

# **Strategic brand creation for Yeti Nepal**

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<p>Abstract:</p> <p>The thesis aims to create a strategic brand for a recently established restaurant called Yeti Nepal that serves Nepalese food and is located at Helsinki. The new venture does not have a clear brand positioning, brand promise and satisfactory awareness level at the moment. The literature has been reviewed to highlight the process that begins from a new brand creation to the strategic positioning of the brand in the market. The techniques to increase the awareness to the level of brand are highlighted so that the general reader and the entrepreneurs alike would understand the importance of the brand. This thesis also provides the details of the problems faced in this endeavor of creating a novel brand. . The problems have been identified mainly through conducting interviews with employees and relevant stakeholders, performing field observation and reviewing of the brand communications. A thorough SWOT analysis has been performed followed by a brief study of competition to establish a robust brand positioning. The thesis is concluded with the suggestions of concrete brand positioning and the recommendation of techniques to increase the brand awareness level. For creating a strategic brand, the limitation of resources appears to be the major hurdle. Therefore a strategic use of the ubiquitous social media is highly recommended.</p>	
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# 1. Introduction

## 1.1 Background

The marketing field has become more competitive and with the growth of globalization, the importance of brand has also increased. Change in consumers' behavior is another factor to increase the importance and necessity of brand construction. Brand is not only an identity of a company but also an important factor that leads to a decision. Companies can gain long term benefits by creating a strong brand. A Company's success depends on how it creates its brand and then fulfills its brand's promise. Brand is equally important for the company, employees and the consumers. Brand is the best way to distinguish a company's product from that of its competitors.

Brand is important not only for the company with high investment but also for small and medium enterprises. Brand's value remains in the long term. A small company should also be able to create a suitable brand not only to keep its customers loyal but also to attract new and different customers. Owners may change, marketing strategies may change even product categories may change but the brand can always remain the same if wisely and scientifically upgraded.

This thesis is intended to combine the theoretical and practical knowledge related to brand. What is brand? How to create a useful and a suitable brand? What are the elements affecting the brand? What is brand positioning? What are the major steps to create a strategic brand? What is the brand awareness level? How to increase it? How can brand awareness lead to buying decisions? What is strategic brand creation and how to apply it? These are the major questions to be dealt with while creating a new brand. The aim of this thesis is to guide the students as well as new entrepreneurs alike to answer the aforementioned questions. The practical part of this thesis deals with *"Yeti Nepal Nepalese cuisine"*. Therefore my intention is to provide suitable guidance for the existing entrepreneurs who have a limited knowledge about a strategic brand



creation. I hope this thesis will also guide other such restaurants to create a concrete plan for strategic brand creation.

## 1.2 Purpose of the research

The purpose of the research is to create a strategic brand for the client organization named Yeti Nepal; a Nepalese restaurant located at Helsinki. At the moment, Yeti Nepal does not have a clear vision regarding brand positioning, promise and awareness. Despite being in operation for about a year now, it clearly lacks a satisfactory brand awareness level.

Currently Yeti Nepal is running based on traditional methods. This thesis is intended to create a strategic brand so that the client organization can increase its market share as well as attract more loyal customers.

After implementation of strategic brand, Yeti Nepal would be able to distinguish itself from its competitors. It is my hope that the newly created strategic brand will set it apart from its competitors and that the patrons will value its service more than that of competitors when they want to get services similar to the ones offered by it.

## 1.3 Purpose statement

The purpose of this study is *“to create a plan for strategic brand that will distinguish Yeti Nepal from other Nepalese food restaurant and can maintain long-term benefits”*

## 1.4 Problem statement

After a year of conducting business, Yeti Nepal still has uncertainty of brand positioning and brand promise. It has been conducting business based on traditional methods and because of lack of clear brand image and positioning, Yeti Nepal is unable to perform satisfactorily.

Major questions to be dealt in this study are what is brand positioning of Yeti Nepal? What is its brand promise and how to increase the awareness level of its brand? Answers of these questions are emerging after analyzing core values of Yeti Nepal. Competitors' analysis also has provided an insight to the Nepalese food market that will generate an idea to distinguish Yeti Nepal from them.

It is expected that this study will provide a tangible brand strategy for Yeti Nepal.

## 1.5 Structure of the study

This thesis has included two major parts. The first part deals with the theoretical review. Various books written in brand's subject are the major source of information to create the steps of creating a brand strategy. Online articles published by marketing gurus and various other articles are the secondary sources of information. Many of these are also reviewed to include the wider aspect of brands and branding.

The research part includes qualitative research methodology. Interview is the major source of information from client organization. Three interviews were conducted with the stakeholders, the manager and the chef. A thorough review of the official website of Yeti Nepal, advertisements published by it in newspapers and field observation also assisted in gathering further information.

## 2. What is brand?

In a simple sentence, brand can be a name, a term, an image, a sign or a jingle or a combination of these to distinguish one product or service from another. Brand makes a product or a service unique and also communicates with customers to buy it. In the jungle of products and services, brand attracts the customer's eyes to be selected.

A brand is a name, a term, a sign, a symbol, a design or a combination of these and it can be expressed in many different ways. A brand can represent many different value dimensions and it can also be something the company nurtures and builds or exploits and neglects. A brand is the identity of a product or service of a maker or a seller. By establishing brands companies can obtain value and appreciation of consumers to their branded products. (Kotler & Armstrong 2001, p301.)

*As according to business dictionary, "brand is unique design, sign, symbol, words, or a combination of these, employed in creating an image that identifies a product and differentiates it from its competitors. Over time, this image becomes associated with a level of credibility, quality, and satisfaction in the consumer's mind (see positioning). Thus brands help harried consumers in crowded and complex marketplace, by standing for certain benefits and value. Legal name for a brand is trademark and, when it identifies or represents a firm, it is called a brand name."*

Today's market has become more and more competitive and massive numbers of products and services have emerged. In this situation, when all products and services look alike, a confusion is likely to be created in the consumers' mind that which product and services to select. But in the presence of the brand, this confusion can be eliminated to a great extent by easing the communication between product and consumer.

A brand does not only communicate with consumers but it also helps them to remember. It becomes an image of the product and services produced by the producer. The Image, the term, the name and the signal attached to a brand, informs consumers

that this is the product he/she is waiting for. If a shampoo for small kids is recently launched, it possibly has a picture of a kid; a name related to softness and is packed in some child friendly packet or container. They are advertised focusing on child friendliness so that it could attract potential buyer who needs shampoo for small children. If they are satisfied with its promised quality and premium price; they become loyal customers.

A company can gain financial benefits by working actively with the brand. A distinguished product does not need huge advertisement in order to come out from the jungle of product. A company can save money in the long run (by eliminating advertising?). We can, for instance, take, Coca-cola as an example. Coca cola has already got high position through time. Established brand image has influenced the sales of coca cola to such an extent that some local cola cannot compete with it. *Unilever's Lux beauty bar, a brand which has not been advertised for more than 15 years, still generates sales of \$25 million, half of which may be gross profit.* (Aaker, 1991, 70)

Brand has longer age than the creator of brand. Even if the owner of the company may change, managing board may change, product line may change and services patterns may upgrade but the brand remains the same in most of the cases. Many changes have taken place in Nokia but that does not harm the image of the company.

In the long run, brand becomes a part of life. A potential buyer decides which brand to buy before he goes to a store. A strong brand has the capability to influence his decision. He selects some other brand only when his targeted brand is not available in the store.

Brand is not a term that arises only in commercial firms. Social organization such as Red Cross, Scout and UN have own logos, slogans, attributes and promises that create their own brands. During natural hazards, war and movements, these organizations work actively and their brands are visible. Help seeking people approach those organizations. It means that even non-profit firms and organizations are able to make strong brand.

## 2.1 The history of brand

Today's modern multicolor brands with visual images and sound effect have developed from a single mark long way back. It is not something that developed in capitalistic economy or free market economy. The credit of development of brand goes to Ancient Roman and Greek craftsmen.

