

The Brand Image versus the Brand Identity of a New Brand - Case RIPS Ruis Snack



Korhonen, Anna

Laurea University of Applied Sciences
Laurea Leppävaara

The Brand Image versus the Brand Identity of a New Brand - Case RIPS Ruis Snack

Anna Korhonen
Business Management
Thesis
April, 2010

Anna Korhonen

The Brand Image versus the Brand Identity of a New Brand - Case RIPS Ruis Snack

Year	2010	Pages	133
------	------	-------	-----

The purpose of this thesis is to discover the brand image of the "RIPS ruis snack" brand, as it is perceived by consumers in the market. In addition, another purpose of this thesis is to examine the brand awareness of RIPS rye snacks in the market, in other words, how well the brand is recognized among the target groups. In the final part of the thesis, the discovered brand image is compared with the brand identity of RIPS, referring to the company's internal perception of the brand. RIPS rye snacks, officially "RIPS ruis snack", is a young snack brand in the Finnish snack market which was launched in 2007. No previous research concerning the brand image or brand awareness has been conducted before for RIPS.

The main theoretical concepts in this thesis consist of the theoretical concept of brand identity by David A. Aaker, and theoretical concepts related to images, by Timo Rope & Jari Mether. In addition, the basic brand-related concepts, such as brands and brand awareness, are discussed. The majority of the information concerning the brand RIPS and the case company behind the brand, Core Finland Ltd (CFL), is based on interviews made with the CEO of the case company.

The research method used in this thesis is quantitative research. The research questionnaire was designed based on the theoretical concept of brand identity. The research questions are mostly based on the different brand identity perspectives including brand as product, brand as person, and brand as symbol. The research was conducted during sales promotions arranged in supermarkets of the K-chain, in Helsinki, Espoo and Vantaa, and also at a special event in Active Life Village of Laurea Otaniemi. During these sales promotional events, the consumers were also able to taste the products for free. The research data was collected in November 2009, and in February and March 2010. The sample, which was selected randomly, contained 105 respondents representing all age groups. The research results were analysed with SPSS for Windows program.

The research findings reveal that the overall brand image of RIPS rye snacks is positive and favourable. For example, the large majority of the respondents stated that they would recommend RIPS rye snacks to others and gave RIPS a school grade of 8 or higher. In addition, it was found that the consumers' perceptions towards the brand, referring to the brand image of RIPS, seemed to match for the most part with the company's internal perceptions towards the brand, referring to the brand identity of RIPS. Brand awareness among the consumers was not very high, as was originally presumed. However, as RIPS is a relatively new brand in the Finnish snack market, it can be seen as a relatively positive result that nearly 40 percent of the respondents were already familiar with RIPS rye snacks. As the case company CFL strives for building a strong brand with RIPS, this type of research could be repeated in the future, in order to monitor developments in the brand image and brand awareness.

Key words brand, brand image, brand identity, brand awareness, snack market, quantitative research

Anna Korhonen

Uuden brandin imago verrattuna brandin identiteettiin - Case RIPS Ruis Snack

Vuosi 2010 Sivumäärä 133

Tämän opinnäytetyön tarkoituksena on selvittää "RIPS ruis snack" -brandin imagoa, siten kuin kuluttajat sen kokevat markkinoilla. Lisäksi tarkoituksena on tutkia RIPS ruis snackien brandi tunnettuutta, eli sitä kuinka hyvin kohderyhmien keskuudessa brandi tunnistetaan. Lopuksi tutkimuksen kautta selville saatua brandin imagoa verrataan RIPS ruis snackien brandin identiteettiin, viitaten yrityksen omaan sisäiseen kuvaan brandista. RIPS ruis snack on uusi brandi suomalaisilla snack-markkinoilla, joka lanseerattiin vuonna 2007. Vastaavaa tutkimusta brandin imagosta tai brandin tunnettuudesta ei ole aikaisemmin tehty RIPS ruis snackien osalta.

Tämän opinnäytetyön teoriaosuudessa keskitytään pääosin David A. Aakerin käsitteeseen brandin identiteetistä, sekä Timo Ropen & Jari Metherin imagoaiheisiin teorioihin. Lisäksi myös käsitellään muun muassa brandiaiheisiä peruskäsitteitä, kuten brandit ja brandi tunnettuus. Suurin osa RIPS ruis snack -brandiin ja Core Finland Oy case-yritykseen liittyvistä tiedoista on kerätty yrityksen toimitusjohtajan haastattelujen avulla.

Tutkimusmenetelmänä työssä on käytetty kvantitatiivista tutkimusta. Tutkimuksen kyselylomake pohjautuu tutkimuksen teoriaan brandin identiteetistä. Tutkimuksen kyselylomakkeen kysymykset perustuvat suurelta osin brandin identiteetin eri perspektiiveihin, brandi tuotteena, brandi persoonana ja brandi symbolina. Tutkimus toteutettiin myyntityöntekijätapahtumissa, jotka järjestettiin K-ketjun supermarketeissa Helsingissä, Espoossa ja Vantaalla, sekä erikoistapahtumassa Otaniemen Laurean Active Life Villagessa. Näiden tapahtumien aikana kuluttajilla oli mahdollisuus myös maistaa tuotteita ilmaiseksi. Aineisto kerättiin marraskuun 2009, sekä helmi- ja maaliskuun 2010 aikana. Henkilöt otokseen valittiin satunnaisesti, johon saatiin kaiken kaikkiaan 105 vastaajaa yhteensä kaikista ikäryhmistä. Tulokset analysoitiin SPSS for Windows -ohjelmalla.

