considered from the aspect that whether Evianet Solutions intends to grow in the near future and how could design management concept affect those plans.

All changes done by implementing the design management concept to the company's operations should clearly promote the strengths of Evianet Solutions, such as technical expertise, reliability and professionalism and make sure that the good quality of the service and the knowledge and skills of it's employees are acknowledged.

5.2   Defining company identity in Evianet Solutions

The basis of the whole concept of developing and managing company identity in Evianet Solutions should be creating solid definitions for the company identity itself. The attributes of the identity

should be based on the mission, vision and values of the company and the nature of them should be such that they are easy to communicate throughout the company and to customers and that those attributes can be applied to all operations and different areas of a company. The identity should also reflect the company's ways of doing business, operational methods and any relevant activities of the company.

5.3   Managing company identity as a process in Evianet Solutions

When the company identity has been defined, the attributes of the identity should be clear to all the relevant parties inside the company. The next phase is to create a plan on how to implement that identity to all the operations of the company and how to communicate it thoroughly to make sure that all the employees are familiar with the identity. In the creating phase of the process the company should take concrete actions, such as creating a new website to reflect better the company identity, creating new business cards, email signatures or improving other communication methods. In the executing phase the new practices are then deployed.

Measuring the identity should be attached to other measurement activities of the company. Evianet Solution Oy should consider balanced scorecard as a managing system to be used for measuring its business actions. The financial figures they use at the moment are efficient for measuring company's productivity but not a reliable way of investigating the company's identity. Evianet Solutions is not managing or developing the company identity effectively in the current situation and therefore the company is not measuring it either.

The design management model suggested in this thesis is a process and one part of the process is measuring. Balanced scorecard would be a good way of doing that. To be able to understand the benefits of the new management concept such as design management people generally need fact-based results to be shown. While the general methods of measuring company's actions are generally based on the past financial figures the balanced scorecard system is also meant for looking in to the future. The measures will evolve during time and experience but they will give objectives and goals for the company in the beginning. It is also stated that what is measured is important. Balanced scorecard would give Evianet a clear starting phase on the identity management, because the factors considered in both concepts design management and balanced scorecard both begin on the same idea of clarifying and translating the vision, mission and strategy.

Evianet is already using two of the four balanced scorecard aspects as measures for business actions so the company needs to add the two other aspects to the company's operations as well. As mentioned before Evianet is already using financial measures and also investigating the customer satisfaction. Evianet needs to start from defining the company identity and one of the ways of communicating it to the personnel would be through the measurements of the state and future of the identity. Balanced scorecard would support the identity management process by demonstrating its productivity. The internal-business-process aspect brings up new internal-business-processes that are vital for maintaining of the customer relationships and customer satisfaction, but are yet to be discovered by the company. With the help of the balanced scorecard the Evianet solution might come up with these processes. The perspective of learning and growth Evianet could start developing their company identity and profile in to the direction that the company wants. This aspect also recognizes the infrastructure which the company should build in order to have a long term growth and improvement. In the current business world the competition is difficult and challenging, and therefore companies need to grow and change with the customers' needs to continue bringing value to the customers and shareholders. Identity management with supporting concepts would make Evianet differentiate and keep the stakeholder satisfied.

5.4   Different aspects of design management in Evianet Solutions

In the case of Evianet Solutions all four aspects of the design management framework, product, communications, behavior and environment should be taken into account.

The products of Evianet Solutions are mostly digital services, and therefore the main consideration regarding the products is the naming of the services and structure of the product category, which both should be revised in order to make sure that they reflect the company identity that has been defined and create a solid profile for the company.

As the employees said that the communications of Evianet Solutions were quite scattered and inconsistent, this is one area where the company has to improve. Especially the outbound communication should reflect more the identity of the company in an integrated way to make all the communications more consistent and deliver the same message to reach the desired image. One important issue in communications is email, as it was evident in the questionnaire answers of

the customers that emailing is an effective tool of communication for the customers of Evianet Solutions. Even though the customers were generally satisfied with the staff of Evianet in this field of the survey, there is some need for improvement in the consistency of emails. This means that the emails should all have a similar layout and signature, in an optimal situation the layout and signature will differentiate the company's emails from emails of other companies and the recipient will immediately acknowledge that the email is from Evianet. Consistent signatures if not strictly designed email structures would also work as a simple method of giving the desired impression of the company. Designed structures could also be implemented all printed materials to promote more consistent communication. This would also make the introduction of new employees easier as there would simple guidelines to follow. The company should also make sure that all printed materials promote the company image that the company wants to communicate and improve the website.

