

**Creating and launching a new brand**  
**The Other Danish Guy**

Ville Toikka

Bachelor Thesis  
International Business  
17.11.2016



International Business

<b>Author</b> Ville Toikka	
<b>Degree programme</b> <b>International Business</b>	
<b>Thesis title</b> <b>Creating and Launching a new brand</b> <b>The Other Danish Guy</b>	<b>Number of pages and appendix pages</b> <b>38 + 6</b>
<p>Creating and Launching a new brand is a productive story of launching The Other Danish Guy, intentional to be a born global underwear brand. The story starts from the Serendipity behind the innovation. Serendipity is one of the theory parts of this thesis and can be described by using a definition Happy Accident.</p> <p>The purpose of this thesis is to successfully document how the innovation got started, which were the following steps, how everything was planned, how everything finally went and which were the results. The goal of this thesis is to show how important it is to focus on making the brand blueprint clear since the beginning of the launch. This thesis can be used as an example for entrepreneurs who are interested to cross into the markets by focusing on the brand or for future entrepreneurs who have an idea of new innovation and are searching ideas for the next steps.</p> <p>Launch process of The Other Danish Guy has been described by using two theories; Worldwide used product launch model Stage-Gate and one of the most referenced theory in the brand literature, brand building model from de Chernatony. The Other Danish Guy concept is a 90 % focused on the brand and 10 % of the product, according to that the author has been described the launch process by applying the brand building model from de Chernatony. In this case, the brand blueprint was designed first, and after the product which is suitable for the brand. Along with applying theory, the author had been working in the company during the whole launch process, right after the new product idea had developed. Period of documenting this launch is between 01.08.2015 when the author started to work in the company and will finish on 09.11.2016.</p> <p>In the launch planning, the author will describe in a more detailed way how the launch was planned to be, but there were two main problems; to make a successful product and make a successful web shop. Through the all challenges, the meaning of designing the brand blueprint at the beginning of the launch process got emphasised.</p> <p>In the productive part, the author will describe the context of The Other Danish Guy brand. The parts during the launch process were Market research, Brand positioning, Consumer insights, Brand concept, Brand communication concept, Distribution channels and the Product.</p> <p>In the results, the author has described how The Other Danish Guy looks as a brand and showed how the brand awareness started to grow since the launch. In the discussion the author according to the results proves how designing the brand blueprint since the beginning of the launch will help to get successful results.</p>	
<b>Keywords</b> Brand, Serendipity, Launch, Blueprint	

## Table of contents

1	Introduction.....	1
2	Serendipity.....	3
2.1	Happy accident.....	4
2.2	Serendipity behind the famous innovations.....	4
2.3	Planned Serendipity.....	5
3	The Stage-Gate model.....	7
3.1	Idea screen.....	7
3.2	Scoping.....	8
3.3	Build Business Case.....	8
3.4	Development.....	8
3.5	Testing and Validation.....	9
3.6	Launch.....	9
4	Brand.....	10
4.1	de Chernatony model.....	11
4.2	Building Brand.....	11
4.2.1	Defining Vision.....	12
4.2.2	Analysing Brand Environment.....	12
4.2.3	Defining Brand Identity.....	12
4.2.4	Designing Brand Identity.....	13
4.3	Theory of The Other Danish Guy launch process.....	13
5	Author's experience and launch planning.....	14
5.1	Launch plan.....	15
6	The Other Danish Guy.....	16
6.1	Serendipity behind the innovation.....	16
6.2	Market research.....	17
6.3	Brand positioning.....	18
6.4	Consumer insights.....	19
6.5	Brand.....	20
6.5.1	Brand Concept.....	20
6.5.2	Brand communication concept.....	20

6.5.3	Distribution channels.....	21
6.6	The product.....	21
7	Results.....	22
8	Discussion.....	30
9	References.....	32
10	Appendices.....	35

# 1 Introduction

Creating and launching a brand The Other Danish Guy is a story of launching an intentional to be a born global underwear brand by designing first the core of the brand and after focusing on developing the product which is suitable for the brand. The purpose of this thesis is to successfully document how the innovation got started, which were the next steps, how everything was planned, how everything finally went down and which were the results. The goal of this thesis is to show how important it is to focus on designing the brand blueprint clear since the beginning of the launch and how that effects in results. This thesis can be an example to entrepreneurs who are interested to crossing into the markets by brand in front. The thesis will give one example, which can be the next steps when a future entrepreneur has a new innovation.

The author has defined the theory part of the launch process in a three main categories;

Serendipity. The story behind The Other Danish Guy brand has happened by happy accident, which is a meaning for the term Serendipity. Serendipity is not a well-known term in the business industry and that is the reason why the author wanted to make it familiar to the readers. To make the Serendipity happen in business, it takes a right mind-set to be well prepared and realise when Serendipity is happening.

The Stage-Gate model. Launch process of The Other Danish Guy doesn't follow any specific theory, all the data which were collected in the beginning of launch were chosen by need. The Stage-Gate model is a worldwide used product launch model, and in this case, it has been used by applying it to the launch process.

de Chernatony Model. There is a multiple different models how to build the brand inside of the company. The author introduces a model from de Chernatony, which is one of the most referenced theory in the brand literature. The author wants to notice, during The Other Danish Guy launch process the brand wasn't built by using any specific model, but de Chernatony model have been used by applying it to the launch process.

Productive part is based on author's own work experience in the company and interviews from Tommi Lähde (2016), one of the owners and brand designer of the company.

The Other Danish Guy is an intentional to be a born global underwear brand, which belongs to the consulting company Lähde & Co. The author started to work in the company when the innovation behind The Other Danish Guy had already happened, and the company started to collect specific data for the launch. Tommi Lähde and Matti Pesonen are the owners of the company, they both have 20 years' experience in consulting, branding, marketing and sales. In the theory part where the author describes the characters of well-prepared mind to realise the Serendipity, these same characters can be recognised on entrepreneurs' mind-set. The whole story behind the innovation has been described in the productive part.

The thesis will start by the description of Serendipity, Stage-Gate product launch model and de Chernatony brand building model. Because The Other Danish Guy Concept is 90 % brand and 10 % product, the launch process has been described by applying de Chernatony brand building model to The Other Danish Guy launch process. The author will explain his own working experience in the company and describes the planning of launch. After the plan, the author will show the productive part and the results. In final part Discussion, the author will make a conclusion of the whole launch process; how every prepared action gave a reaction, which was suitable for a business. Author describes what is the importance of designing a brand blueprint in the beginning of the launch process, in this case even before the product development. Author also describes what he learned from being part of the launch process and which are his thoughts for the future

The time period of documenting this launch starts in 01.08.2015 when the author started to work in the company and will be finished in 09.11.2016 when the author is writing this sentence.

## 2 Serendipity

Simple defining for the term Serendipity is an aptitude for making desirable discoveries by accident. The term Serendipity discovered by the English novelist Horace Walpole in 1754. The word comes from a fairy tale called The Three Princes of Serendip, the protagonists of which were making discoveries, by accidents and sagacity\*. The contemporary novelist John Barth uses a nautical term to describe it: “You don’t reach Serendipity by plotting a course for it. You have to set out in good faith for elsewhere and lose your bearings serendipitously”. (Dictionary) (Johanson 2010 p. 108)

\* The breakthrough connection of those findings to relevant perspectives or wisdom to generate the truly “aha” discover. (Mauner 2014)

“Discovery consists of seeing what everybody has seen, and thinking what nobody has thought” -Albert Szent-Gyorgyi

What else is Serendipity? This far we found out that the term Serendipity describes a discovery which is unexpected. Serendipity is contributing when entering a bookstore and come across on a random book that you would have never read because it hasn’t been in the right place at the perfect time. It is Serendipity when you read a newspaper and find yourself reading a topic you haven’t been even interested or familiar only minutes ago. Serendipity is there where you meet a person who you fall in love. (Miriam Meckel, 2011)

But serendipity is not just about to crashing into random moments by accident. Serendipity is built from the happy accidents, and what makes them happy is a discovery which is meaningful to a searcher. (Johanson 2010, 109)

“Change favours the connected mind” – Steven Johnson

## 2.1 Happy accident

Definition Happy Accident covers a meaning of the Serendipity, but it's important to keep in mind that what looks like good luck, a happy accident is in reality hard earned.