Tutkimustulosten perusteella voidaan sanoa, että kokonaiskuva RIPS ruis snackien brandin imagosta on positiivinen ja suotuisa. Esimerkkinä voidaan esittää, että suuri enemmistö vastaajista totesi voivansa suositella RIPS ruis snackeja tutuilleen, sekä myös antoivat RIPS:ille kouluarvosanaksi 8 tai enemmän. Lisäksi saatiin selville, että kuluttajien käsitykset brandista viitaten brandin imagoon, vastasivat suurelta osin yrityksen sisäistä kuvaa brandista, viitaten brandin identiteettiin. Brandi tunnettuus kuluttajien keskuudessa ei ollut kovinkaan suuri, kuten oli alun perin oletettukin. Kuitenkin tulos, jossa lähes 40 prosenttia vastaajista tunsi entuudestaan RIPS brandin, voidaan nähdä positiivisena, sillä RIPS ruis snack on vielä suhteellisen uusi brandi suomalaisilla snack-markkinoilla. Koska case-yritys Core Finland Oy:lla on tavoitteena rakentaa RIPS ruis snackista vahva brandi, vastaavanlainen tutkimus voitaisiin toteuttaa uudelleen tulevaisuudessa. Tutkimuksen avulla pystyttäisiin seuraamaan brandin imagon ja brandi tunnettuuden kehitystä.

Asiasanat brandi, brandin imago, brandin identiteetti, brandi tunnettuus, snack-markkinat, kvantitatiivinen tutkimus

Table of Contents

1	Introduction.....	9
1.1	Background of the Research and Choosing the Subject for the Study	10
1.2	Background and History of Core Finland Ltd and RIPS in Finland.....	10
1.3	Core Finland Ltd and RIPS Rye Snacks Today.....	13
1.4	Choice of the Research Context	13
1.5	Purpose of the Study	14
1.6	Objectives and Limitations of the Thesis	14
1.7	Structure of the study.....	15
1.8	Earlier Research Made On the Subject	17
2	Theoretical Background.....	18
2.1	Brand and Brand Equity	18
2.1.1	What Is a Brand?	18
2.1.2	The Definition of Brand Equity	19
2.1.3	Brand Awareness.....	19
2.1.4	Perceived Quality	21
2.1.5	Brand Loyalty	22
2.1.6	Brand Associations.....	23
2.2	Brands in Relation to Products.....	23
2.2.1	Product Life Cycle	23
2.2.2	Brands Instead of Products.....	24
2.3	Brand Identity.....	26
2.3.1	The Concept and Definition of Brand Identity.....	26
2.3.2	Brand Identity Traps	27
2.3.3	The Brand Image Trap	27
2.3.4	The Brand Position Trap	28
2.3.5	The External Perspective Trap	28
2.3.6	The Product Attribute Fixation Trap	29
2.3.7	The Four Brand Identity Perspectives.....	30
2.3.8	The Brand as Product	30
2.3.9	The Brand as Organization	32
2.3.10	The Brand as Person	34
2.3.11	The Brand as Symbol.....	37
2.3.12	The Brand Identity Structure: the Core Identity and the Extended Identity	38
2.3.13	Brand Identity Providing a Value Proposition	39
2.3.14	Functional Benefits	39
2.3.15	Emotional Benefits	39

	2.3.16	Self-Expressive Benefits.....	40
	2.3.17	The Brand-Customer Relationship.....	40
2.4		Brand and Image.....	40
	2.4.1	Brand Image	41
	2.4.2	Images Influencing Behaviour.....	42
	2.4.3	Psychological Factors of Creating Images	43
	2.4.4	Different Image Levels.....	45
	2.4.5	Receiving Communicated Messages.....	46
	2.4.6	Building an Image.....	47
	2.4.7	Image Building Efforts and the Perceptions of Customers.....	48
2.5		Theoretical Framework	53
3		The Research Method.....	55
	3.1	Quantitative Research.....	55
		3.1.1 Description of the Method.....	56
	3.2	Basic Requirements of a Good Research	56
		3.2.1 Validity	56
		3.2.2 Reliability	56
		3.2.3 Objectivity	57
		3.2.4 Other Requirements.....	57
		3.2.5 The Case in This Research.....	57
	3.3	Researching Images with Quantitative Methods	58
		3.3.1 The Content in a Quantitative Image Research	58
		3.3.2 Critique towards Quantitative Image Research	59
4		The Empirical Research	60
	4.1	The Case Company: Core Finland Ltd and RIPS Rye Snacks.....	60
		4.1.1 Marketing.....	61
		4.1.2 Cooperation with Subway	61
		4.1.3 Balsnack as manufacturer	61
		4.1.4 The product: RIPS rye snacks.....	62
		4.1.5 The advantages of RIPS rye snacks for retailers and consumers	64
		4.1.6 Target groups.....	64
		4.1.7 Price.....	65
		4.1.8 Product developments and new products	65
	4.2	The Snack Industry in Finland and the Competitive Field.....	66
		4.2.1 Competitors.....	67
		4.2.2 Brex	67
		4.2.3 Linkosuo	67
		4.2.4 Taffel	68
		4.2.5 Estrella	69