*"In the earliest days shops, as distinct from individuals, were quick to sell their wares by using pictures. In Rome, for example, a butcher's shop would display a sign depicting a row of hams, a shoemaker one of a boot, a dairy a crude sketch of a cow."* (Brands, 1998, p13)

One of famous occupation of that time was to make pot out of clay. Some clever craftsmen started to use some signs and symbol to indicate that the product is made by them. This helped the buyers to select which pot to buy for the first time and then to buy it the next time if they were satisfied with the quality. Brand loyalty was also practiced at that time.

*"Brand was able to create customer loyalty but it was not permanent. One could easily copy or steal or sabotage other's brand and quality. Patent right, trademark and licensing was not developed to protect someone's brand. But in contrast, as according to Thomas gad in the medieval times in the Vatican two forms of Intellectual property right was identified. One was product and design and the other was reputation of a person making or selling the product. And there were two different courts to deal with the intellectual property right conflicts."* (Gad, 2001, p22)

Though brand was founded in ancient Greek and Roman societies the idea of brand management emerged after a long time. Brand came as one of the competitive tools for marketing in 1890s. Through time its use has become more complex and safe. Brands are legally protected today. 'Copyright', 'Intellectual property right', 'patent right' and 'trademarks' are some term to protect brand from being stolen or copied.

Today's brand scenario has totally changed from the Roman idea of a brand. A company's success is measured on the brand's value in the market. True value of a strong brand is its ability to capture consumer's preference and loyalty. Big corporations are taking part in the race to become the top brand. As the rank of a brand goes up, the price of its share also rises. Coca cola from the United States is the strongest brand on earth. Its brand value is worth \$70,452 million.

+	Rank	Previous Rank	Brand	Country of Origin	Sector	Brand Value (\$m)	Change in Brand Value
+	1	1		United States	Beverages	70,452	2%
+	2	2		United States	Business Services	64,727	7%
+	3	3		United States	Computer Software	60,895	7%
+	4	7		United States	Internet Services	43,557	36%
+	5	4		United States	Diversified	42,808	-10%
+	6	6		United States	Restaurants	33,578	4%
+	7	9		United States	Electronics	32,015	4%
+	8	5		Finland	Electronics	29,495	-15%
+	9	10		United States	Media	28,731	1%
+	10	11		United States	Electronics	26,867	12%

Figure 1: World's top ten brands. (Interbrand, 2011)

## 2.2 Brand positioning

From small and medium enterprises to large corporations, the most point to consider is brand positioning. Without proper brand positioning it is impossible for a company to be successful in the business world. Since the brand is a promise to the targeted customer to deliver the expected value, they need to focus on what they can offer.

Brand positioning has three different levels. Product attributes is the lowest level in brand positioning. Although it is the lowest level, without product attributes a product does not have any existence. However, product attributes is not a major competitive tool because it can easily be copied by the competitors. A company's first major duty is to offer different features either in terms of price or quality. For example a simple soap does not have cleansing cream but Dove's soap has it. Here, the cleansing cream is the product's attribute. Dove's soap can then advertised for having cleansing cream.

Product attributes are not (the only thing?) that create the customer's loyalty. The second step is benefits the consumers derive from the product. Benefit is something customers get after utilizing the product attributes. A brand becomes stronger when it is associated with the benefits. Having the cleansing cream in soap may not be initially desired by the customers. Neither does the product give clear information on why to use the cleansing cream? So it would be better for the marketer of Dove's soap to advertise the fact that the cleansing cream makes the user's skin more shiny and healthy looking. Although initially the Customers do not have any interest to use cleansing cream initially, after being informed of its benefits they want to look different and get benefit from the product they use.

The highest and the most important level in brand position are beliefs and values. A brand becomes the strongest with the association of beliefs and values. (Branding in this level creates the strong emotional ties with customers and brand loyalty is in the merit comparing to the rest of the level). Marketers should talk how the users become more attractive after using the product. Beliefs and values directly connect with the

customer's emotion. They should be able to tell, for example, after using Dove's soap with cleansing cream, they look more attractive with alluring skin. This is what customers want. Brand expert Marc Gobe suggests successful brand should engage the customers on the deeper emotional level touching a universal level. (Kotler, 2005, p242)

## 2.3 Managing brands

The most important task in brand management is to communicate its positioning spontaneously with targeted customers. Without creating brand awareness brand management goes in vain . Because of this reason some major brands such as McDonald's spends more than 600 million dollars and AT&T spends almost billion dollars annually to promote its brands.

However, the fact is that a huge advertisement campaign alone is not enough to create brand loyalty and brand preference. Advertisement is necessary to create recognition and make it easier for the consumer to recall the product. But 'top of mind level' is known as brand preference or brand loyalty which is gained only through brand experience. Information technology has provided all kinds of contacts and touch points to the present day customers. So many such contacts and touch points have emerged that a customer can share his experience immediately with hundreds of his fellow users. Advertisements, surrogate advertisement, Telephone, word of mouth, interaction, web portal are the sources and the means of communication by which the brand experience is shared among customers. Companies should keep their attentions over these touch points and maintain the flow of positive news.

A Company should reflect its brand's positioning also through the employees' behavior. Employees are the face of the company. So all the employees should work and behave under the brand's positioning. Employees should understand what the brand promise and positioning is so that they can shape their behavior while dealing with the



customers. Enthusiasm is reflected through their behavior and has a great impact on the brand. For example, if the brand's positioning of a restaurant is 'fast service', the waiter should take orders faster, move faster and serve the food faster than other restaurants. Then customers believe on the brand's promise and positioning which is fast service. The brand's positioning is also reflected through employees' behavior. It is necessary to make all the employees aware of the brand's positioning and in some cases, appropriate training should also be provided.

Internal brand auditing illustrates the present condition of brand and gives opportunity to solve problems regarding the brand. Brand's weaknesses and strengths can be analyzed based on internal brand auditing information. Marketing guru Philip Kotlar suggests some important questions for brand auditing. They include questions such as "Does our brand excel at delivering benefits that consumers truly value?", "Is the brand properly positioned?", "Do all of our consumer touch points support the brand's positioning?", "Do the brand's managers understand what the brand means to consumers?" "Does the brand receive proper, sustained support?" (Kotler, 2005, p248)

Internal brand auditing is important not only to big corporations and industries, but also to medium and small sized companies. Spending huge amounts of money is not the only way to create a brand image. A periodic internal brand auditing is absolutely necessary.

## **2.4 Building a brand**

Building a brand is generally compared with a new product development. It is obvious that when a new product is being launched in the market directly or indirectly, it is always connected with a brand. If the product is totally new, then it gets a name which we call a new brand. According to Susannah Hart and John Murphy, building a brand consist 5 different steps. (Hart and Murphy, 1998, p45)

### **2.4.1 Setting objectives**

A firm has to be financially capable in order to create a new brand. It should clearly set the objectives of the new product or the brand. Objectives should be both financial and commercial. What product they are building and who will be the targeted customers? What attribute and benefits will the product provide? What is the time scale involved?, What investment level is required and what is expected quality? These are some of the major issues to be considered initially.

### **2.4.2 Understand the market dynamics**

It is not easy to understand the market dynamics perfectly these days. On one hand, the consumer's needs and wants are changing and on the other hand competitors are also increasing rapidly. A well known brand in one product line could jump into other product line resulting in heavy competition. But there are some sub areas to understand the market dynamics. Potential competitors, the distribution channels, technological expansion, the market itself and the existing product and services as well as the development in that field are some of the major components of market dynamics.

### 2.4.3 To Understand consumer or customers

Depending on the product type, qualitative and quantitative research should be conducted to find out the consumers' behavior, their needs and wants. Are they happy with the existing product? What attributes and benefits do they want to see in a new product? It is better to look at the Internet, government reports and research articles at first to find out the intended information about the consumer because if it has done already then it's not wise to spend time and money in the same topic again.

### 2.4.4 Creating the idea

Creating the idea is not like brainstorming. Neither should it be done under pressure. Assessing market dynamics and situation of consumer behavior generates basic idea for new brand. Still that is not enough. Flexible, creative, innovative and multidisciplinary team could lead an idea. Another important task in this stage is to give name to the brand which is the most important aspect of the brand in the long run. Once installed, it costs a lot to change it. Some suggestions for determining the new brand name are listed below:

- It should suggest something about the product's benefits and qualities.
- It should be easy to pronounce, recognize, and remember.
- The brand name should be distinctive.
- It should be extendable.
- The name should translate easily into foreign language.
- It should be capable of registration and legal protection.