Asking from the entrepreneurs and innovators how they feel about the journey, for them, the term luck doesn't even exist. The meaning of serendipity behind the new innovations is to be well prepared and be in right mind-set so when you face the serendipity, you are prepared enough to realise it's the right opportunity and worth to be a part of. (Kingdon 2012, 9-10)

“Serendipity means a “happy accident” or “pleasant surprise”. Serendipity is an accident of finding something good or useful without looking for it. It is not easy to see when serendipity is happening, because it is not easy to define when human behaviour unintentional and things happen like an accident. Thus Serendipity is the faculty of making happy and unexpected discoveries by accident. The concept of serendipity is connected to innovation theory. In innovation research, authors have found that sometimes also innovations are discoveries by accident. If people are very active, sometimes happy accidents happen.” (Kaivo-Oja, 2012)

## 2.2 Serendipity behind the famous innovations

The process of creating an invention or an idea into a product or service which creates a value and customers will pay for it is called innovation. (Business Dictionary)

Many innovations are related to chance, a set of happy or unhappy accidents. But, just the chance is not enough. Experience and knowledge are necessary to transform the set of accidents into innovation. (Albert Meige, 2010)

The innovation of Penicillin got started when Scottish biologist Alexander Fleming took a vacation from his day work in the laboratory investigating Staphylococci. After he's vacation when returning to the laboratory, he noticed a strange fungus on a culture he had left. The fungus had killed all surrounding bacteria, and since that day, the modern medicine has never been the same.



The innovation behind the first microwave oven got started when Percy Spencer, American engineer who while working for Raytheon, walked in front of a magnetron which was a vacuum tube used to generate microwaves. Standing front of it, Spencer noticed that the chocolate bar inside of his pocket started to melt. After more experiments, Spencer invented the first microwave oven in 1945.

Behind the world famous invention named Coca-Cola was a pharmacist named John Pemberton who wanted to cure headaches by using coca leaves and cola nuts. All begins when his assistant accidentally mixed these two elements together with the carbonated water. The result was the world's first Coca-Cola.

The little blue pill called Viagra get started when the pharmaceutical company Pfizer developed a pill to relieve a chest pain. The pill didn't work out for its primary purpose, but again the serendipity was in the background while something meaningful happened in the medicine industry. (Darren Orf, 2013)

### **2.3 Planned Serendipity**

In the book *Get Lucky*, how to put Planned Serendipity to work you and for your business Muller and Becker (2012) explain the meaning of the term Planned Serendipity in the following way:

“It's a set of concrete, attainable business skills that cultivate the conditions for chance encounters to generate new opportunities. Planned serendipity also provides you with the ability to recognise and put these opportunities to good use by showing you how to create and maintain the kinds of work environments, cultural attitudes, and business relationships that value and reward serendipitous occurrences”.

Muller and Becker have their own definition for Serendipity: “Serendipity is chance interacting with creativity”. This definition means that even the chance is always unpredictable, our own actions including creativity, our ability to create something valuable and new that didn't exist before have a massive role when the chance happen.

Muller and Becker have identified eight skills, each of them represents a different facet of how the luck finally works. Each skill contributes to making a life luckier.

**Motion:** Being capable of breaking out of the routine, shake things up, to find ways to meet a new people and run into new ideas is one of the basic elements behind the planned serendipity. Motion is not based on educational background, experience or IQ, it simply rewards spontaneous action.

**Preparation:** Meaning for the term preparation is to be capable of linking together unconnected events, people and information. Every one of us is naturally capable of doing this, some of us do it better and some of us not. Understanding the preparation will give a massive impact how organisations model, hire, and how they develop roles, teams and employees.

**Divergence:** Divergence is the ability to explore and recognise alternative paths spurred by chance encounters, some of which may challenge our current thinking. For organisations and people who have mastered divergence, it means a sustained innovation.

**Commitment:** Commitment is the skill to choose from the set of options in front of us the right ones to focus on. By connecting our inner world to everything happening outside of it, we explore the new and unexpected combinations of opportunities and events.

**Activation:** Activation is about designing experiences which forward serendipity, impulses in our work situations and day-to-day lives. The most successful organisations are capable of developing an institutional muscle memory that makes it more likely they'll notice and act on the unexpected.

**Connection:** Thanks for the digitalization we have limitless opportunities to connect with the world in entirely unplanned and unexpected ways. The ability to choose the quality and number of connections is one of the strongest opportunities for serendipity to happen often.

**Permeability:** To adapt to the world of accelerating change we need to develop tools and techniques which allows for the free exchange of information as well as the development of relationships between the employees inside of the company and as well partners and customers outside of the company. For serendipity to happen frequently, everyone inside of the company should be part of the open conversation.

**Attraction:** Last skill is about attraction; some people have the ability to attract serendipity to themselves frequently. These are the people who have mastered attraction and having the

skills described above. These are the people who make the best and most valuable events and ideas. (Muller, Becker 2012, 20-23)

### 3 The Stage-Gate model

The Stage-Gate model is a worldwide used product launch model. The model is a structured, organised product development and launch process which is used to lower the product failures and raise the success of the companies when launching the new products.

The Stage-Gate model is a chain of stages and gates. In Figure 1 there are showed five different stages and after every stage is followed a gate. The stages represent the activities which are included during the new product development process. The gates are checkpoints which contain certain criterions. (Cooper 2001)



Figure 1: The Stage-Gate model (Stage-Gate.com, 2016)

Figure 1 shows that the Stage-Gate model starts with the discovery of the new products and finishes with the launch of the product in the market.

To have a better understanding of the Stage-Gate model, in the chapters below every stage will be presented separately.

#### 3.1 Idea screen

Before the first stage, there is an Idea screen, which means generating the new product ideas to the market. Usually, many ideas are low-valued, and it's important to have a product strate-

gy so the company can successfully develop a new product which customers love. (Cooper, 2001, 154)

### **3.2 Scoping**

Scoping is the first stage of the new product development and the launch process. In this stage, a pre-market assessment is finished. During the pre-market assessment, a scoping of the market needs for the product are crucial. The assessment includes; a market reception, the potential of the product and the requirements for the product. (Cooper 2001, 178-184)

### **3.3 Build Business Case**

After the pre-market assessments, the second stage called Build Business Case is the last pre-development stage. In this stage, the research is more detailed. The research has an important role during the new product development, but without defining the customer value, a new product cannot a success. (Cooper 2001, 184-188)

Competitive analysis is one important part of this stage. To be a successful, company should provide higher customer value than the competitors. Competitive analysis should include detailed information about competitors; first who are the competitors, what is their pricing and the business model and which are their strengths and weakness.