4.2.6	Pringles	69
4.2.7	Sahasras Peanuts.....	69
4.3	The Brand Identity of RIPS Rye Snacks	70
4.3.1	Brand as Product.....	70
4.3.2	Brand as Organization.....	72
4.3.3	Brand as Person	73
4.3.4	Brand as Symbol.....	76
4.4	Conducting the Research	77
4.4.1	The Research Questionnaire	78
4.4.2	Initial Questions.....	79
4.4.3	Brand as Product Related Questions	80
4.4.4	Brand as Person Related Questions.....	82
4.4.5	Brand as Symbol Related Questions	83
4.4.6	Final Questions.....	84
4.4.7	Collecting the Data.....	85
5	Analysis of the Results	87
5.1	Initial Questions	87
5.1.1	Questions 1. Age and 2. Sex	87
5.1.2	Question 3. How often do you approximately consume snack products?88	
5.1.3	Question 4. Are you already familiar with RIPS rye snacks?.....	89
5.2	Brand as Product Related Questions.....	90
5.2.1	Question 5. In your opinion, which RIPS flavour is the best?	90
5.2.2	Question 6. Which of the following use occasions would be the most preferable for you for consuming RIPS rye snacks?.....	90
5.2.3	Question 8. Different statements concerning RIPS rye snacks.....	92
5.3	Brand as Person Related Questions	95
5.3.1	Question 7. Which of the following features, in your opinion, best suit for RIPS rye snacks?	96
5.4	Brand as Symbol Related Questions.....	97
5.4.1	Question 8. The fifth statement: "The name "RIPS" describes well a rye based snack product"	97
5.4.2	Question 9. What comes to your mind the most powerfully about the logo of RIPS rye snacks?	98
5.5	The Final Questions.....	99
5.5.1	Question 10. Would you recommend RIPS rye snacks to the people you know? 99	
5.5.2	Question 11. I would give RIPS rye snacks a school grade of (4-10) ..	100
5.5.3	Question 12. What would you like to change in RIPS rye snacks?.....	100
5.6	Dependencies between Variables	102

5.6.1	Sex in Relation to the Most Preferable Use Occasions	102
5.6.2	Sex in Relation to the Statements Concerning RIPS Rye Snacks.....	103
5.6.3	Age and Brand Awareness	104
5.6.4	Age in Relation to the Statement “The appearance of RIPS rye snack package is alluring”	105
5.6.5	Age in Relation to the Statement “The relation between price and quality is good with RIPS rye snacks”	106
5.6.6	Age in relation to the Most Powerful Association about the Logo	107
5.6.7	Consumption Frequency as an Independent Variable	108
6	Conclusions.....	108
6.1	The Brand Image of RIPS Compared to the Brand Identity of RIPS	109
6.1.1	The Brand as Product Perspective	110
6.1.2	The Brand as Person Perspective	113
6.1.3	The Brand as Symbol Perspective.....	113
6.2	Suggestions for Future Research.....	114
	References	116
	Figures, Graphs and Tables	118
	Appendixes	119

1 Introduction

Brands are an increasingly important marketing aspect in today's business and marketing environment, ranging across different industries. Most importantly, the customers' perceptions and opinions of brands are crucial and can determine the eventual success or failure of a business. As competition is continuously increasing in the operating environment of businesses, it is even more important for companies to differentiate in the market, gain the customers' awareness and sustain their loyalty. This can be achieved with brands, and a brand which is widely recognized and liked in the market and which has a loyal customer base, is a significant financial asset for a company. In order to gain a long-term success in the market and a loyal customer base, it is not enough to sell a single product or service. A brand is more than a product as it has more dimensions and elements, including features such as personality, symbols and emotional benefits. A brand is always more desirable and more appealing in the market than an unknown product or service. Also in the long-term perspective, building a brand is more economical and cost-effective for the company. When a brand is widely known in the market, it does not require as much marketing effort to maintain the brand. (Aaker 2002; Rope & Methner 2001)

A brand image which relates to the brand as it is seen by the customers needs to be examined regularly. It is important to know the current situation of the brand image, as it reveals the opinions and attitudes of the target customers towards the brand. In addition, it provides a basis for future marketing planning and marketing activities. When the perceptions and opinions of the target customers are discovered, it is easier to perceive the current situation of the brand image, set targets for the future, and to follow the development of the brand image. Also, as the brand identity is defined within the company, it needs to be discovered how the brand identity matches with the brand image, as it is perceived by the target market. (Rope & Methner 2001)

However, building a brand is often challenging, especially for young companies and new brands entering the market. In the beginning, when a new brand is introduced to the market, it requires an enormous amount of marketing effort in order to achieve a brand level. Often the biggest challenge for small companies building a new brand is the lack of financial and other resources, which are required in brand building and creating awareness for the brand in the market. This is also the case with the case company of this thesis, Core Finland Ltd (CFL), which is a new company with limited resources.

1.1 Background of the Research and Choosing the Subject for the Study

The subject of this thesis is "The Brand Image Versus the Brand Identity of a New Brand - Case RIPS Ruis Snack". Core Finland Ltd (CFL) is a young company in the Finnish snack food industry and it was established in 2006. CFL markets and sells a snack product which is made of dark rye bread under the brand named RIPS, which was officially launched in Finland in 2007. The official name of the rye snack is "RIPS ruis snack", in which the word "ruis" means rye in Finnish. In this thesis, the product is addressed as "RIPS rye snacks" or simply "RIPS". Since the launch of RIPS rye snacks, CFL has been very active in promoting RIPS, within its limited resources available. Together it was decided with Mr. Joonas Turkama, the CEO and founder of CFL, that the brand image of RIPS rye snacks would be researched by conducting a survey among the target customers.