(Kotler & Armstrong, 2005, 242)

### 2.4.5 Launching the new brand

The last step of building a new brand is launching it. It is necessary to plan which launching way to follow. Either one can follow the conventional way which costs too much money for advertisement and promotional campaigns or generate new and distinct launching ways that attracts the attention of the public as well as the media. It is also necessary to consider the distribution channel from the manufacturer to the retailer. Good distribution channel creates good image in the market.

### 2.5 Brand awareness

Brand awareness simply means what is the condition of a brand in the potential buyers mind. Are they able to just remember the brand name or can they identify which product class the brand is from and with what frequency the brand name comes in their mind? It includes some terms such as brand recognition and brand recall.

*“Brand awareness is the ability of a potential buyer to recognize or recall that a brand is a member of a certain product category.” (Aaker, 1991, 61)*

Today's market is full of information provided by various product and service organizations. In this difficult situation one company has to work hard to get the buyers attention. Spreading information of brand name is not enough. Neither does the symbol alone represent the company's core values unless it has been constructed specifically to do so. Flying balloon over Helsinki city or that has a new Ice cream company's name may not be enough to create brand awareness. It would be better, for example, if the balloon is also ice cream shaped. The Public will understand that a new Ice cream is in the market and possibly remember its name also.



Figure 2: The awareness Pyramid (Aaker, 1991, p62)

Brand awareness pyramid is the hierarchy of brand in the minds of potential buyers. A brand falls in the lowest level if the potential buyers are totally unaware of it. Brand recognition is minimal level of brand awareness. Out of given set of product classes and brand names, if the respondents answer that they have heard it before, the brand falls in this stage. And to be stronger than this level if they are able to remember it without the help of product class/ brand set, the brand goes in Brand Recall level. On the top of hierarchy, mostly repeated brand name exists. The logic behind recognition of a brand name is as follows:

- The firm has advertised extensively.
- The firm has been in the business for a long time.
- The firm is widely distributed.
- The brand is successful-others use it.

(Aaker, 1991, p65)

Although brand awareness and the recognition of brand name is an asset for a company it is not the only element responsible for sales growth. Huge advertising campaign may create brand recognition and takes a brand from the 'unaware level' to the 'brand recall

level'. This will, however, not guarantee that sales will increase. Especially for a new product, it is necessary to provide enough reasons to buy the product along with information about the product.

## 2.6 Awareness-brand relationship

The bitter truth is that awareness itself cannot create brand personality. A brand becomes stronger with brand experience. However, brand awareness is not such a discipline practice doesn't go in vain. It has something to do with brand which leads to buying decision.

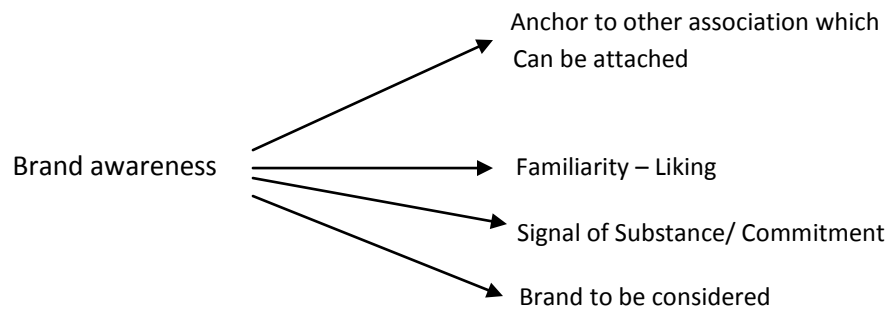


Figure 3: Awareness and brand relationship. (Aaker, 1991, p63)

As shown in the Figure 3, brand awareness and brand relationship work in four ways. Without establishing a brand name, product attributes alone are worth nothing in the market. No brand can exist in the market without the recognition of the brand name. The brand name works as a folder in the customer's mind as a folder exists in the computer. The product attributes and its benefits are the files which are saved inside the folder. Without creating a suitable folder, the files become misplaced and they become hard to find when needed.

Similarly, establishing a name gives a platform to provide product attributes, values and benefits. Purchase decisions are rarely made without some kind of recognition. McDonald's Big Mac, kids, Golden Arches, Clean/efficient, Fun and Ronald McDonald's are linked via McDonald's chain. A customer does not hesitate to purchase these products if he knows MacDonald's.

Recognition breeds familiarity towards the completely unknown brands. It provides a sense of somewhat familiarity. With the low involvement product such as soap, chewing gum, salt, sugar and tissue paper, familiarity plays vital role in purchase decision. Constant exposure to brand names creates preferences. Either in the form of picture, image, poster or jingle, number of exposures drives customer's preferences towards higher level. Familiarity and liking have positive relation with the number of exposure.

Awareness is the indication of existence. It is obvious that if something does not exist, it does not have physical presence. Awareness is a signal of physical presence and commitment. Commitment is associated with the buying decision.

Consideration is the first step of buying decision. Recall plays vital role in the consideration to buy a certain product. There are some products such as coffee, detergent and headache medicine, which are already considered to be purchased by the consumer before going to store Recall or 'top of mind level' of awareness is very useful in this situation. Certain product classes have a huge number of brands, a customer easily consider a brand he knows already.

Awareness consists of recognition, recall and top of mind level. They have association with buying decision depending on the buying situation and the product type. But it would be too unrealistic to assume that that brand awareness creates brand loyalty. Brand loyalty needs brand experience and of course time is crucial factor. Brand awareness leads a customer to buy some product and once he is satisfied with it, brand loyalty is possible. (Aaker, 1991, p63)

## 2.7 How to achieve awareness

Achieving awareness consists of two tasks--- creating the identity and linking it with the product class. Both of these tasks are needed for a newly launched brand. Depending on the brand name and the product class, one of these tasks can be omitted. For example, a brand named 'Real estate' does not need to link with product class because its name describes what it is about. To achieve brand awareness and maintain it, are some guidelines are as follows:

### 2.7.1 Be different, memorable

To be memorable, it is beneficial to provide an unusual or a unique message. In the cluster of advertisements, it is not easy get attention of potential buyer unless it has some unique elements. In Indian advertisements, for example, products such as chewing gums, chocolates, chips and teas involve some humorous elements which try to catch people's attention. But in the race of being unique, one should not go so far that they forget to link it with the product class. The message should attract potential buyer's eyes and should provide enough reasons to buy it.

### 2.7.2 Involve a slogan or jingle

How many of us have heard a slogan "Connecting people"? The 'Nokia' brand provides a good example of slogan. People use their mobile phones to be connected with people. So Nokia used it in its slogan. Slogan has a powerful effect to recall the brand name, especially if it is related to the product or to the situation the product is used. A brand producing a condom, for example, should not use a slogans related to education or philosophy because condom is not used in that situation.



Similar to slogans, jingles are another powerful device for brand creating and increasing awareness. It could be a piece of music or voice that catches people's attentions and helps them to remember the product again and again.

### **2.7.3 Symbol exposure**

Symbol involves images which are much easier to remember than a name written in words. Multicolor image attracts people's mind more easily and remains there longer than a word does. One of computer giants, Apple, uses an apple in its products as well as in its advertisement. People can see an image from distance and remember it in a very little time.. There is one saying *"A picture is worth thousands of words"*

### **2.7.4 Publicity**

One of the best tools for marketing is known as advertising. Advertisement shown through television is important but to be printed in a newspaper or a magazine either in the form of advertisement or as an article has a distinct value to it. Some people are eager to read about the newly launched product or new product being developed. Even if the product is not new, the marketers can organize some event or make a device to attract media's attention.

### **2.7.5 Event sponsorship**

Many events are being sponsored by various companies. Footballs, Cricket, Ice hockey, etc. are some sports which are sponsored by companies such as Gillette, Adidas, Sahara and so on. Players wear jerseys with the logo or the name of the sponsor. During such

events, players or participants wear jersey with company's name and logo. Frequency of exposure generates high awareness level.