Another important part of this stage is a detailed market analysis including the market size, trends, growth rate, profitability, segmentation, buyer's behaviour and the distribution channels. (Cooper 2001, 197)

The detailed technical assessments of the product are also very important in this stage. During the assessment, the company should figure out all the technical solutions and find out the risks which the product can face. Possible suppliers and manufacturability of product are also analysed in this phase. After the detailed technical assessment, it's important to test the concept before going to the stage 4, which is development. (Cooper 2001, 184-191)

### **3.4 Development**

Building the first prototype is the beginning of the development process. After the first prototype, it should be tested by the potential target group as soon as possible. Feedback from the

customers will help to lead the product development in the right direction by meeting all the customer requirements. (Cooper 2001, 253)

### **3.5 Testing and Validation**

Testing and Validation is the stage where the product will be completed, and company start to prepare for the final launch. In this stage, it's important to validate the functionality and documentation of the product. There are different test methods to use before the final launch, the first one is the preference test, which measures the market acceptance. During the preference test, the final product will be presented to the customer, facing its preferences.

A Beta Test is another testing methodology, commonly in this testing, the product will be given to the potential customer who will use it in the normal working environment. This is how the product will be displayed in the real working environment. By using this methodology, the company will get valuable information from the strengths and weakness of the product.

The final testing method is called the Market Testing. The benefits and the cost of this test depend on the product strategy, the uniqueness of the product and the distribution channel. The purpose of this testing is to figure out the expected sales and market acceptance before going to gate five which means giving a green or red light for the final launch. (Cooper 2001, 273-274)

### **3.6 Launch**

After the testing is successfully done and in the stage five the green light has been got, the final stage of the product development and launch process is the Launch. In this stage, the product has been proved to work with the potential customer and in the real working environment. In this stage, the role of the marketing plan and sales have a crucial role. (Cooper 2001, 278-279)

The author wants to note that even though this is a common product launch model, the gates and steps are different in every organisation. In this case, The Other Danish Guy also has a product but during the launch and process developing the brand had a bigger role. For the better understanding of the branding, in the next chapter the author will describe the concept of brand.

## 4 Brand

Brand as a term has been existing since the Middle Ages, and just the definition has changed. In the Middle Ages, sellers used the brands to separate the products from to each other. (de Chernatony & McDonald 2005, 33)

When brands born at the beginning of the 20th century, the first definition was to separate the products. In 1950 companies started the competition between the imagines of brands instead of the products. Companies started to realise that even the product was better than the competitors it can still lose the fight if the competitor has a better imago. And since that period the value of a good brand has been noticed. Customers didn't buy the products for only the features; they bought because the brand was meaningful for them. Brands who were able to create positive emotions made a better success. (Cheverton 2006, 4–5)

Even the benefits of a good branding had been noticed; the customers were still seen as a passive resource which the companies made the needs and sold the branded products. (Merz, He & Vargo 2009, 330)

In these days the definition of the brand is more overall than it used to be. Traditional brand models saw a brand only as a name, mark or symbol. (Malmelin & Hakala 2011, 17)

Today the definition of the brand is a dynamic social process where the value is made together with all company's stakeholders. Also, the role of the customers has been changed, instead of seeing them as a passive result, the companies understand the customers are them who actively make a more value. Customers are no longer seen only as single persons; they have an own social networks and brand communities which communicate together with the company and the brand. (Merz & Vargo. 2009, 331)

## **4.1 de Chernatony model**

There are several different models how to build the brand inside of the company. The author introduces a model from de Chernatony (2006), which is one of the most referenced theory in the brand literature. The building of the brand can be seen as a process where the brand-identity is created. And based on the brand-identity, the imago starts to build up. Building the brand starts with a defining the vision and the vision can be divided to a three different parts: future environment, meaning and the values. After defining the vision, the company should focus on the already existing culture inside of the company and see if it's suitable for the brand. With the right culture inside, the company can create a valuable competitive advantage for a brand. To create a successful business, company should focus on what the customer will get and also how the customer will get it.

The company should set a small and long term goals for a brand. When the goals are defined clearly, also the employees know which way the brand should go. One important part what the company should focus on is to analyse the environment of the brand, which includes: competitors, customers, distribution channels, already existing company and the macroeconomics. Next step is to identify the characters, which define the brand, and finally the blueprint of the brand is created. Blueprint of the brand is the core of the brand, and it defines the personality of the brand.

After creating the blueprint of the brand, the company should organise an interior execution. This operation helps employees to understand which are the values and core of the brand. Finally, the company should estimate the results connected with specified goals. (de Chernatony 2006, 47-239)

## **4.2 Building Brand**

By using the model from de Chernatony, the process of building the brand can be separate to four main steps which are: Defining Vision, Analysing Brand Environment, Defining Brand Identity and Designing Brand Identity. The author wants to note, that during the launch of The Other Danish Guy there were not any specific theories used, and this model has been applied to this case.

### **4.2.1 Defining Vision**

In de Chernatony model, defining the vision is the first step when building the brand. Vision means “the big idea” behind the brand, why this brand exists, which are the values and what is the goal of the brand. In this case The Other Danish Guy, the author will use a term brand blueprint to represent defining the vision. The brand blueprint will be described as a brand concept and brand communication concept. The main purpose of defining the vision and creating the brand blueprint is the same, they both should challenge the company to find an answer for the following question: How our brand will make this world a better place? (de Chernatony 2006, 101–114)

### **4.2.2 Analysing Brand Environment**

Analysing the brand environment, the company should identify the main characters which are the base of the brand success. This characters can be related to customers, competitors, distribution channels and the macroeconomic. (de Chernatony 2006, 88)

In this case, Analysing Brand Environment describes Market Research, Brand Positioning, Distribution Channels and Consumer Insights. When analysing the customers, the company should investigate what kind of customers they have and which are the buying habits of these customers. (de Chernatony 2001, 39) By analysing the competitors, the right positioning of the brand can be easier to reach. The company can also have an online store, but usually, there is a third part who sell the products for the final customers. And by analysing different distribution channels, the company should think how these channels affect to the brand. (de Chernatony 2006, 222) Macroeconomic should be analysed in order that the company will know how the future political, economic, social and technological changes can effect to a brand success. (de Chernatony 2001, 40)

### **4.2.3 Defining Brand Identity**

Brand identity is a set of images which the company try to create and keep. These images represent what the brand means for the customers. (Srivastava 2011, 340) Brand identity is an image which the company wants customers to see when they see the brand for example in the advertisement. Brand Identity is connected to a term Brand Imago, the difference between these terms is the brand identity is how the company wants customers to see the brand. And the brand imago is the image how the customers sees the brand. (Martínez & de Chernatony 2004, 40)



The purpose of positioning of the brand is to stand out compared to competitors and create images to customers which are similar with their needs and expectations. (Ghodeswar 2008, 6)

#### 4.2.4 Designing Brand Identity

Designing brand identity can be separated for a two different actions, in-house and outside. Designing brand identity inside the company, the most relevant point is the whole company are on the same level and every employee have a deep understanding of the brand. (Keller 2008, 125)

When brand identity has been designed inside of the company, next step is to move it outside. Executing the brand identity outside there is a few meaningful point: brand communication has to be in line and integrated. The brand communication should reach the brand values and even exceed them. (Ghodeswar 2008, 7)

In this case, the brand's communication will represent as the communication concept #momentbefore.

#### 4.3 Theory of The Other Danish Guy launch process

To get a better understanding which were the steps during The Other Danish Guy launch the author represent a figure where the theories and steps have been showed.