The purpose was to discover the opinions and perceptions of customers towards RIPS rye snacks. In addition to researching the current and initial brand image of RIPS, Mr. Joonas Turkama also wanted to examine the current brand awareness of RIPS among the target customers. Therefore, it was decided to include a question related to brand recognition in the research, to discover how widely RIPS rye snacks are recognized in the market. This type of research was needed in the company, in order to discover the current situation of customer perceptions in the market and also to discover the results of the promotional activities for RIPS made since the year 2007. In addition, it was time to conduct a research of this type, as no previous brand image research has been made before for RIPS rye snacks.

1.2 Background and History of Core Finland Ltd and RIPS in Finland

Core Finland Ltd (CFL) was established in June 2006 by Joonas Turkama, who invented the idea for RIPS during his year as an exchange student in Russia. During that time, he became familiar with a Russian product that is very popular locally: a roasted and seasoned dark rye bread snack product, which is consumed in a similar manner to potato chips and other snacks, and in Russia, mainly consumed with beer. As rye snacks contain a lot of fibre and many times less fat than traditional snack products, such as regular potato chips, rye snacks are considered to be a healthier option for a snack product. Mr. Turkama saw an opportunity with this product and thought that it would have potential in the Finnish market. He also understood that there was a demand for healthier snack products. In Finland, consuming snacks when drinking alcohol is not yet a strong part of the drinking culture, although nowadays many bars in Finland sell snack products, mainly peanuts, to be consumed with alcohol drinks. CFL wanted to take the challenge of introducing this old Russian custom to Finland and beside the daily consumer sector, beer drinkers were seen as one of the potential customer groups.

In order to meet better the Finnish standards, the product and brand were modified to the Finnish market. Both the product and brand were completely redesigned and the product was given the name "RIPS ruis snack". The company also found and acquired a manufacturing partner in Russia and organised the logistics between Russia and Finland. Besides importing the new product to Finland, the main responsibilities for CFL were to distribute and market the product to companies and consumers. Originally, the ultimate objective for CFL was to have the RIPS rye snacks distributed to every restaurant and bar. However, it was decided that it would be better for CFL to first target the large daily consumer goods wholesalers and retailers. The reason for this is that these companies would already have well established distribution channels, which would help in reaching larger groups of consumers. The new product also had to be tested with Finnish consumers to discover whether it would be accepted or not, and in addition, to discover which of the 16 different flavours available in Russia would be the most suitable for the taste of Finnish consumers. For these purposes, several samplings and sales promotions were arranged by CFL in different parts of Finland. Also during the first year of operation, CFL conducted a primary marketing research project for Finnish consumers. (Turkama 2009; Jumppanen & Turkama 2008, 10 - 11, 33 - 34)

Already in the beginning, the business idea of CFL was recognized, as the business plan of CFL for RIPS won the Sense business plan competition on the 14th of May, 2007. Since the establishment of CFL, the company has RIPS rye snacks in distribution through the major daily consumer goods wholesalers and retailers in Finland. RIPS rye snacks were officially launched in Finland on the 15th of May, 2007. During that same year, CFL implemented different marketing activities, mainly targeted at consumers. The RIPS rye snacks have been marketed at different music festivals, bars, football events, flyer promotions, the Big Brother television show (season 2007), high school calendar 2007-2008 (100 000 copies), and a bass radio campaign, which contained commercials for 6 weeks, 3 magazine advertisements and 5 different events. (Turkama 2009; Jumppanen & Turkama 2008, 33-34)

During the years 2007 and 2008, CFL was trying to target the HOK restaurant chain, which is the biggest restaurant and bar chain in Finland with more than 100 restaurants nationwide. However, the sales negotiations failed and the HOK restaurant chain managers declined CFL's offer to take the RIPS rye snacks into their product assortment. During the year 2008, CFL's own sales representatives started to promote RIPS rye snacks in the daily consumer goods wholesale and retail sector nationwide. Prior to this change, Oy Transmeri Ab was responsible for the sales and marketing of RIPS. The cooperation agreement with the company was then cancelled. (Turkama 2009)

During the years 2007 and 2008, CFL promoted RIPS in big summer rock festivals, such as Myötätuulirock, Ruisrock, Ankkarock and in Kivenlahti Rock, with tens of thousands of visitors

each. In these festivals, RIPS was promoted during all the festival days in many different ways in the festival area. For instance, free samples of RIPS were given to visitors and RIPS packages were also sold in the festival areas. In addition, RIPS packages wrapped in a T-shirt were shot into the festival audience from the stage with a toy gun. In Ankkarock 2008, RIPS was promoted in cooperation with the beer brand KOFF, which resulted in more than 1000 packages of RIPS sold at KOFF's beer counters. In 2007 and 2008, RIPS was promoted also in other events, such as Granipäivä, Valkosipulifestivaalit, Suuret oluet-Pienet panimot beer event, Sadonkorjuu-Tummat oluet beer event, Helsinki Beer Festival and different sports events: football matches, the Dynamite Promotion Floorball tour and the Dance Ensemble Alan tour in Finland. (Turkama 2009; RIPS RUIS SNACKS 2009; Jumppanen & Turkama 2008, 34)