### **2.7.6 Consider brand extensions**

Brand extension means to produce more than one product, either in the same product class, or in a different class using same brand name. It helps to repeat same brand name whenever the product is advertised. Apple name comes in laptop's advertisement as well as in ipod's advertisement. Repetition of same brand name helps to remind the potential buyer about the brand.

### **2.7.7 Using cues**

According to Dictionary.com cue means "anything that excites to action" depending on product's type, a company can use cue especially in its packaging. Producer of sports shoes can use photo of sports star on its packaging. Cue ties product class, brand name and potential customers. If the product is intended to sell to small kids, cute looking kid on its packaging helps.

### **2.7.8 Recall requires repetition**

Brand recognition is easier than brand recall. A person can remember a brand name but it does not last forever. Repetition is required in order to transfer recognition level to recall level. That is the reason why the advertisement in the television, the radio and the print media is repeated. Reaching to the 'Top on mind' level is more demanding. A brand in recognition level is in danger if it stops to be exposed frequently.

### 2.7.9 The recall bonus

*“A series of studies have found that when people were given a brand name, or a set of brand names and asked to generate names of competitive products, their effort was inhibited- they came up with fewer names.” (Aaker, 1991, p76)*

Constant exposure can inhibit the recall of other brands. In other words, potential buyer may forget some other brand which is positive for the brand which is being exposed several times. It helps a brand to remain in top on mind level.

## 3. Creating a Brand strategy

A brand strategy means a process of building a brand image and personality, the selection of communication media and connecting the targeted customers with the. Brand strategy consist a process from selecting color of the logo to making customers emotionally attach to the product.

### 3.1 Building a brand around its core value

Before creating a brand strategy, a company including its management, employees and stakeholders should understand what are core values of their product? It is necessary to identify the core value of the product and share the information inside the company as well as to the end user customers. It appeals the customers to choose the product against the other existing product. Comparatively a unique and an attractive core value provides higher chances to be used by the customers as long as it satisfies their need.

Even if the product does not seem to be extraordinarily unique, the management should be able to seek at least some feature which differentiates their product from the competitor's ones. This is a tricky task for the management.

*“Branding consists, then, of the development and maintenance of sets of product attributes and values which are coherent, appropriate, distinctive, protectable and appealing to consumers”. (Murphy J 1998, p3)*

Hence, the core values of the product its price, quality, attributes, uniqueness or delivery, and they have to be linked with the brand. A brand should be able to inform the customers why to choose this particular product.

### 3.2 Research in the brand strategy

Research in the brand strategy is equally important in both the initial stage and even later as an ongoing process. Thorough knowledge about the market dynamics, the consumer's behavior, the communication tools, the brand image and the personality provides a clear idea in a new brand launching as well as in maintaining an existing brand.

*“It is widely acknowledged that successful brands are frequently supported by a sound knowledge base; this explains what makes the brand tick and the strength of the relationship it has with its consumers.”(Campbell, 1998, p56)*

At least the SWOT analysis explores the backup knowledge to create brand strategy. It gives clear idea of their strengths and weaknesses. The market environment might change, the consumer behavior is also changeable, and the technology is expanding every day. In this scenario, a company should follow them by collecting knowledge of their nature. Analyzing opportunities and threats help to adjust in the brand strategy. There might be some factors and loopholes in the competitor's brand. It is necessary to understand them and use them in own favor.

Realistic knowledge about the consumer's behavior helps to select communication medium. If the targeted customers have excessive exposure to the print media only, the brand strategy should focus on communication via the print media. Advertising company also gets benefited by the information about consumers. They can create a creative idea to reach to the target customers.

Assessment of point of parity (POP) and point of difference (POD) play vital role in brand strategy.

*"Points-of-difference (PODs) – points of difference are those associations that are unique to the brand that are also strongly held and favorably evaluated by consumers."*

*"Points-of-parity (POPs) – points of parity are those associations that consumers view as being necessary to be a legitimate and credible product offering within a certain category. "(Keller 1998, p117)*

Assessing PODs means to identify attribute, benefit or attitude and associate them with the consumers. It could save time and money during the communication and helps to make a strategy to reach the targeted consumers. Similarly, assessing POPs gives an idea to how to make consumers think that the existing or the competing products are not sufficient to meet their needs. We can then devise a plan to expose the product to them and make them believe that we provide the benefits they are seeking for?

### **3.3 Forming the brand promise**

Forming the brand promise means to create an emotional attachment between the consumers and the company through the brand. As it already been mentioned in chapter 2; that brand promise is the major tool to compete against rival brands. Brand promise is not the mission statement or the vision of the company but it is something that evokes some visceral feeling of the consumers towards the product or organization.

They are created to influence consumer's emotion and to make them select the product, in a long run and to make them loyal customer.

A brand strategy consists of a brand promise which the product can fulfill. Common error found in branding is to form too large a promise that the product cannot deliver. The act of overpromise and under delivery is the shortest route to brand failure.

As according to Duane E. Knapp brand promise is *"an expressed assurance that something will occur with a clear perception of future excellence."* (Knapp, 2000, p73) It means that a brand manager should clearly mention the brand promise based on product's attributes, benefit and belief. Promise is not only created for the sole purpose advertisements but it has to be also inculcated inside the minds of the employees, the stakeholders, the agents and the representatives as well as the consumers. If the employees and stakeholders are committed to fulfill the brand promise, enthusiasm creates positive impact which then accelerates the performance to deliver the benefits.

Before forming a brand promise Knapp suggests some of the following fundamental questions should be answered. *"What business is our brand in? What differentiates our product and services from competition? What is superior about the value we offer our customers?"* (Knapp, 2000, p73) After collecting answers from members of brand management team some clues are generated. They could be,

- Strategic direction
- key messages or themes
- consistency of image and messages
- tone or personality

(Knapp, 2000, p73)

Based on these clues, brand promise is formed. This is the modern technique to generate brand promise.

Once the brand is formed, it should be communicated internally and externally. Internal communication is necessary because if the employees, the stakeholders, the agents and the representatives are well aware about the brand promise, enthusiasm creates positive impact which then accelerates the performance to deliver the benefits. External communication exposing the brand promise hits customers' nerves and appeals him/her to buy the product. If they are satisfied with the benefits, there are chances that they will turn into loyal customer.



Figure 4: Slogan of Nokia. (Ayaanonline)

Slogan is the main tool that has been used to expose brand promise. 'Connecting people' is Nokia's slogan which reflects its products and the benefits they provide. Slogan mentions some situation when the particular product is needed. For example, when people need the fastest parcels, they might think of FedEx's "Absolutely, positively overnight" (Tagline guru). The slogan appeals them to use FedEx.

### **3.4 Realization of the brand promise**

After gathering various information, concepts and theoretical review, now it is the time to implement them into the practice. As it has already been mentioned, the realization of the brand promise means to communicate the image or personality of the product among the stakeholders, the employees, the agents and the representatives. To make

them well aware of the brand promise is first task to be fulfilled. After that when everyone is ready to deliver the promise, the second task comes which is to communicate the promise to the consumers.

Internal brand communication makes the employee, the stakeholders and the agents well aware of the brand and creates enthusiasm which has direct effect on performance. The employees and the agents are the main touch-points for the customers. Without making them aware about the brand promise, the promised delivery of the benefits is not possible. For example, if a fast food restaurant's slogan is "friendly environment" and waiters are rude then there is chance of brand failure because the employees are not able to deliver the promise of the brand. Therefore the fast food restaurant should create a friendly environment by motivating the workers to smile and be friendly.

Benefits of internal brand communication are as follows

- Support culture change
  - Build internal alignment with the brand
  - Create enthusiasm for its delivery
- (Brand services, link listed in the references.)

The brand building process is not completed in isolation. It has to be aligned with the organization's other functions such as marketing mix. Marketing mix means integrated form of price, product, placement and promotion. Marketing mix is a powerful tool for the company that directly affects the brand building, the creation brand awareness, the brand management and the brand's future as well.

Marketing mix associates brand's image, personality, promise and logo with the end user customer's mind by using various types of media. Depending on the vendor's resources, advertisements are given through television, radio, newspapers, magazines, hording boards and display boards. Social media also known as the 'new media' are



turning out to be a powerful tool in the field of communication. Blogs, Facebook, Twitter, and similar kinds of social media also can be used in the marketing mix.