### THE OTHER DANISH GUY LAUNCH PROCESS

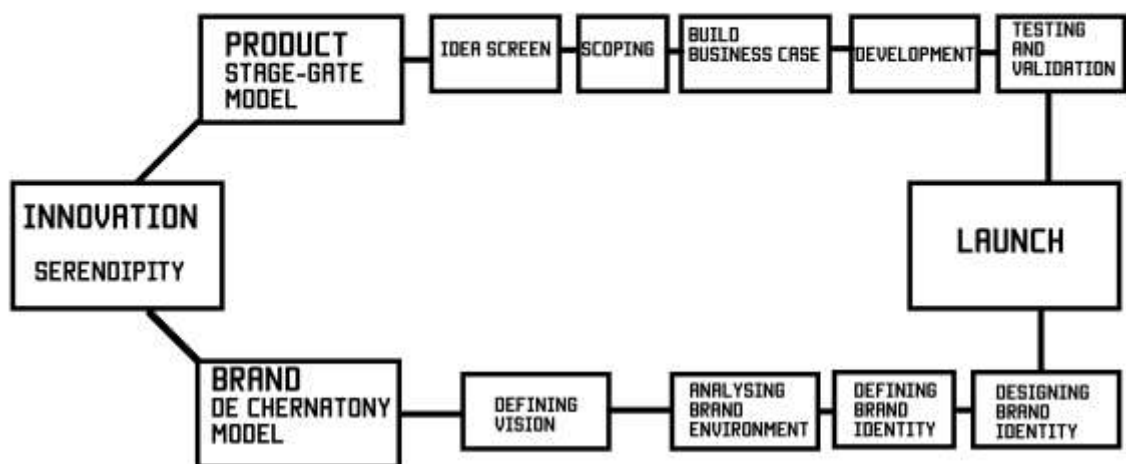


Figure 2. The Other Danish Guy launch process, starting from the Innovation and the steps for developing the product by using the Stage-Gate model and building the brand by using de Chernatony model.

As showed in Figure 2, the launch process of The Other Danish Guy started with the new innovation where the theory of Serendipity happened. According to The Other Danish Guy concept, which is 90 % brand and 10 % product, the launch process has been described by using de Chernatony's brand building model. When connecting Stage-Gate product launch model and de Chernatony brand building model, the author noticed they have a similar aspect in the parts Build business case and Analysing brand environment. On the next chapter the author describes his own working experience in the company and how the launch was planned.

## **5 Author's experience and launch planning**

In this chapter, the author will describe what his role was during the launch and how the launch was planned. The author started to work in The Other Danish Guy at the time when the innovation, the Serendipity had already happened. The new product idea was created, and pre-market assessments had been done. According to the Stage-Gate model and de Chernatony model, the author started to work in the company when the steps Idea Screen and Scoping from the Stage-Gate model and the step Defining vision from the de Chernatony model had been done. Relating to that, the author's specific knowledge starts in the step Build business case from the Stage-Gate model and continues in the step Analysing brand environment from the de Chernatony model. To get specific information and details, the author has interviewed one of the owners Tommi Lähde, who has a strong background from consulting and branding. Lähde also designed The Other Danish Guy brand.

Innovations often start with a problem, and after realising the problem, Lähde (2016), started to research specific information from the European underwear markets by doing a field study and desk researches. After gaining the information from underwear markets, Lähde started to focus on competitors and get specific information of what they have been doing in Europe. And finally, Lähde found out a potential target group. There was not a specific theory used to collect the information, but just all necessary aspects taken into consideration. After the pre-market research Lähde found the gap in the markets.

The author's role at this point was to collect the data from the chosen target market area. Author collected data from the European underwear markets, competitors in the area, suitable distribution channels, universal trends, studies on the target groups and their buying behaviours.

After Lähde noticed the potential of the markets and successfully found a market gap, he started to design the brand blueprint. After identifying the brand blueprint, The Other Danish Guy started to create a product, which would be suitable for the brand. Product development started with the idea to connect a good-looking design with good quality. Before making the first prototype there were multiple interviews from the potential target group. After getting the results, the first prototype was made and then tested by the target group. From the feedback, the product development went forward and finally the first successful product was finished.

## **5.1 Launch plan**

The Other Danish Guy was supposed to launch first time in the March of 2016, together with the first story of the communication concept called #momentbefore. In March the product wasn't finished, and the web shop wasn't ready but The Other Danish Guy brand still launched, and the team started to talk about the brand in the social media.

Next plan was to launch the product in the beginning of June, because the second #momentbefore story was ready to be published. The problem was still the same; the factory couldn't finish the product in the time. The second #momentbefore story got valuable promotion for the brand, so the first version of the web shop published and pre-orders started. At the same time the local newspapers got interested about the story of The Other Danish Guy, and the brand awareness raised. Unfortunately, due to the bad quality of the web shop, the brand awareness didn't affect the sales. Finally, in the August the product was ready to be shipped to the pre-orders and at the same time the design process of the new web shop started. The new web shop was finished at the end of September and at the same time the first small social media campaign got started.

The author's role in the planning of launch was at first to collect the valuable data, and later start to design social media campaigns and strategies for raising the sales and brand awareness. On the next chapter the author will describe in the more specific way what is the story behind The Other Danish Guy brand and show the results of building the brand and product.

## 6 The Other Danish Guy

The Other Danish Guy brand was born out of a happy accident. According to the theory of Serendipity, happy accident happens when the searcher has a prepared mind which includes a right mind-set, and suitable skills to search something meaningful. By the term right mind-set, the author references a mind-set, which is common aspect for the entrepreneur; readiness to embrace every opportunity. But in the land of opportunities it's difficult to choose the right ones to focus. As a person the entrepreneur can make the decisions easier by knowing their own personality, goals and values. This same tactic can be used when building a successful brand, when the brand blueprint is crystal clear for an entrepreneur, the decision on choosing the right opportunities will come easier.

### 6.1 Serendipity behind the innovation

The next story represents the Serendipity behind The Other Danish Guy brand. The story is a shorter version from an article written by the online news magazine called "Good News from Finland", one of the magazines who got interested The Other Danish Guy brand. The full article can be found in the end of the thesis, named Appendix 1.

"A burning sensation in your buttocks doesn't generally tend to lead to pleasant things. For The Other Danish Guy, it did – but only after a good recovery. Tommi Lähde, a man with about 20 years of consulting and expert level experience in marketing, always knew he wanted to create his own brand from scratch. After having "helped some brands succeed and contributed to some failing", he had a clear idea as to what works and what doesn't.

Thus it was time Lähde and his long-time friend and colleague Matti Pesonen to put their thinking hats on. Three things were essential. Firstly, what is for sale has to be a consumer product people actually need, want and pay for. Second, no price regulation allowed. Third: a strong brand should put the product ahead the competition.

The men kept on working as consultants whilst planning their next step. One of the business trips took the duo to New York, where Pesonen found out he was wearing an ill-fitting pair of underwear. Long story short: a few days and a lot of lotion later he ended up in a Wall Street bar ladies' loo trying to soothe his wounds, and ended up severely scaring some innocent

women – whom the bartender then comforted by saying “the other Danish guy is having a problem”.

Then it dawned on them: comfortable underwear, as daily and essential as it is, was hard to come by. Also, underwear as a product ticked all of their three boxes: a consumer product, no price regulation, and branding matters. Also, the witty name: The Other Danish Guy, in the need of fresh undies in downtown New York City” (Good news from Finland, 2016).

## 6.2 Market research

As mentioned in last chapter Launch Planning, after the Serendipity behind the innovation, Lähde started to do a market research about European underwear markets. In the Figure 3 there have been showed the total value of the target market and shares between the competitors. After successful market research, Lähde found out the gap in the market.