RIPS was promoted in these events and festivals by giving away free samples and also altogether thousands of RIPS packages were sold in these promotions. In 2007 CFL started cooperation with Kespro by promoting RIPS at Tukkumessut wholesale trade fair in Helsinki, Rovaniemi, Oulu and Turku, and by having a print advertisement in Kespro's Alkoholi magazine. In 2007 and 2008, RIPS was promoted in various supermarkets all around Finland, mostly in supermarkets of the K-chain. In these promotions, consumers were able to taste and try RIPS for free. The purpose for CFL has been that as many consumers as possible try and taste the products for free. Therefore, one of the main marketing methods for the company has been handing out free samples of RIPS rye snacks to consumers and also to companies. For example, during the year 2007, RIPS rye snacks were promoted with more than 130 000 free packages. (Turkama 2009; RIPS RUIS SNACKS 2009; Jumppanen & Turkama 2008, 34)

During the years 2007 and 2008, RIPS rye snacks products have also been seen in different media. Small articles about RIPS have been published in the following magazines: Kodin Kuvalehti, Sara, Kauneus & Terveys, Kaupan maailma, ME -magazine, Meidän Perhe, Olutposti, and Maku. RIPS was seen in the Big Brother reality television show in the autumn of 2007. This cooperation was implemented in the form of product placement as the residents of the Big Brother house were regularly eating RIPS rye snacks during the show. The visibility was quite large since the main broadcasts of the show had on average 316 thousand viewers. The Basso media campaign started in November 2007 and lasted until the end of February 2008. It included three full-page print advertisements in Basso magazine, radio advertising with more than 1000 spots in Bassoradio radio station, in the Helsinki region and Bassoradio on the internet. In addition, there was an internet banner for two weeks at Basso's web pages and CFL was delivering free samples of RIPS rye snacks in five different events of Bassomedia. CFL has also had many contests at the RIPS web pages for consumers to participate. (Turkama 2009)

1.3 Core Finland Ltd and RIPS Rye Snacks Today

Since the initial launch of RIPS rye snacks in 2007, CFL has well established its business operations in Finland. Nowadays, RIPS rye snacks are sold by various retailers nationwide. The main customer groups of CFL consist of wholesalers, retailers and the HoReCa sector, which consists of hotels, restaurants and catering companies. The product itself, RIPS rye snacks, consists of roasted, dark rye bread in small pieces which are toasted in light coconut oil and then flavoured. The snacks are offered in two package sizes, 50gram and 150gram packages, and in four flavours: Cheese, Garlic, Salami, and Jalapeno. RIPS differentiates among competing snack products as a genuine and healthy snack, with its very low amount of fat and calories, in addition to nutritious fibres. RIPS rye snacks were previously manufactured in Russia, but in 2008, CFL made a contract with an Estonian major snack manufacturer, Balsnack, which has since then manufactured the RIPS rye snacks products sold in Finland. Since the beginning, one of the main challenges of the company has been its limited financial resources to spend on different business activities, such as marketing. Also, the snack market in Finland is very competitive. However, the RIPS rye snacks is a new type of snack product in Finland and different when compared to other competing snack products in the market. There are few direct competitors with a similar product in the Finnish snack market. CFL continues to use the same marketing activities for RIPS, including sales promotions and product samplings, attending different events such as sports events and festivals, some print media advertising, and cooperation contracts with companies. A more detailed description of the business operations of Core Finland Ltd and RIPS rye snacks is presented further below.

(Turkama 2009; RIPS RUIS SNACKS 2009)

1.4 Choice of the Research Context

There are many aspects which make the subject of this thesis interesting. Despite being a young company with little experience, and despite many challenges and limited resources, CFL has succeeded in establishing its business operations in the Finnish market surprisingly well. The business idea is clever as according to Mr. Joonas Turkama, there is an increasing demand for healthier snack products among consumers. RIPS is an innovative product which successfully combines a good taste, a snack-like crunchy composition, healthiness, traditional Finnish rye bread, and a compact packaging. Others have also appreciated the business idea of CFL and found it potential and interesting, as the business idea of the company won the Sense business plan competition in 2007.

Often researching brands and brand perceptions is an interesting project. However, it would be different to conduct a research of an old and established brand that has been in the market for many years or even decades. This study examines a new brand in the market and at

the same time a product that has not been in the market for a long time since its launch. Although it is likely that RIPS is not yet very well recognized in the market and therefore has not yet achieved an advanced brand status, CFL truly strives for building a genuine brand with RIPS. CFL has long-term objectives with its business operations which require building a brand, as a brand is always more profitable in the long-term perspective than an unknown product. It is interesting to examine the perceptions towards RIPS rye snacks in the market, especially when this type of research has not been conducted before for RIPS.

1.5 Purpose of the Study

The purpose of this thesis is to discover the current brand image of the brand "RIPS ruis snack", as it is perceived by consumers. The purpose is to discover the perceptions and opinions of the target groups in the market towards the brand. In the end, the brand image is compared with the brand identity of "RIPS ruis snack", referring to the company's internal perception of the brand. In addition, the purpose is to examine the brand awareness of RIPS rye snacks in the market, referring to the extent that the brand is recognized among the target groups. When considering the purpose of the study, it is important to define the research problem, or in other words, the research question. As the subject of this thesis is "The Brand Image Versus the Brand Identity of a New Brand - Case RIPS Ruis Snack", the research problem can be defined as: What is the current brand image of "RIPS ruis snack", in relation to its brand identity? As the purpose of this study is also to examine the brand awareness of RIPS, another research problem can be stated as: How well is "RIPS ruis snack" recognized among the target groups in the market? The purpose is to find answers to these research questions.