Since marketing mix has a direct effect on the brand, the brand management team and the marketing team should have regular discussions and try finding out if something is lacking there. Both the team could influence each other to make a powerful brand.

### 3.5 Brand audit and evaluation

The final step of the strategic brand creation is the brand audit and the subsequent evaluation. After implementation of a brand, it is necessary to audit and evaluate the brand. As according to Kevin Keller, brand audit is divided into *Brand Inventory* and *Brand Exploratory categories*. (Keller, p37)

Brand Inventory auditing indicates the brand's internal perception towards brand. How the employees, the agents, the representatives and the stakeholder perceive the brand?

Both qualitative and quantitative researches could be conducted to find out the situation of brand inventory. For small and medium sized enterprises, it is easy to conduct research because of small numbers of employees and stakeholders and the ease of access. Leslie de Chernatony suggests,

*"Brand auditing should include assessments of co-ordination among workers and stakeholders, values, employee's understanding and commitment, departments' cultures, heritage, communications, distinctive capabilities and core competencies, employees' identification with the organization and its brands and lastly relationships with stakeholders."* (Chernatony, 2011 , p45)

Brand exploratory involves thorough assessment of the customers' perception towards the brand. In other words, what do the customers think about the brand? The brand image, the personality, the emotional attachment with the customers, etc. are the major area of this assessment.

The awareness level should be tested to evaluate the brand's space in customers' mind. Level of brand's awareness is already discussed in the previous chapter Brand awareness. It is necessary to find out how many people know about the brand? It should be tested if the brand's awareness level falls in the recognition, the recall or the top of mind level.

Customers/customers' loyalty is the greatest assets for the company. It gives a clear vision about what is the condition of the brand's performance in the market. As the number of loyal customers/consumers increases, threats from rivalr companies are lowered.

Kevin Keller's graph of brand audit illustrates components of brand audit and relationship.



Courtesy Kevin Keller

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Figure 5: Components of brand audit and relationship. (Dark matter matters)

After auditing the brand, various results are gathered which should be analyzed by a brand management team. The data analysis and evaluation process is not for one time a onetime affair. As long as the brand lives, the audit and evaluation should take place.

A brand has to cross through economic crises, demographic changes, cultural changes, technological changes and consumers' behavior changes. Without a proper understanding of the circumstances, a brand cannot exist in the long run. Depending on those various factors, the brand management team should maintain, adjust and change the brand strategy.

### **3.6 Summary of the theoretical part**

Firstly, the theoretical part of this thesis introduced the definition of brand and emerging importance of it. In today's competitive commercial world, brand is the best tool to derive the long term benefits. Without making a powerful brand, an enterprise has to suffer a lot from the competition as well as in poor economic times such as the recession. It has described the history of brand, the brand positioning and the brand management in brief. The purpose of the first part is to be clear in the idea of brands and the process of branding.

Secondly, it has shown the importance of a high brand awareness level and the techniques to increase that awareness level. The reason behind presenting this part in the thesis is to give an idea to increase the awareness level. Finally, the third part consisting 'creating a brand strategy' is the core part of this thesis. It has described how to create a strategic brand in detail. Based on this part, Yeti Nepal's strategic brand will be developed in later chapters. A plan will be describe consisting 5 steps of strategic brand creation so that Yeti Nepal will be able to achieve its goal.

<i>Theoretical part</i>	<i>Strategic brand creation for Yeti Nepal</i>
<i>Summary</i>	<ul style="list-style-type: none"> <li>• <i>Brief description of Nepalese food</i></li> <li>• <i>Introduction to the case organization</i></li> </ul>
<i>Building a brand around its core value</i>	<ul style="list-style-type: none"> <li>• <i>Identifying core value of Yeti Nepal</i></li> </ul>
<i>Research in the brand strategy</i>	<ul style="list-style-type: none"> <li>• <i>SWOT analysis of Yeti Nepal</i></li> <li>• <i>Nepalese food restaurant in Helsinki</i></li> </ul>
<i>Forming the brand promise</i>	<ul style="list-style-type: none"> <li>• <i>Forming brand promise and positioning for Yeti Nepal</i></li> </ul>
<i>Brand implementation</i>	<ul style="list-style-type: none"> <li>• <i>Internal brand implementation</i></li> <li>• <i>External brand implementation</i></li> </ul>
<i>Brand audit and evaluation</i>	<ul style="list-style-type: none"> <li>• <i>Overall brand audit and evaluation of Yeti Nepal</i></li> </ul>

Table 1: Applying theory into practical application for Yeti Nepal

## 4. Data collection methodology

Qualitative research is one of the useful tools to investigate in the social sciences and market research. Since the aim of this thesis is to investigate the employees' behavior, the knowledge of the brand, the commitment to fulfilling the brand's promise and the willingness to establish a system to maintain the brand's promise, the required information itself demands some qualitative research as according to a qualitative research consultant "It uses in-depth studies of small groups of people to guide and

*support the construction of hypotheses. The results of qualitative research are descriptive rather than predictive” (QRCA)*

The questionnaire guide is designed to follow a strategic brand creation. The face to face interview with the stakeholders and the employees of the case organization provides some valuable information which makes it easy to develop a strategic brand creation for Yeti Nepal. The Interview questions have been designed in such a way that they progresses from very simple question to relatively complex ones.

According to Paul Hague in “Questionnaire Design”, a questionnaire has four purposes. They are listed below and described why a questionnaire needs to be used in this thesis.

The primary role of the questionnaire is to draw accurate information by asking the right questions to the right person. It provides smoothness and a correct order in an interview. Structured questionnaire minimizes chaos and saves time. It provides the standard format on which the comments and the attitudes can be recorded making it easy to analyze the data.

Finally the questionnaire facilitates data processing. Even though respondents are in large number, standard format of the answer gives ease in data processing.

## **4.1 Data collection**

The employees and the stakeholders of Yeti Nepal were interviewed with semi constructed interview questions. Semi constructed interview allowed both the interviewee and the interviewer to be flexible. The answers were noted right after the each question in a short form. The interview with the employees and the stakeholders generated some useful information and there was no hesitation on their part to answer in depth because of my personal relationship with them.

The Interviews with the three persons were conducted separately so that no one would be influenced by the other's answers. The major source of the information in the interview turned out to be the manger, Mr. Jagannath Kafle, because of his responsibilities and the knowledge of the overall business. The chef, Gopal Bhattarai, gave the technical information related to the food and the ingredients and the stakeholder Devidutt Sharma provided his vision for the future.

The supporting information is based on the company's official website, the field visit, and the observation of the internal exposure/decoration and the internal implementation of the brand.



Figure 6: Interview's key questions.

## 4.2 Data analysis

This study includes the case study of Yeti Nepal from the data gathered from the various sources such as interview with the stakeholders and the employees, the company's

official website, the published advertisements and the internal decoration to reflect brand.

### **4.3 Validity and reliability**

Data was collected by interviewing the employees and the stakeholders who are the touch points for the customers. The Interview with the employees has explored their attitude, knowledge and capability. The interview with stakeholder explored vision of the company. The information provided by various interviewees are compared against the field observation. The results of the interview are analyzed critically and are based on the findings, concrete suggestions have been provided.

### **4.4 Limitation of the study**

This research is conducted targeting a Nepalese food restaurant called Yeti Nepal. The strategic brand creation is highly focused on Yeti Nepal. Its locality, competitive environment and resources have influenced the brand creation. Though theoretical part of the study could be applied to create strategic brand for various small and medium sized enterprises, the practical application is only suitable for Yeti Nepal or some other company in very similar situation. The study has identified the core value of Yeti Nepal is related to multiculturalism by which overall brand creation is developed.