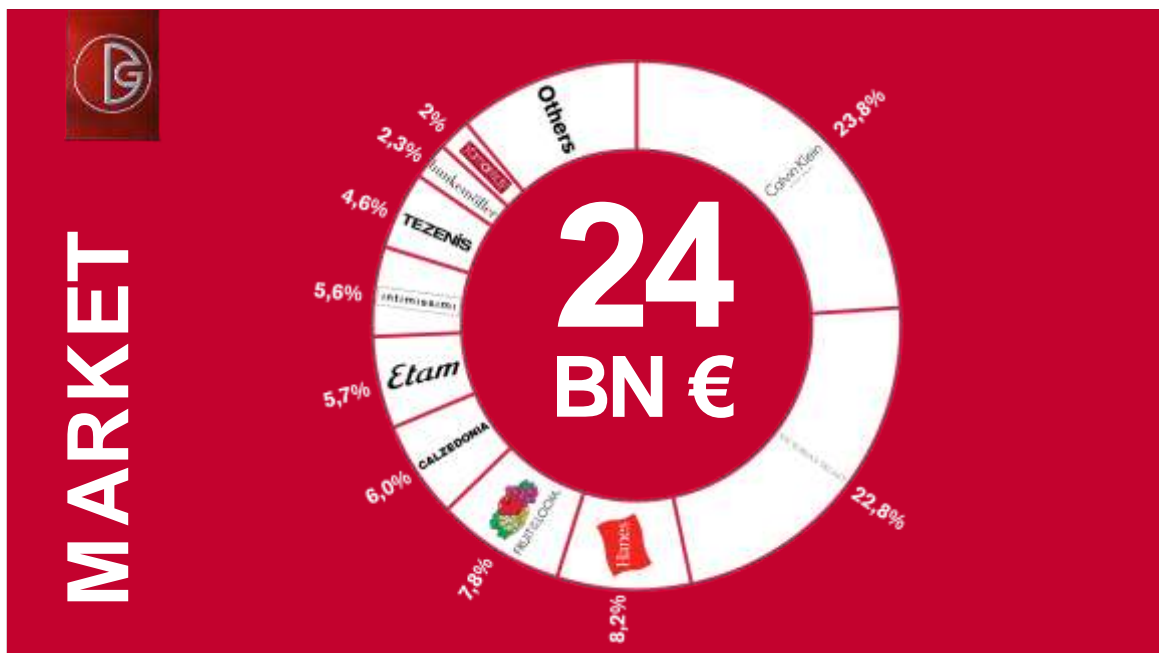


Figure 3. The total value of European underwear markets and shares between the competitors.

The conclusion of the market research:

Nothing interesting had happened in the European underwear markets since the Björn Borg launched in 80's. None of the major labels is focusing just on the underwear.

Designer brands stand for nothing but the designer's name in a world where the brand needs to resonate with their audience. That has resulted in overpriced, mostly cotton undies. The sports and fashion lines are becoming more blurred. There is also a lack of quality products for women.

The conclusion of the gap in the market:

The multiuse clothing is a noticeable developing trend in particular walking, running, dancing, outdoor, cycling, agility, crossfit and MMA sports apparel. This sector is primed for significant growth in the coming years across Europe. The sport and fashion lines are becoming more blurred. There is a lack of quality products for women, who don't want to choose between highly functional, technical products and fashion. Men tend to wear casual fashion style combined with a technical performance.

### **6.3 Brand positioning**

After successfully completed market-research and found market gap, it was time to find the right position for The Other Danish Guy brand. By doing a deep competitor analyses Lähde found a position for the brand. Conclusion of the competitor analyses; the biggest competitors in the underwear markets are Calvin Klein, Victoria's Secret, Björn Borg and Under Armour. All these big global brands are focused either to make undies for the fashion sector or the sport sector.

To analyse that sector, Lähde made a brand positioning map for each brand mentioned before. From the brand positioning map in conclusion, Calvin Klein is focused on fashion industry with casual use, cotton made undies. Calvin Klein is also strong player in Fundamental layer brand –category (Appendix 2). Victoria's Secret mostly stands also behind a designer image, according to Appendix 3, the positioning of Victoria's Secret is mostly in fashion industry with a strong name in Fundamental layer brand –category. Positioning of Björn Borg is pretty similar than Calvin Klein, stands behind the designer's name and focusing a casual use, cotton made undies in the fashion industry (Appendix 4). Under Armour is the only one from the biggest competitors who stands out from the competitors by not using the designer's name. Appendix 5 shows how Under Armour is focused to make undies more in the sport sector by using technical materials for a multi-use, but Under Armour is not focused to be only a Fundamental layer brand. In the Figure 4 is shown the positioning map which has been used to analyse the competitors and the brand position of The Other Danish Guy.



Figure 4, The Other Danish Guy positioning.

As on conclusion of the brand positioning of The Other Danish Guy, the brand is only focused on first layer, where comes to name Fundamental layer of Confidence. Materials are technical materials, and undies are made for use in casual situations and sport situations. Without standing behind designer's name, The Other Danish Guy combines together style and sports.

#### 6.4 Consumer insights

After collecting and analysing the data from the potential target group the consumer insights can be separated into two:

One: Most people would change something about their looks if they could. Many people tend not to consider themselves sexy or good looking, especially when seen in underwear. But that has more to do with their low self-esteem than it's about their actual looks.

Two: One of the things which holds people back from pursuing their dreams is the fear of failure. And the lack of self-confidence that is needed to overcome that fear. Especially in these times we need people to take responsibility of themselves and take risks in their lives in order to help the society.

## 6.5 Brand

The idea of the new innovation was born, market research done and the gap in the markets found. Competition analyses were done, the right position for the brand had been found and the consumer insights from the target group were defined – next step was to create the brand blueprint. According to the theory part, brand blueprint means “the big idea” behind the brand, answering questions why this brand exists, which are the values and what is the goal for the brand. In this case the brand blueprint is described as on brand concept and brand communication concept.

### 6.5.1 Brand Concept

The most difficult thing to create is a simple thing, The Other Danish Guy challenge themselves to follow that lead and the brand concept is very simple: Selling the self-confidence. The Other Danish Guy brand concept is to be a fundamental layer of confidence; self-confidence starts with a decent underwear and leads to the best things in life. They sell the most comfortable, fundamental layer of confidence, in a recyclable can.

”Our underwear is your fundamental layer of confidence We help people to feel confident: successful and presentable and ready to tackle the world. They feel confident when they don’t have to worry unnecessarily about their underwear. They feel confident when they have overcome the fear of failure.” –Tommi Lähde

### 6.5.2 Brand communication concept

#momentbefore is the theme of The Other Danish Guy communications concept, which symbolizes that moment everyone is familiar with: going beyond the self, despite the fear. Embrace authentic people taking a moment to themselves just before something meaningful in their lives is about to happen.

“Our brand story is the story of those people who want to believe in themselves. Some have done it, some not yet. Nevertheless, they can act as role models for everyone else.” –Tommi Lähde



### **6.5.3 Distribution channels**

For the new intention to be a born global brand, the most important distribution channel in the beginning is the web shop. Without the big marketing money, it's impossible for a new brand to be selected in big retailer's collections. Learning from prior experience, The Other Danish Guy decided to negotiate with smaller retailers, and in the future potential distribution channels could be the airports, different automatic machines and cruise ships. In the Appendix 6, there are described one prototype of potential distribution substation named for the most profitable square meter stand.

### **6.6 The product**

As mentioned before, The Other Danish Guy is 90 % brand and 10 % product. When the brand blueprint had been finalized, next step was to design the product, which is suitable for the brand. During the product development process, there were multiple test groups and interviews from the target group. After 9 months testing the different materials and designs, the final result was the combination with 88 % polyester and 12 % elastane = 100 % fundamental layer of confidence, feels like you are wearing nothing. In Appendix 7 there will be shown one of the first prototypes of men and woman collection. Appendix 8 is picture of first prototype of the recyclable can where the undies will be sold. In next chapter the author will describe the results from the launch and what is the current situation.