1.6 Objectives and Limitations of the Thesis

Similarly, the objectives of the thesis can be defined according to the subject of the thesis. According to the thesis subject, the objective of the thesis is to discover the current brand image of "RIPS ruis snack" meaning how it is perceived in the market, in comparison to its brand identity. Another objective of the thesis is to discover how many consumers in the market are already familiar with the brand "RIPS ruis snack", meaning if they can recognize the brand. The research is conducted based on the theoretical concepts of brand image and brand identity, and also on other brand-related theoretical concepts. The chosen research method is quantitative research. After analysing the research results, the research findings are compared to the brand identity of RIPS rye snacks.

It can be said that a brand image and a brand identity reflect the brand from different perspectives, external and internal. According to David A. Aaker, a brand image means how customers and others perceive the brand in the market. Correspondingly, a brand identity repre-

sents what the brand stands for and implies a promise to customers from the organization. In other words, a brand identity means how brand strategists want the brand to be perceived. A brand identity consists of twelve dimensions that are organized around four perspectives: brand as product, brand as organization, brand as person, and brand as symbol. (Aaker 2002, 68 - 71)

This thesis has certain limitations. Related to the concept of brand image and image research, in this thesis the research focuses merely on discovering the brand image of RIPS rye snacks - the "RIPS ruis snack" brand. In this thesis, the role of the case company Core Finland Ltd (CFL) is to be the organization behind the brand, which is not visible to consumers. Thus the focus is solely on discovering the brand image of RIPS rye snacks, and not CFL as a company. This means also that the corporate image of CFL is not researched. The research is conducted only with consumers and the corporate customers of CFL are not included in the research.

The brand image of RIPS rye snacks is examined based on the brand identity of RIPS rye snacks. The research questions of this research are designed based on the brand identity perspectives described above: brand as product, brand as person, and brand as symbol. As this research is conducted merely with consumers and not with the corporate customers of CFL, and CFL as a company is not visible to consumers, the research questionnaire does not include questions based on the brand as organization perspective. The brand as organization perspective is not relevant when considering this particular research, as consumers are not familiar with CFL, the organization behind the brand. CFL does not promote itself as an organization to consumers and is thus invisible to them. However, in the case that this research would be conducted among the corporate customers of CFL, the brand as organization perspective would be a relevant part of the research, and it would also be included in the basis for the research questions. The fundamental concepts of brand image, brand identity, and brand awareness are fully presented and discussed in the theoretical section, in the second section of the study.

1.7 Structure of the study

Figure 1 below presents the structure of this thesis. The first section of the thesis includes the introduction, which starts with a description of the background of the research and the reasons for choosing this particular subject for the research. Next is presented the history of the case company Core Finland Ltd (CFL) and a synopsis of the current situation of CFL and RIPS. After this, the factors are discussed which make the research subject interesting. Also the purpose of the study is described, as well as the objectives and the limitations of this

thesis. After presenting this structure of the study, earlier research made about a similar subject is discussed.

The second section contains the theoretical background. The second section starts by discussing more generally the concepts of a brand, brand equity, brand awareness, perceived quality, brand loyalty, and brand associations. After the descriptions of these more general concepts is described and discussed the difference between a brand and a product. After this description, the core subject of this study is presented. The core theory of this study includes the concepts of brand identity and image.

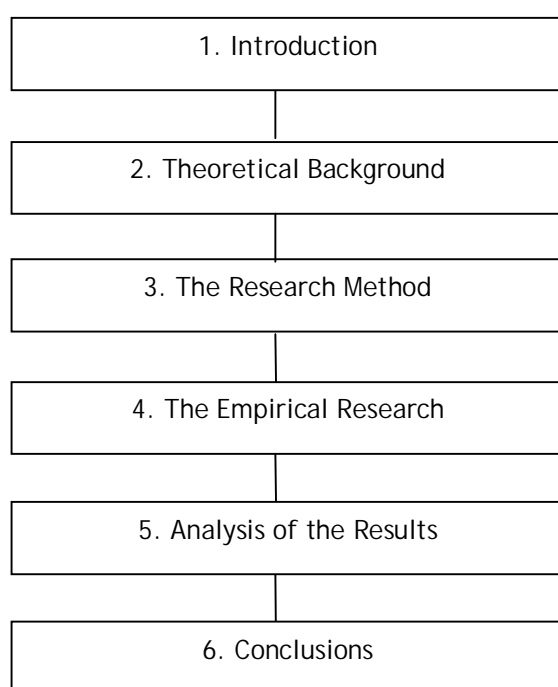


Figure 1: The structure of the thesis

In the third section is described the research method used in this study. The third section starts with a general description of quantitative research, after which is presented the basic requirements for a good research, such as validity and reliability, and also how they are implemented in this particular research. After these descriptions, also an image research is discussed.

The fourth section presents the actual empirical research, which starts with a presentation of the case company Core Finland Ltd (CFL) and its brand RIPS. The presentation includes descriptions of the various business operations of CFL concerning RIPS rye snacks and also more

detailed descriptions of the product. After the company and product description, the snack industry in Finland including the main competitors in the market is presented. The brand identity of RIPS rye snacks is defined next, based on the theoretical background of brand identity. The final part of the fourth section includes a description of conducting the actual research, and also explains the research questionnaire and the data collection process.