## 5. Nepalese food

Nepalese food is comparatively spicier than Finnish food and it has numerous items. Major Nepalese foods are *Dal* (lentils's soup) *Bhat* (Rice) *Tarakari* (spicy vegetable curry) and *Achar* (made of fresh ingredients and fermented pickle) *Masu* (made of chicken or mutton with various spices)

Nepal is a country with various ethnic groups having distinct culture, food habits, languages, dresses and ways of life in general. This has become the major theme for the restaurant owner because they could introduce various types of foods within the overarching category of Nepalese food. Nepal has low lands, *the Tarai*, to peak of the world, Mount Everest. Depending on the geographical location various Nepalese foods are in the existence. Such as,

- *Newari* food
- *Khas or pahari* food
- Ethnic variations in middle hills
- *Terai* cuisine
- Inner *terai* cuisine
- Himalayan cuisine
- *Thakali* cuisine

Besides these cuisines, various beverages are served as Nepalese food. These include Nepali tea, Chhyang (local soft alchohal), Tomba (local beer), and Sarbat (homemade juice)

One of distinct feature is that Nepalese foods are eaten seated on the floor and using hand. But the urban Nepalese restaurants do not practice it.



Figure 7: Nepalese food set Daal-Bhat. (Source: Hopeprint)

## 5.1 Introduction to the case organization

Yeti Nepal is Nepalese cuisine restaurant situated in Ruoholahti, in Helsinki. It was established in 2010. 'Within one year of establishment, it has performed very good business.' the manager Kulmani bhandari says. Six employees are employed during the lunch time and three during dinner time. A total of 52 people can enjoy food at the same time. Tables for couple and family are also decorated.

As according to official website, Yeti Nepal is run by chefs with eight years' experience with the backup knowledge of Finnish eating habits. They are trained in Nepal and India where they have also worked. The manager, who, also works as a waiter and the cashier

speaks fluent Nepali, English, Finnish and Hindi which are the languages of the targeted customers.

Yeti Nepal is serves 52 dishes. The major dishes are the *Tandoori* dishes, seafood, the Lamb dishes, the chicken dishes, and the vegetarian dishes, the *Thali* (a brief description). There are also appetizers, children's menu designed specifically for small children, side orders and desserts.

Yeti is the name of Ape-like cryptid thought to be found in Himalaya regions such as Nepal, India and Bhutan. Since the term Yeti was coined during the expedition of Mt. Everest, it is widely believed that Yeti is found in Nepal. Yeti Nepal restaurant has selected this name which links to Nepal. They have used logo which shows a Yeti climbing Mt. Everest and an azure map of Nepal's is visible on the background.



Figure 8: Yeti Nepal's logo and title posted in official website.

Currently Yeti Nepal does not have a clear brand positioning. Yeti Nepal has just become another Nepalese food restaurant in Helsinki. When I interviewed the manager, the cook and the stakeholder, most of them were unable to clarify 'what is the brand positioning of Yeti Nepal?' Answers were mixed; none of them could represent the core value of Yeti Nepal. They could not clarify how yeti Nepal differs from other Nepalese food restaurants. The first and the major problem of Yeti Nepal is its unclear brand positioning.

As it written in official website *"Here are already quite a few restaurants providing Nepali cuisine in the city centre so we thought somebody has to care for the Ruoholahti*

*area too; so we are here in Ruoholahti to give you the pleasure of eating authentic Nepali food in the most hospitable environment for which we Nepali are known all over the world.”* It means Yeti Nepal is just another Nepalese food restaurant which is located at Ruoholahti and this is the only uniqueness it is offering. They have focused on the attributes of the Nepali people and the benefits of eating at their place and have tried to give it the name as ‘brand positioning’. But as it was mentioned in theoretical part, the brand positioning associating attributes and benefits is very weak. It can be copied by the competitor easily.

The lack of clear brand positioning has also been reflected in advertisement. In one advertisement published in the City guide states “high quality food in affordable price” and “*Tervetuloa uudelleen*” (welcome again) and “*Enjoy our meal*” are written in the napkins. None of these slogans represent the brand promise and associates with the core value of Yeti Nepal.

Yeti Nepal is running on the basis of traditional business knowledge. A cook’s duty is to cook, and the manager’s duty is to take care of customers’. No one is appointed to look at the marketing and the brand communication side. They are not focusing on what is going on the market. As it mentioned in the theoretical part, it is important to analyze the competitive environment and keep track of the change in the consumers’ behavior. They have never done SWOT analysis. Manager Kulmani bhandari said, they are not taking customers comments and feedback because of the lack of control over the website. He fears that bad comments will decreases customers.

Because of the lack of clear brand positioning, they are unable to express the brand promise. They do not have any idea why customers will select Yeti Nepal leaving Mt. Everest, Himalaya or Satkar, which are other restaurants in Helsinki region. The customers’ expectation and their delivery of it do not match each other. Since they do not have a clear brand positioning, they do not have any brand promise to fulfill. It means they do not have anything to fulfill customers’ expectation.

During the field observation, I did not find any internal exposure of the brand. Sky blue color is used in logo as well as in the name “Yeti Nepal” but the manager/waiter was wearing a white shirt, pair black pants and a black coat with small logo on the shirt. Yeti Nepal has not made any specific color as its brand color. Chairs were imported from Spain. Because of the lack of communication, chairs of different color were delivered. Some chairs are blue and some chairs are brown. The internal brand exposure was not vivid. The customers do not feel where they are eating the food after entering Yeti Nepal.

Yeti Nepal’s official websites does not look attractive and very reflective of the brand. Nepalese foods’ pictures posted on the websites are not of the standard quality. The manager said the photos were not taken by a professional photographer. The website is supposed to be used as one of the best tools to communicate and attract the customers. But Yeti Nepal has listed some very basic pictures, the menu list and the prices. The website does not look attractive at all. Neither has it the tools to share in social networking sites such as Facebook and Twitter. It seems they do not have any intention to attract new customers.

Yeti Nepal’s official website is not under its own control. A web domain and hosting company planeetta.net is hosting Yeti Nepal’s official website. Because of the lack of information and frequent misunderstandings there have been many problems in the past. As the manager said, the photos posted on website do not belong to Yeti Nepal. Planeetta.net mistakenly uploaded photos from other restaurants. Sometimes the menu is does not appear in website at all!

It seems Yeti Nepal lacks self awareness. The eatery is not at all clear about its brand positioning, its internal and external communication, its marketing research and the evaluation of its brand. Those problems could be addressed by launching a new brand strategy. These are the steps Yeti Nepal should follow to create a new strategic brand.



Figure 9: Steps of strategic brand creation based on Ropo juha pekka and 'Brands and branding'

## 6. Strategic brand creation for Yeti Nepal

### 6.1 Step 1: Building the brand around core value

Till date, Yeti Nepal's brand is built based on the product attributes. The whole marketing mix is being focused on the product attributes. But they should understand the branding based on product attributes can be easily copied by competitors. Yeti Nepal is serving 52 different dishes along with children's menu. And official website also mentions they have multicultural environment. Finnish, Nepali, Indian and Pakistani as well as some other south Asian country's citizen are their customers because of similar nature of food. During my observation, one table was booked by German customers two tables were booked by Indians and 3 tables were occupied by Finnish with their

Children. They should make their brand position so that customers' would feel they are having "an international taste in an international environment" for the following reasons:

- Finnish, English, Nepali and Hindi languages are in practice at the service.
- Major customers are Finnish and Indian. Other south Asian customers are also in significant number.
- Nepalese food is similar to the Indian.
- The northern Nepalese foods are highly influenced by Tibetan food and culture.

These reasons lead yeti Nepal to make the brand positioning related to an international and multicultural environment.

## 6.2 Step 2: Research

While creating brand strategy, it is necessary to find out overall information about the market, the customers and the company itself. At least SWOT analysis gives an idea of the strength and the weaknesses existing inside the company. It also helps to develop brand positioning as well and identifies opportunities and threats that give insights into the market condition. Based on my interview, the website review and the filed observation, a thorough SWOT has been performed.