## 7 Results

According to Lähde (2016), designing the brand blueprint in the beginning of building the brand will help the company in the future to make every important decision easier. When the company's goal, values and vision are all crystal clear to owners and employees, it will be easier to connect every action to support them. This includes the product development, choosing the retailers and the distribution channels, make a clear grown strategy and having a right image in the customer's minds. Serendipity is also part of this, as the author described in the theory part; to make Serendipity happen in life and business, the mind has to be well prepared. This means by knowing your brand, you will know when there is a right change to take part in.

Brand awareness started when The Other Danish Guy made a three-year partnership deal with CSN Cologne, their media partner GoPinkCologne and Jugend Gegen Aids organization. The Other Danish Guy became a head partner of Köln Pride at this point the first Finnish newspapers got interested from a new player in the field.



Figure 5, Kauppalehti 1.7.2016

## Suomalainen alusvaatebrändi singahti Kölnin Priden pääyhteistyökumppaniksi



Figure 6, Marmai 2.7.2016

Brand's first communication concept #momentbefore started at the same time with the marketing. The first target area for marketing were the West and the Northwest areas from Germany, where was conservative underwear market, but a potential young target audience. Person for very first #momentbefore concept were Finnish race car driver Matias Henkola who was taking part of Nürburgring 24h driving competition.

In December (2016) there will be a launch for a version 7 of Gran Turismo, one of the most popular driving game for PlayStation 4. In this game there will be a car with The Other Danish Guy stickers on. The game will be updated in 75 million computers all around the world, so it's safe to call that a huge step for a future brand awareness. And again after launch of #momentbefore concept, a few Finnish newspapers (also Helsingin Sanomat, the biggest newspaper in Finland) got interested who is The Other Danish Guy.

# Hiertymä teki markkinointimiehistä kalsarikauppiaita – suomalaiskaksikon alusvaateyhtiö pyrkii suoraan Saksan markkinoille

"Naiset ovat tajunneet miehiä paremmin, että alusvaatteet ovat itseluottamuksen ensimmäinen kerros"

TALOUS 27.9.2016 2:00 Päivitetty: 27.9.2016 15:03

Juha-Pekka Raeste HELSINGIN SANOMAT

AKSELI VALMUNEN / HS



Figure 7, Helsingin Sanomat 27.9.2016, 2 guys, 1 vision, 0 Danish people.



Nürburgringin 24-tunnin kisan lähtöpaikalla Walkenhorst Motorsport BMW M6 GT3 tallin kuljettajat PlayStation- ja The Other Danish Guy -tarroitetun auton äärellä. Takana oikealla Matias Henkola.

Figure 8, Helsingin Sanomat 27.9.2016, Matias Henkola and the race car which will be part of the new Gran Turismo.



October 19, 2016

## Confidence begins from the bottom for The Other Danish Guy

DESIGN > FASHION & TEXTILES



As underwear is worn all over the globe, The Other Danish Guy is facing a huge crowd of potential buyers.

THE OTHER DANISH GUY

Figure 9, Good News from Finland, 19.10.2016

As the author mentioned in the chapter Author's experience and launch planning, there was a problem to launch and design a successful web shop. After a month's hard work and new design solutions, the web shop was successfully launched.



Figure 10, the navigation panel from the web shop.

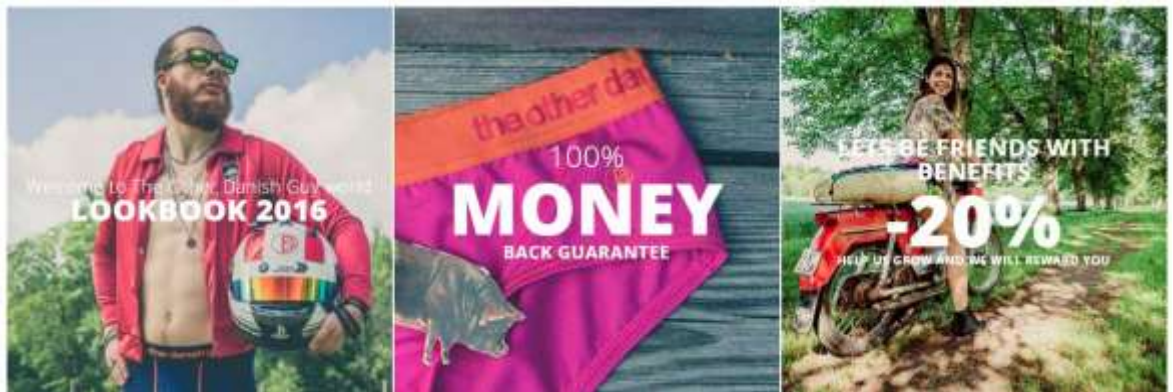


Figure 11, more context from web shop.



Figure 12, test results from web shop.

As a web shop is an important distribution channel, main marketing channels are currently Facebook-page and Instagram, also a newsletter is used when new campaigns are published.



Figure 13, The Other Danish Guy Facebook-page.





Figure 14, The Other Danish Guy Instagram-page.

**REKISTERÖIDY JA TILAA  
NYT NIIN VOIT VOITTA 12  
PARIA EHKÄPÄ MAAILMAN  
PARHAIMPIA  
ALUSHOUSUJA.**

Siinä missä suomalainen mies on tottunut keskimäärin kolmeen uuteen alusvaatepariin vuodessa, Ruotsissa ostetaan neljä kertaa enemmän.

Hyvä uutinen on se, että enää suomalaisenkaan miehen ei tarvitse ostaa ruotsalaisia kalsareita.



Figure 15, The Other Danish Guy newsletter.



[Click this link](#) and give your registration information and you will be associated with our Friends With Benefits Program.

Worth reading:

**WHAT IS THE FRIENDS WITH BENEFITS PROGRAM (FWB)?**

It is called Friends With Benefits Program for a reason. We could also call it an Affiliate Program, but that sounds more like an embarrassing disease. We want to treat you like a friend. Friends help each other out, so you could say we are friends with benefits.

**WHAT ARE THE BENEFITS?**

We'll give you exclusive offers and more. By signing up as FWB below you will get permanent -20% discount in our web store. Like from now to eternity. You will get your very own FWB membership code which eventually turns into an electric loyalty card. Later there will be events, parties and lots of other stuff for FWB's only.

When you are logged in as FWB, you should automatically see prices, that are only available for FWB's.

**SOMETHING IS ROTTEN IN THE STATE OF DENMARK!**

Seriously no, we are a small company and we want to grow up. Best way to do it is through referrals. We hope you could encourage friends and family to hang out with us - and use your FWB membership code as much as they can. So, basically they also benefit from you being our FWB. Only thing we need from you is a permission to add your email address to our FWB-mailing list, so we can reach you with the exclusive offers and more.

**WAIT, THERE ARE EVEN MORE BENEFITS FOR YOU!**

Every time some of your friends buys with your FWB membership code, we will give you some money. That is awesome! Sign up and we'll tell how it works.

Figure 16, the very first campaign called Friends with Benefits

Since the brand awareness have been growing all the time during the launch, the latest article from The Other Danish Guy has been published 8.11.2016 (Figure 17). At the same day also the very first pop-up store has been launched in the shopping center Sello (Figure 18).

## Kalsaribisnes lähti liikkeelle takapuolesta

Yritykset edistävät tuotteidensa myyntiä monenlaisilla konsteilla. Yksi uskoo lyövänsä läpi kivullaasti hiertyneen takapuolen tarinalla.



Tuomi Lähte kertoo, että kalsarit myydään kierrätettävässä pakkauksessa, joka muistuttaa juomatölkkiä.

TALOUS TurunSanomat | 8.11.2016 | 16.20

Figure 17, Turun Sanomat.





Figure 18, the first pop-up store.