The fifth section of this thesis presents the analysis of the research results. The research questions are divided into different sections based on the theoretical background. With each question, the results are described and analysed in detail. In the final part of the fifth section, the dependencies between certain variables, based on the research findings is discussed.

The sixth and final section presents the conclusions of this research. The sixth section starts with more general conclusions, after which the brand image of RIPS is compared with the brand identity of RIPS. Finally, suggestions for future research are discussed.

1.8 Earlier Research Made On the Subject

Research has been made before on the general subject of brand image, brand identity, or both of them combined. Although each research is unique and different, there are similarities.

An example of a similar research subject is a Pro gradu -thesis, by Hanna Kiiras, for the Helsinki School of Economics, in 2000. The subject of the research is "Brandin identiteetti ja imago" which can be translated as "brand identity and brand image" in English. Ms. Kiiras has used two case companies in the research, Tulikivi and Honkarakenne. The objectives of the research were: to examine how a company can differentiate in the consumer's mind with brand building, and what is required from a company to build a strong brand, and also, to provide useful information for the two case companies. Ms. Kiiras approaches the subject through theories of brand identity and brand image, and the empirical research is conducted with a theme interview, which is made via telephone. For both companies, altogether 20 consumers were chosen, of which ten had purchased the product and the other ten had decided not to purchase the product. The research questions were based on the theory of brand identity and divided into sections of brand as product, brand as organization, brand as person, and brand as symbol. Ms. Kiiras also interviewed the company representatives on the subject. In the research, the consumer responses described the brand image of the two companies, which was compared to the company representatives' responses, referring to the brand identity of these companies. (Kiiras 2000)

The results of the research show that the brand identity approach, and its dimensions, brand as product, brand as organization, brand as person and brand as symbol, is a functional way to examine a brand identity and a brand image. According to the research findings, there is often a small difference between the dimensions. According to the research results, companies in the construction business can differentiate in the consumer's mind by providing good service and by personal features. In this research case it was found that instead of the logo, corporate image helped more in differentiation and in remembering the brand. With both companies, the consumers and company representatives had similar and coherent perceptions towards the product, and there were no significant differences. It was also found in this research that it is important for the employees to understand the company's brand identity, in order to develop a strong brand identity. (Kiiras 2000)

2 Theoretical Background

Below is presented the theoretical concepts related to this particular research. The very basic concepts related to brands - brand and brand equity - are discussed first. After these concepts, the difference between brands and products is discussed. Finally, the concepts of brand identity, brand image and images, are presented and discussed.

2.1 Brand and Brand Equity

In order to understand the concept of brand equity, including brand awareness, brand loyalty, perceived quality, and brand associations, it first needs to be clarified the concept of a brand.

2.1.1 What Is a Brand?

The American Marketing Association (AMA) defines a brand as: "A name, term, design, symbol, or any other feature that identifies one seller's good or service as distinct from those of other sellers. The legal term for brand is trademark. A brand may identify one item, a family of items, or all items of that seller. If used for the firm as a whole, the preferred term is trade name." (Marketing Power - American Marketing Association 2010)

It is not adequate that the brand name is familiar, but it also has to be distinctive. A brand needs to be distinctive in a manner that is beneficial to its customers. A product or a service needs to be characterized by a distinctive attribute in the mind of the consumer, in order to be a brand. Duane E. Knapp has further deepened the concept of a brand to a genuine brand, which he has defined as: "The internalized sum of all impressions received by customers and consumers resulting in a distinctive position in their "mind's eye" based on perceived emo-

tional and functional benefits." Eventually, a brand is only that which is perceived in the mind of the consumer. Thus in order to truly be a brand, the brand has to occupy a distinctive position in the mind of the consumer. The difference between brand names, brands, and genuine brands, can be found in their levels of distinctiveness. From the consumer's perspective, there are no differences between unknown commodities except for price, whereas a brand name may be well known but it still does not differentiate in the mind of the consumer. Further, a brand is distinctive in the mind of the consumer, whereas a genuine brand is perceived by the consumer as unique. Thus the more distinctive a brand becomes in the mind of the consumer, the closer it approaches the definition of a genuine brand.

(Knapp 2000, 6 - 8)

2.1.2 The Definition of Brand Equity

David A. Aaker has defined the concept of brand equity as follows: "Brand equity is a set of assets (and liabilities) linked to a brand's name and symbol that adds to (or subtracts from) the value provided by a product or service to a firm and/or that firm's customers. The major asset categories are: 1. Brand name awareness 2. Brand loyalty 3. Perceived quality 4. Brand associations" (Aaker 2002, 7 - 8)

2.1.3 Brand Awareness

Brand awareness means simply the strength of the brand's presence in the mind of the consumer. Awareness can be measured according to the different ways in which consumers remember a brand, starting from recognition, to recall, to "top of mind", to dominant. The recognition of a brand can be clarified by asking consumers if they have been exposed to the brand before, whereas recall can be clarified by asking which brands in a particular product class the consumer is able to recall. The "top of mind" level refers to the first brand recalled by a consumer within a particular product class. Finally, the dominant level means the only brand recalled by a consumer within a particular product class. Nevertheless, recognition and recall are signals of more than merely remembering a brand. Brand recognition reflects familiarity in the mind of a consumer, which has been gained from a past exposure. It does not necessarily mean that the consumer remembers where the brand was encountered before, or why it differs from other brands, or even what the product class of the brand is. Recognition is simply remembering that there has been a past exposure to the brand. According to several psychologists, recognition alone can result in more positive feelings towards almost anything, also including brands. Several studies have shown that consumers instinctively prefer brands they are familiar with, rather than unknown brands. According to economists, when consumers see a brand several times, they understand that the company is spending financial resources to support the brand. Thus they perceive it as a signal that the brand must be good,

as it is generally believed that companies will not spend their resources on inferior products. (Aaker 2002, 7 - 11)