Strengths	Weaknesses
<ul style="list-style-type: none"><li>• Spicy taste</li><li>• Variety of food within one roof</li><li>• Ginger, Garlic, Onions, Coriander, Pepper, Cumin, Chilies; and Mustard are also used to produce herbal medicine.</li></ul>	<ul style="list-style-type: none"><li>• Unable to develop brand positioning and brand promise.</li><li>• Business is being conducted based on traditional knowledge.</li><li>• Lack of marketing knowledge.</li><li>• Unable to understand awareness</li></ul>

<ul style="list-style-type: none"> <li>• Finnish, English, Nepali and Hindi languages are used in service.</li> <li>• Experienced and well trained chefs are working.</li> <li>• Custom made food for children.</li> </ul>	<p>level and buying decision.</p> <ul style="list-style-type: none"> <li>• No customer's feedback box.</li> <li>• No training and team meeting.</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• Growing Nepalese food restaurants have created awareness of Nepalese food.</li> <li>• Increasing number of social network users could be vital for its business.</li> <li>• Cultural shows and events help to grow its market share.</li> </ul>	<ul style="list-style-type: none"> <li>• Recession's first effect falls in restaurant business.</li> <li>• 7 Nepalese food restaurants are already working in its location.</li> </ul>

Figure 10: SWOT analysis of Yeti Nepal

### 6.2.1 Nepalese food restaurants in Helsinki

Helsinki is the capital and the largest city of Finland located in southern Finland in Uusimaa region. The population of Helsinki is 588,941 (31 January 2011) making it the most populous city in Finland. A total of 16,494 people live in every square kilometer of Helsinki making it the most densely populated city in Finland. Greater Helsinki includes Espoo and Vantaa as well.

Helsinki region is the center of Finland's economy providing 1.3 times GDP than national average. Helsinki is Finland's major political, financial, educational, cultural and research



center. About 70% of foreign companies settled in Finland are located in the Helsinki region. (Wikipedia, viewed in 1, May 2011) because of this reason, Helsinki has become number one choice for Nepalese entrepreneurs in food restaurants business. Most of Nepalese food restaurants opened in Finland is located in Helsinki region.

At together 32 Nepalese food restaurants are conducting business in Finland. 21 Nepalese food restaurants are operating in Helsinki.

The First Nepalese food was introduced by Ravintola Himalaya in the Finnish market. Since 1993 it has been serving various Nepalese cuisines locating in Ratakatu in Helsinki. Distinct taste and various items of food have attracted Finnish customers so well that within 18 years 21 Nepalese restaurants have opened in Helsinki alone. Many restaurants have also opened in Vantaa, Espoo, Porvoo, Tampere, and Turku. But the majority of Nepalese food restaurants are located in Helsinki.

Because of the distinct taste, variety and spiciness than average Finnish food, Nepalese food restaurants have attracted Finnish customers. A Growing number of immigrants, specially South Asian origin, are also major customers. Since 1993 Ravintola Himalaya has created good reputation in the market of Helsinki, Yeti Nepal also can entertain the points of parity. Those who have had Nepalese food in any restaurants, they would assume Yeti Nepal also serves the same spicy food with the same quality.

SN	Name of the Restaurant	Date of establish	Location
1	Aangan	2009	Kamppi
2	Annapurna	1998	Center
3	Everest lunch restaurant	2000	Pasila
4	Fewa	2011	Lautasaari
5	Himalaya	1993	Center
6	Himshikhar	2009	Hakaniemi
7	Madal	2007	Sörnainen

8	Mero Nepal	2005	Pitäjänmäki
9	Mount.Everest (Kamppi)	1999	Kamppi
10	Mount Everest (Nokka)	1997	Nokka
11	Mount Everest (Vilhola)	2008	Vilhola
12	Pikku Nepal	2005	Kamppi
13	Ravintola Buddha	2004	Kamppi
14	Ravintola Kantipur	2011	Kamppi
15	Ravintola Lumbini	2009	Lautasaari
16	Ravintola Mountain	2000	Töölö
17	Ravintola Koha	2004	Lautasaari
18	Satkar	1998	Kamppi
19	Swagtam	2009	Töölö
20	Yeti Nepal	2010	Ruoholahti
21	Base camp restaurant	2011	Center

Table11: Nepalese food restaurants in Helsinki

Within Helsinki district only nine places are selected as suitable location for Nepalese food restaurants. Most of them are the busiest places in Helsinki. Most of the restaurants are located in highly crowded places in Helsinki. Kamppi has become the most attractive place for setting up an eatery. Seven restaurants have been opened in Kamppi. After that the Helsinki center comes in the second place to be a favorable location for Nepalese restaurants. The first Nepalese restaurant Himalaya was also opened in this place.

Yeti Nepal has to compete with highly reputable Nepalese food restaurants because of its location. It is obvious that Ravintola Himalaya established in 1993, Mt. Everest established in 1997 and Satkar established in 1998 have a bigger awareness level as well

as a larger market share. Yeti Nepal has to compete with the market giants in this product category.

### **6.3 Step 3: Brand promise and positioning**

As it is already mentioned Yeti Nepal is running based on traditional business knowledge. They do not have clear brand positioning and brand promise. Based on the information gathered from the interviews, field observations and official websites, Yeti Nepal should position its brand associating with multicultural environment and spicy food. The targeted customers are from various countries such as Finland, India, Pakistan, Bangladesh and Nepal. English, Finnish, Nepali and Hindi languages are spoken that cover all the customers' language.

Many schools, universities, consultancies and companies are eager to show themselves as having a multicultural environment. The effort is to focus on being of an 'Open minded' and to attract customers from various backgrounds, culture, countries and languages. Yeti Nepal should follow the same trend because they have suitable resources and core values supporting this positioning.

After forming the brand positioning that involves giving itself a multicultural facelift, promising a distinct taste of spicy foods from Nepal, the brand's promise should also be further developed associating these factors. It is necessary to provide a multicultural and a friendly environment. A warm welcome, a smile in the face and a smooth behavior to create positive impact on customers should be the priority of the staff of Yeti Nepal. Yeti Nepal should not expect from customers that they eat fast and get out of here and make room for new costumers. Rather it should be a place where the patrons can enjoy the exotic food and order more and more of it

## 6.4 Step 4: Brand implementation

After developing a new set of brand positioning and promises, it is necessary to put an effort on implementation of the brand position. Suitable tools and techniques only will be required to establish the new positioning. As it has been already mentioned, the continuation of same emptiness in marketing mix policies does not make any difference. A new brand positioning demands an active implementation of changes, both externally and internally.

### ***6.4.1 Internal brand implementation***

The aim of the internal brand implementation is to establish a new environment associating new brand positioning and promise. Employees and stakeholders should be well aware of what their brand means and how should they perform.

As the manager of Yeti Nepal told, they do not have meeting and discussion in any topic. Instructions are given within work. This has to be changed. They should make a routine to discuss and share ideas. Discussion and meeting generates ideas and leads to better performance. Stakeholders and employees should be trained on how to behave with customers, how to manage multicultural environment. Training and mutual understanding creates enthusiasm and makes positive impact on performance.

The internal decoration also should be able to reflect brand's promise, its logo and its image. The decor at least should reflect logo's color so that customers would feel they are in Yeti Nepal.

Official website of Yeti Nepal does not look very attractive by modern standards. It simply means 'we are just another Nepalese food restaurant in Ruoholahti'. It should address new brand promise and positioning. Poor quality pictures of foods do not represent a multicultural environment. But they should take pictures of people from

various countries eating Nepalese food and then post them on the website. They are more appealing than simply posting photos of food.

One of the famous restaurants and its major competitor Mt. Everest's website looks better than that of Yeti Nepal. It has posted several pictures of its customers eating and enjoying in restaurant. Though, Mt. Everest has not made its brand positioning based on multicultural environment, but its website provides a good inspiration for anyone that wants to highlight its multicultural aspect.



Figure 12: comparison website pictures of Yeti Nepal and rival Mt. Everest.

The upper picture is taken from Yeti Nepal's official website which simply shows food and the one below is from Mt. Everest's official website. If Yeti Nepal combines the themes of both of these pictures and posts them in their website, the brand positioning could be better reflected and it would look more appealing to new customers.

#### ***6.4.2 External brand implementation***

Yeti Nepal does not have a long history nor does it have a high awareness level. But it does not mean only long history makes high awareness level. Frequency of exposure increases awareness level also. As it is already mentioned in awareness topic, buying decision is influenced by awareness level. So Yeti Nepal should focus to increase brand awareness level.

It seems Yeti Nepal's team never posted any published news on its website. The 'News' page is empty. Similarly they have never had posted any article posted in its blog section. They should update the news and the blog frequently. They can ask customers to provide their view to post in the blog so that the customers and their friends see it and even share it among friends. It is helpful to enlarge awareness level.