More information: <http://www.theotherdanishguy.com/>

In the final chapter the Discussion, the author will make a conclusion of the whole launch process, how prepared action gives a reaction which is suitable for a business. Author describes what is the importance of designing the brand blueprint in the beginning of creating a new brand, in this case even before the product development. Author also describes what he learned from being part of the launch process and which are his thoughts for the future.

## 8 Discussion

As mentioned in Introduction, the time period of this thesis is between 01.08.2015 and 09.11.2016. During that time the brand awareness of The Other Danish Guy has grown every month and Finnish newspapers have done interviews of the owners Tommi Lähde and Matti Pesonen. According to the steady growth of the brand awareness, designing the brand blueprint since the beginning of the brand building will help the owners and employees to follow the vision and lead the brand through the challenges.

The launch of The Other Danish Guy was a little bit more complicated compared to the original plan. According to the original launch plan, there were a problem with the product-development and the web shop. Having a well-designed brand blueprint in the beginning will give to the owners and employees a clear vision of the future of brand and through the all challenges, The Other Danish Guy's own brand story tells the same message as the brand concept; selling the self-confidence. Helping people to feel confident: successful and presentable and ready to tackle the world. Don't be afraid to take the risks or experience failure.

By applying the future trends to The Other Danish Guy concept, there can be found similar aspects;

Eco-design. The Other Danish Guy sells the undies in the recyclable can and products are made in Portugal. Customers are getting more and more aware how and where the products are done.

Transparency. Revolution of the digitalization has been allowed access for the customers to find detailed information about the company and product before the order. Having all the information easily available as transparent as possible, the buying decision will get easier.

Storytelling. People like to hear the stories, people will remember the stories, and people will tell the stories. To have a storytelling as a part of the brand communication concept, the company will make the advertisements more interesting and memorable. In The Other Danish Guy, the brand communication concept is to tell the stories of normal people and how they have believed in themselves. This allows customers to identify and make them falling love with the brand.

Humanity. When designing the brand blueprint, the company should think a brand as on person. People buy from people, not from the stone cold big corporations.

The author chose the theory of Serendipity to represent the start of the innovation, because it's not a typical theory to use especially in business. This thesis can be used as an example how to lead the planned Serendipity and which are the subjects to support it. Future entrepreneurs can use this thesis when they have an idea of new innovation and they're planning to make the next step. This thesis gives an example how to enter the markets brand in front, in this case building of the brand started before the product-development process.

Analysing the author's own working and learning experience in the company; beginning of the launch process everything was unclear and even though my university Haaga-Helia gives a good preparation for the work life, it was hard to perceive a bigger picture. During the launch process, I learned how the professionals create new brands and which are the subjects to involve. Of course the whole launch process is the own path of learning all the time; no one knows everything immediately. During the launch process, the author started to take the notes about the included actions. Author started to apply the learned skills to plan his own company, and I'm still in that road, learning and going further every day. According to the brand concept of The Other Danish Guy and how the purpose is to sell self-confidence, the author can honestly say working together with The Other Danish Guy brand has been a huge step for self-confidence. I trust my professional skills more, and learn more about myself every day.

## 9 References

Business Dictionary, Innovation (Read 22.9.2016)

<http://www.businessdictionary.com/definition/innovation.html>

Cheverton, P. 2006. Understanding brands. London: Kogan Page

Cooper, R. G. 2001. Wining at new products. Persus Publishing. Cambridge, Massachusetts

de Chernatony, L. 2006. From brand vision to brand evaluation: the strategic process of growing and strengthening brands. Oxford: Elsevier Ltd.

de Chernatony, L. 2001. Model for strategically building brands. Journal of Brand Management, 9 (1), 32–44.

de Chernatony, L. & McDonald, M. 2005. Creating powerful brands in consumer, service and industrial markets. Oxford: Elsevier Butterworth-Heinemann

Dictionary, Serendipity (Read 21.9.2016) <http://www.dictionary.com/browse/serendipity>

Good New from Finland, Confidence begins from the bottom for The Other Danish Guy, 2016. (Read 4.11.2016)

<http://www.goodnewsfinland.com/feature/confidence-begins-bottom-danish-guy/>

Ghodeswar, B. M. 2008. Building brand identity in competitive markets: a conceptual model. Journal of Product and Brand Management, 17 (1), 4–12

Steven Johanson 2010 Where Good Ideas Come from: The Seven Patterns of Innovation

Jari Kaivo-Oja, Ameba Organizations, Serendipity and the Multiverse, 2012 (Read 22.9.2016)  
<https://bohobusiness.wordpress.com/2012/06/12/ameba-organizations-serendipity-and-the-multiverse/>

Keller, K. L. 2008. Strategic brand management. Building, measuring and managing brand equity. Upper Saddle River: Pearson education Inc.

Matt Kingdon 2012 The Science of Serendipity; How to unlock the promise of Innovation in large organizations

Developing a new product development & launch process, Case: Company X, Bachelor thesis, Jonis Mahmutllari, 2014 (Read 08.10.2016)  
<https://www.theseus.fi/bitstream/handle/10024/72281/Thesis%20FP%20Theseus%20-Jonis.Mahmutllari-1004417.pdf?sequence=1>

Malmelin, N. & Hakala, J. 2011. Radikaali brändi. Helsinki: Talentum

Tim Maurer, Serendipity and the 'Aha' Moment – Unexpected Insights in the Innovation Process, 2014 (Read 21.9.2016)  
<https://www.uschamberfoundation.org/blog/post/serendipity-and-aha-moment-unexpected-insights-innovation-process/34418>

Martínez, E. & de Chernatony, L. 2004. The effect of brand extension strategies upon brand image. Journal of Consumer Marketing, 21 (1), 39–50

Miriam Meckel, SOS –Save our Serendipity, 2011 (Read 22.9.2016)  
[http://www.miriammeckel.de/2011/10/11/sos-save-our-serendipity/?goback=%2Egde\\_1975471\\_member\\_112072885](http://www.miriammeckel.de/2011/10/11/sos-save-our-serendipity/?goback=%2Egde_1975471_member_112072885)

Merz, M. A., He, Y. & Vargo, S. L. 2009. The evolving brand logic: a service-dominant logic perspective. Journal of the Academy of Marketing Science, 37 (3), 328–344

Albert Meige, Open your innovation, Serendipity and Innovation, 2010 (Read 22.9.2016)  
<https://open-your-innovation.com/en/2010/04/25/serendipity-and-innovation/>

Thor Muller & Lane Becker 2012 Get Lucky, how to put planned serendipity to work for you and your business

Brändin rakentaminen brändiorientoituneessa yrityksessä, Case; Sinituote Oy, Pro gradu tutkielma, Essi Määttä, 2014. (Read 15.10.2016)

<http://tampub.uta.fi/bitstream/handle/10024/95293/GRADU-1400145830.pdf;sequence=1>

Popular Mechanics, Darren Orf, 2013. 10 awesome accidental discoveries (Read 21.09.2016)

<http://www.popularmechanics.com/science/health/g1216/10-awesome-accidental-discoveries/>

Srivastava, R. K. 2011. Understanding brand identity confusion. Marketing Intelligence & Planning, 29 (4), 340–352.

## 10 Appendices

“A burning sensation in your buttocks doesn’t generally tend to lead to pleasant things. For The Other Danish Guy, it did – but only after a good recovery. Tommi Lähde, a man with about 20 years of consulting and expert level experience in marketing, always knew he wanted to create his own brand from scratch. After having “helped some brands succeed and contributed to some failing”, he had a clear idea as to what works and what doesn’t.

Thus it was time Lähde and his long-time friend and colleague Matti Pesonen to put their thinking hats on. Three things were essential. Firstly, what is for sale has to be a consumer product people actually need, want and pay for. Second, no price regulation allowed. Third: a strong brand should put the product ahead the competition.