The website should reflect for example the company's image, vision and quality. This also applies to all other messages communicated from the company to any target group. All the communication, company premises, emails and anything else communicating any message should give the same impression of the company. For example more consistent company premises would promote and clarify that graphical and visual image of the company. The website should also be promoted more, and the fact that it is not promoted enough is an indication of the fact that the company and its employees are not proud enough of their website to advertise it more efficiently. In their answers to the questionnaires the employees stated that the website does not correspond with the competences of the company and does not act as the digital business card of the company in the way it should. Therefore the website should be renewed to reflect the company identity and to introduce the strengths of the company.

All colors, fonts and layout should follow the company's general image but at the same time the website should be easily read and navigated. The website should also be friendly to all users in the terms of resolution, graphics, sound etc that affect the speed of loading the site. It should also be accessible with any browser at the market. In general, the website should be designed from the customer's point of view to create a site that serves the target audience as well as possible. The information provided must be kept up to date and create a clear image of what the company does.

As there was no criticism about the behavior of the staff or the staff of Evianet in general in the answers to the questionnaire, there is no urgent need to do any changes or improvements in this area. However, the behavior should also be investigated within the identity management process in order to make sure that if there are any possibilities for improvement, those possibilities are utilized. Evianet should also make sure that as both the employees themselves and the customers had only positive opinions about the staff of the company, the positive opinions continue also in the future. The innovativeness, correctness and professionalism of the staff should therefore be constantly encouraged in order to avoid any deterioration in the important areas of behavior. Therefore one important aspect regarding the answers about the staff of the company is that Evianet should make sure that such issues which were not seen as problematic in the research, such as behavior of the staff are not negatively affected by the implementation of the design management concept.

The research showed that both the staff and the customers were satisfied with the behavior and outfit of the employees and often large changes can also affect people in a negative way. Even if consistency is something the company needs to improve in all aspects, the customers of the company were satisfied with outfit of the employees even if it was not consistent. Therefore the company should adapt the concept of design management in a way that best applies to its needs instead of trying to create everything as consistent and integrated as possible.

The environment also needs attention as the office space gives the customer instant idea of the company functions. In Evianet's case the company functions in two separate offices. The head office is located in Jyväskylä, but the main office is in Helsinki. The office has a small conference room, one larger work space which has four work stations, small open kitchen, small toilet and two separate offices. The premises of the company were discussed in the interview with Erkki Ruuska, the CEO of Evianet Solutions and it became obvious that the company was inviting and presentable, but a bit scattered. According to the CEO also personnel of the company felt that the premises were ascetic and conventional. The question about the environment was not included in the questionnaire but it was not a serious fault as most the important negotiations between Evianet and the customer are held elsewhere as the negotiations rooms in the premises of Evianet are small.

5.4.1   Logo(Name)

Evianet's logo is simply the word Evianet in red cursive letters and it is underlined. Evianet's customers are not familiar with the logo and most of them said that it is not consistent with Evianet's image. Employees said that it is fine, but not memorable. The logo is viewed as feminine and more suited for a lifestyle or cosmetics company. Compared to the importance of the logo to Evianet they might want to keep it as it is, but according to the questionnaire it does not reflect the company image. If the logo is changed, the different attributes of different colours should be considered in order to decide what kind of message the company wants to communicate with its logo. The company should consider for example whether the logo is created with the right colours and is it the right shape, if it communicates a word message and whether it is saying something important. Also the words in the logo should be investigated with the general graphic presentation to make sure it awakes the interest of a passer-by. The usage of the logo should be considered, where the logo is used and when, and how effective is the usage.

5.5   Further investigations

When the process described above has been implemented, the company should constantly make sure that the process is updated and modified if necessary to the company's needs. If the process proves to be successful, the company should also investigate by a wider scale the company image from the perspective of the customers to obtain a good perception of the issue. This could be done in for example the form of a traditional marketing research.

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List of figures

APPENDIX 1

APPENDIX 2

QUESTIONNAIRE

Moikka,

Tämä kysely on osa opinnäytetyötämme, joka toteutetaan Evianet Solutions
Oy:n toimeksiannosta.

Tutkimuksen tarkoitus on selvittää minkälaisena Evianet Solutionsin asiakkaat
näkevät yrityksen toiminnan ja imagon, sekä saatujen palautteiden pohjalta
kehittää Evianet Solutions Oy:n yritysidentiteettiä jotta yrityskuva ja yritysidentiteetti kohtaavat
mahdollisimman tehokkaasti. Tällä kyselyllä on tarkoitus kartoittaa Evianetin henkilöstön ajatuk-
sia Evianetin yritysidentiteetistä ja se välittämisestä asiakkaille.