Yeti Nepal's Facebook fan page is totally empty. Only one photo of the location of Yeti Nepal is posted. The wall posts and the updates are not available. Only 7 persons have liked this page. Yeti Nepal's team should promote their Facebook page. Social media is a suitable tool for a small and medium sized enterprise. They should assign the task to update and promote the Facebook page to a team. The official website should be tightly integrated with the Facebook fan page so that the customers would follow Yeti Nepal in Facebook also. They can ask customers to write their comments on the wall post of the fan page.

The team of Yeti Nepal should keep their eyes on the public events and cultural shows where they can participate. For example, the World village festival that is organized

every year in Kaisaniemi Park, is suitable to promote Nepalese food as well as Yeti Nepal's brand name. They can also expose their brand to huge numbers of visitor at one time.

Many people do not have the knowledge about Nepalese food compared to other well known foods like pizza, burgers and such items. To create high awareness level of this product category Yeti Nepal should take an initiative with other Nepalese restaurants to conduct an integrated marketing. They can form a team and then publish Leaflets and distribute to the possible customers. It reduces the high cost of advertising per restaurant but the awareness level of Nepalese foods increases. Based on the definition of 'points of parity' it is helpful to lead buying decision.

### **6.5 Step 5: Brand audit and evaluation**

Yeti Nepal does not have any customers' feedback box. They should immediately put a box for feedback. Without some kind of bilateral communication, they cannot understand what their weakness is and how to eliminate them. The customer's feedback box provides the actual reaction of the brand promise. They will clearly write either they are satisfied with the service or not. Thus they will know if they are keeping their brand's promise or not.

They should also conduct a survey to test the awareness level of Yeti Nepal. It is simple to conduct. They can ask people if they have heard of Yeti Nepal or not. This shows how many people know about Yeti Nepal.

After implementing a new brand positioning and promise, they should make a routine to conduct inspection. They should ask all the employees and stakeholders; if they are able to deliver the promise? If there is any problem regarding the brand's promise, the promise delivery, the brand communication, or there are totally new problems.

All the result should be analyzed together to get a result. Then they can then evaluate if the new positioning is successful or there is still something more to implement.

Brand development is a long term process not just a one-time task. Yeti Nepal should make a team to look at brand. The stakeholder should provide a trainer to train them about the brand. In this rapidly changing business and technological environment, it is necessary to learn new tools and technique.

## 7. Conclusion

Yeti Nepal is running based on traditional knowledge. They do not have a clear brand positioning and effective brand communication. The employees and the stakeholders are unable to understand that small and medium sized enterprises also need a brand.

As a result of the observations, the interviews and the official website, the team of Yeti Nepal should follow some basic brand creation techniques and follow them efficiently. The major task they have to follow is set to set up a team consisting of the stakeholders and the employees to maintain and develop a brand. Based on the suggestions provided in this thesis as well as their own observation, they should also create the brand positioning.

Nepalese food itself is a cultural experience in Finland. They have customers from various cultures. Therefore it would be wise to create brand positioning associated with the multicultural environment.

The political environment is also suitable for multiculturalism. Recent Finnish parliamentary election conducted in 2011 has divided the country into two separate ideological groups. Those who are not willing to see foreigners in Finland supported the The Finns and those who accepted multicultural environment in Finland to support the other parties. Out of the 200 seats, The Finns have grabbed only 39 seats. It means that the most of people in Finland still support some kind of a multicultural environment.



Thus it is fair to focus on the large group who are known to be open-minded and not xenophobic.

It seems the brand awareness level of Yeti Nepal is relatively lower than that of its competitors. The team should understand that the awareness has a great impact on buying decision. Frequency of brand exposure is related to increased brand awareness level. Facebook, twitter, blogs, news should be actively updated and promoted among the customers and well wishers. The social media is the affordable medium of communication for small and medium sized enterprises.

During some special occasions, some discount coupons could be distributed so that new customers would come. Some provision of group discount can also be adopted)

Many universities in Helsinki conduct cultural shows every year. Yeti Nepal can provide some food in those events and promote its brand name. Event sponsorship is one of the best ways to increase brand awareness.

A Periodical meeting and training is very important. They should make a policy to train and instruct the employees and the stakeholders. The team should be active to solve the problems and eliminate any confusion in the brand immediately. They should also keep an eye on their competitors' activities. By analyzing their activity Yeti Nepal should adjust their own brand communication.

By implementing these suggestions, Yeti Nepal should be able to increase its market share as well as maintain a high awareness level of its brand. The brand reputation is vital in even in economic crises. So the team of Yeti Nepal should be able to maintain the brand image not only for present situation but also for the future.

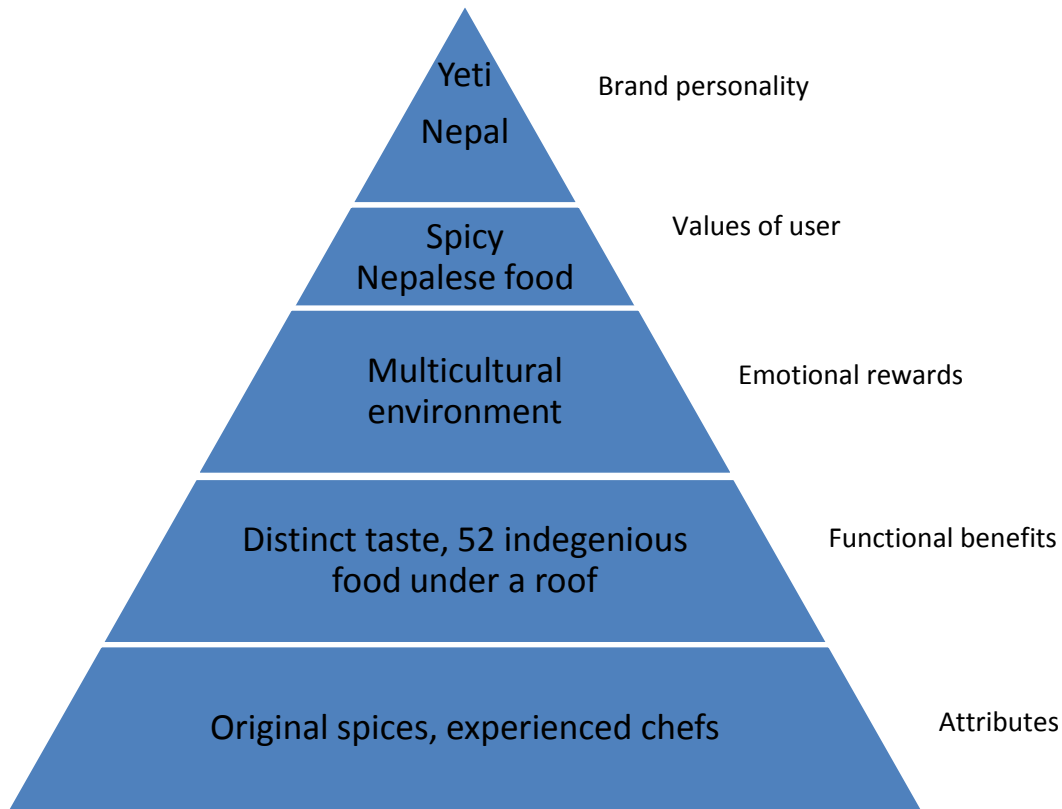


Figure 13: Possible new brand positioning statement of Yeti Nepal based on AG marketing pyramid.

In conclusion, a new set of brand positioning consisting all the appealing factors of Yeti Nepal should be implemented. After implementing this set of brand positioning, Yeti Nepal is likely to achieve larger market share and gain competitive advantage. Since it has associated Yeti Nepal with emotional factor, increment in loyal customer is also possible.

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Mt. Everest restaurant- <http://www.mteverestrestaurant.com/>

Ravintola lumbini- <http://www.ravintolalumbini.com/>

Ravintola madal - <http://www.ravintolamadal.fi/>

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Ravintola koha - <http://www.ravintolakoha.com/>

Base camp Nepal - <http://www.basecampnepal.fi/>

## 9. Appendix:

Official website of Yeti Nepal:



Yeti Nepal's Facebook fan page