The men kept on working as consultants whilst planning their next step. One of the business trips took the duo to New York, where Pesonen found out he was wearing an ill-fitting pair of underwear. Long story short: a few days and a lot of lotion later he ended up in a Wall Street bar ladies’ loo trying to soothe his wounds, and ended up severely scaring some innocent women – whom the bartender then comforted by saying “the other Danish guy is having a problem”.

Witnessing your colleague’s tail end in pain might not be a turning point for many start-ups. Yet, to The Other Danish Guy, it’s essentially where everything started. After this incident, two more rules were established. “Never again would we share a hotel room. I’d seen enough – or too much,” Lähde says with a grin.

The other one was about underwear. Every time Lähde and Pesonen travel together, Pesonen would have to wear comfortable undies. Lähde made sure of this by marching him into the flagship store of a brand he liked and forked out 800 euros on dozens of pairs for Pesonen.

Then it dawned on them: comfortable underwear, as daily and essential as it is, was hard to come by. Also, underwear as a product ticked all of their three boxes: a consumer product, no price regulation, and branding matters. Also, the witty name: The Other Danish Guy, in the need of fresh undies in downtown New York City.

“At first it was all a joke. Then I happened to come across some business intelligence data and noticed athletic leisure clothing market was skyrocketing. That’s when new players can step in the game,” Lähde explains. After researching fashion and sport businesses, the duo spent about a year building strategies for sales, marketing and distribution. The resultant brand belongs to Lähde & Co, a company jointly owned and run by Lähde and Pesonen.

Although the fashion industry is one of the most competitive in the world, men’s underwear scene is dominated by big names. Lähde and Pesonen weren’t afraid to stand up to the likes of Calvin Klein. “People in general should have more courage. What would you do if you stood no chance of failing?” Lähde asks – rhetorically.

Currently The Other Danish Guy sells underwear for both men and women. The focus is strictly on “things that touch the skin” and keeping them classy and comfortable at the same time. That, Lähde has found out, is the source of confidence.

“In our discussions with customers, we’ve learned that particularly for women confidence begins from underwear – including in situations where no one else sees it.”

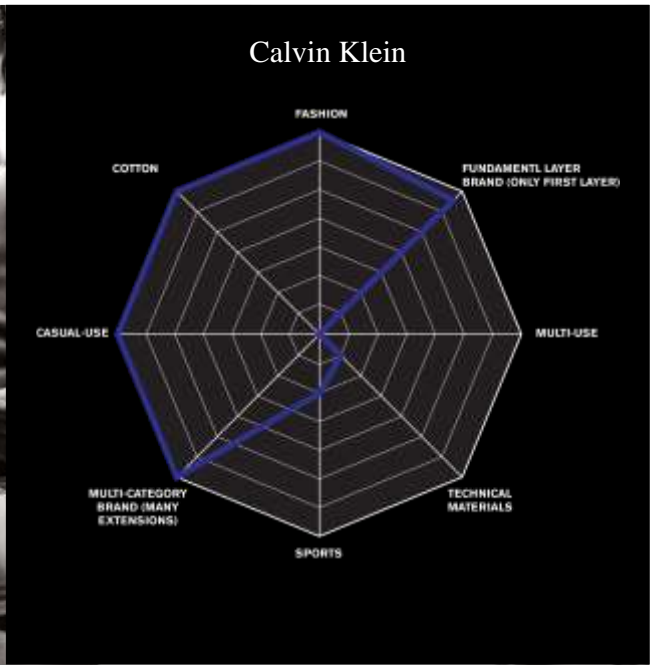
Contrary to the norm in clothing industry, the duo wanted to keep production in Europe. The products are manufactured in a factory in Portugal, where there’s no cutting short when it comes to environmental or other ethical issues.

“We visited the factory and wanted to get to know the process from meeting employees to seeing what happened to water after it’s used for dyeing,” Lähde notes.

As underwear is worn all over the globe, The Other Danish Guy is facing a huge crowd of potential buyers. The first target is in Germany, where negotiations with retailers, distributors and brand ambassadors are at full steam. Lähde deems Europe as the core market, at least for starters. One country in particular has proven interested. “We’ve received plenty of messages from Denmark,” Lähde says and laughs. “They ask if we’re Danish – and where they can get our products from.” (Good news from Finland, 2016)”

Appendix 1, the story behind The Other Danish Guy.

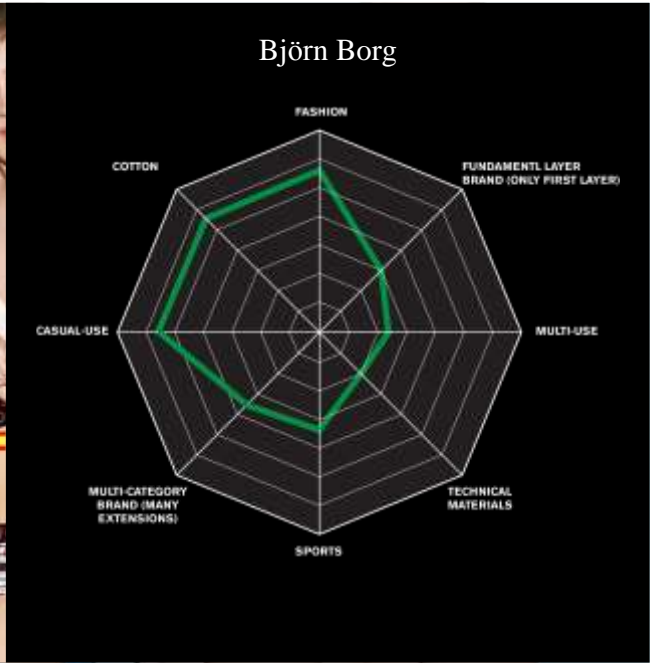




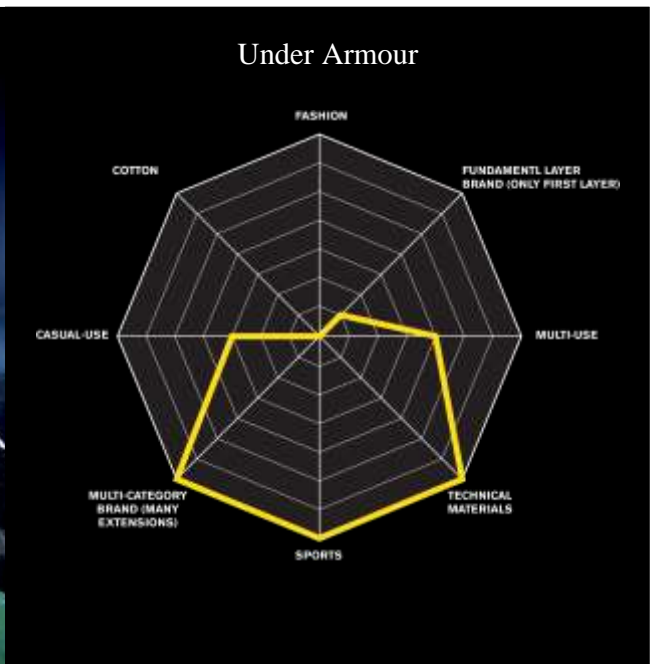
Appendix 2, the brand positioning of Calvin Klein



Appendix 3, the brand positioning of Victoria's Secret



Appendix 4, the brand positioning of Björn Borg



Appendix 5, the brand positioning of Under Armour



Appendix 6, the most profitable square meter stand.



Appendix 7, the first prototypes of mens and womans collection.



Appendix 8, picture of first prototype of the recyclable can where the undies will be sold.