Tämän tutkimuksen on hyväksynyt Evianet Solutions Oy:n toimitusjohtaja Erkki
Ruuska.

Vastausta odotamme 21.12.2007 saakka. Vastaathan kysymyksiin mahdollisimman
laajasti. Antamanne vastaukset käsitellään ehdottoman luottamuksellisesti.
Kyselyn loppuun voitte myös kommentoida vapaasti Evianetin identiteettiin liittyviä
asioita.

Kiitokset osallistumisestanne.

Ystävällisin terveisin,

Anna Ruuska ja Antti Niemelä

Degree Programme in Business Management, Laurea University of Applied
Sciences

Mitä Evianet Solutions Oy tekee?

Selitä omin sanoin mitä mielestäsi ovat Evianetin visio, missio ja arvot

Mitä yhteistyötä Evianet asiakkaiden kanssa tekee?

Tuottaako yhteistyö asiakas yritykselle lisäarvoa? Jos kyllä niin miten?

Missä näet Evianetin toiminnan suurimmat vahvuudet?

Missä näet Evianetin toiminnan suurimmat puutteet ja kehitystarpeet?

Miten Evianet toimii:

Kuinka yhtenäisenä koet Evianetin viestinnän?

Miten arvioisit seuraavia Evianetin yrityskuvan eri osa-alueita?

Sähköpostiliikenne

Tulostettu materiaali (Esitteet, käyntikortit yms.)

Työntekijät (Käytös, pukeutuminen yms.)

Nettisivut

Logo (Mielikuvasi logosta, onko se hyvä/huono, onko mieleenpainuva yms.)

Tuoterakenne

Millainen on Evianetin tulevaisuus?

Onko yhteistyö Evianetin asiakkaiden kanssa kehittyvää?

Muita kommentteja

APPENDIX 3

QUESTIONNAIRE

Hei,

Evianet Solutions Oy on asiakkaidensa joukosta valinnut teidät osallistumaan oheiseen tutkimukseen.

Tämä kysely on osa opinnäytetyötämme, joka toteutetaan Evianet Solutions Oy:n toimeksiannosta. Tutkimuksen tarkoitus on selvittää minkälaisena Evianet Solutionsin asiakkaat näkevät yrityksen toiminnan ja imagon, sekä saatujen palautteiden pohjalta kehittää Evianet Solutions Oy:n yritysidentiteettiä, jotta yrityskuva ja yritysidentiteetti kohtaavat mahdollisimman tehokkaasti.

Tämän tutkimuksen on hyväksynyt Evianet Solutions Oy:n toimitusjohtaja Erkki Ruuska.

Vastaustasi kyselyyn odotamme 7.1.2008 mennessä. Vastaathan kysymyksiin mahdollisimman laajasti. Antamanne vastaukset käsitellään ehdottoman luottamuksellisesti.

Kyselyn loppuun voitte myös kommentoida vapaasti Evianetin imagoon liittyviä asioita.

Kiitokset osallistumisestanne.

Ystävällisin terveisin,

Anna Ruuska ja Antti Niemelä

Degree Programme in Business Management, Laurea University of Applied Sciences

Kysymykset:

Mitä Evianet Solutions Oy tekee?

Mitä yhteistyötä Evianet kanssanne tekee?

Tuottaako yhteistyö yrityksellenne lisäarvoa?

Missä näet Evianetin toiminnan suurimmat vahvuudet?

Missä näet Evianetin toiminnan suurimmat puutteet ja kehitystarpeet?

Miten Evianet toimii:

Kuinka yhtenäisenä koet Evianetin viestinnän?

Miten arvioisit seuraavia Evianetin yrityskuvan eri osa-alueita ja minkälaisen kuvan ne antavat yrityksestä?

Sähköpostiliikenne

Tulostettu materiaali (Esitteet, käyntikortit yms.)

Työntekijät (Käytös, pukeutuminen yms.)

Nettisivut

Logo (Mielikuvasi logosta, onko se hyvä/huono, onko mieleenpainuva yms.)

Tuoterakenne

Millainen on Evianetin tulevaisuus:

Millaisena näet yhteistyön Evianetin kanssa tulevaisuudessa?

Onko yhteistyö Evianetin kanssa kehittyvää?

Muita kommentteja

Kiitos vastauksistanne! Mukavaa joulun odotusta!