The relative power of recall versus recognition can be illustrated with the “graveyard model”, developed by Young and Rubicam Europe under the guidance of Jim Williams, which can be seen in the figure 2 below. As an example, the recall and recognition of twenty different brands within the same product category, such as automobiles, can be measured. After measuring, each brand could be positioned on the graph. Usually, brands tend to follow the curved line shown in the figure which means that when recognition grows, recall will grow as well. However, there are a few exceptions, one being healthy niche brands which usually fall below the line. The reason for this is that healthy niche brands are mostly known to a smaller group of consumers, meaning that they have relatively low overall recognition. They still have high recall among their loyal customer groups, and thus their low recognition does not necessarily indicate poor performance. The second exception is the graveyard area in the figure, in the corner. In this area are brands that have a high recognition but a low recall. This means that customers are aware of the brand but when considering a purchase, it will not come to their minds. Brands in the graveyard area are in a weak position compared to competitors. The dynamics of brands which are located in the upper-middle or upper-right part of the figure can be important predictors of future brand health, sales and market share. The graveyard model indicates that recall is as important to a brand as recognition.

(Aaker 2002, 11 - 15)

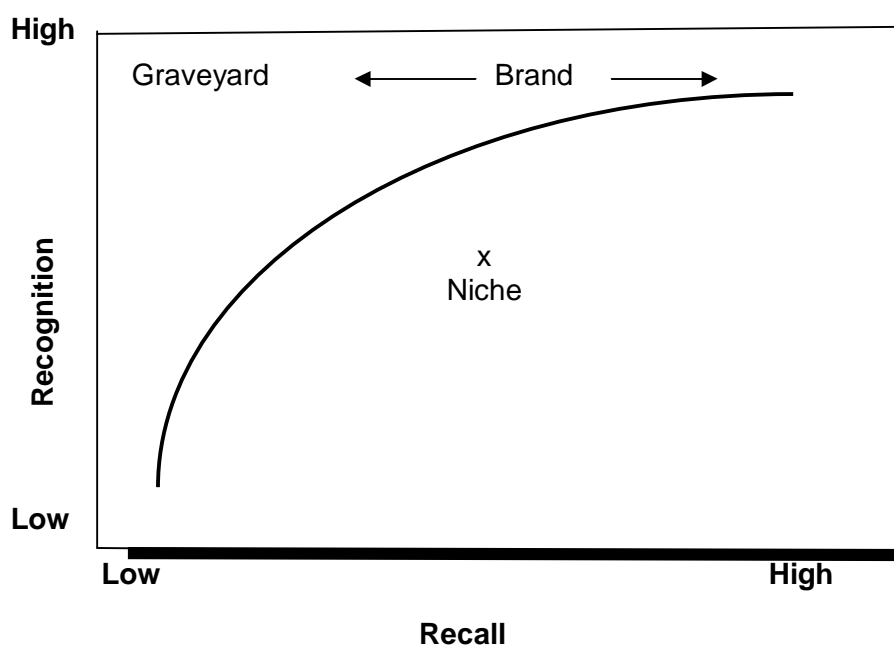


Figure 2: The Graveyard Model: Recognition versus Recall

(Aaker 2002, 15)

When consumers recognize and recall a brand, it can considerably enhance the brand equity. Nowadays, companies have a considerable challenge in establishing recall and recognition, and achieving it economically. The reason for this is that consumers receive a very large amount of marketing messages on a daily basis. A broad sales base is usually a remarkable asset when responding to this challenge. A company should also be smart and creative in its marketing efforts. Especially in future decades, those companies which become skilled at operating outside the conventional media channels will be the most successful in building brand awareness. This can be done, for instance, by using sponsorships, event promotions, publicity, sampling, and other approaches to receive attention. It is also important to understand that the strongest brands are managed for strategic awareness rather than general awareness. It is important to be remembered but it is even more important to be remembered for the right reasons. (Aaker 2002, 16 - 17)

2.1.4 Perceived Quality

It can be said that of all brand associations, perceived quality is a substantial brand asset and there are several reasons for it. First, only perceived quality has been shown to drive financial performance, when compared to other brand associations. In addition, perceived quality is mostly a major strategic driving force for the business. Finally, perceived quality usually leads other aspects of how a brand is perceived and is related to it. Many companies consider quality to be one of their primary values and often it is included in their mission statement. Perceived quality is mostly the key positioning dimension for many different types of brands, ranging over different product classes. For many brands, perceived quality defines their position in relation to competitors. Some brands are price brands, whereas others are prestige or premium brands. The perceived quality position is usually the element of differentiation within those categories. It can be said that perceived quality reflects a measure of "brand goodness" perceived by customers, and it influences all the elements of the brand. Usually, when the perceived quality is improved, also the other elements of customers' perceptions of the brand are improved. (Aaker 2002, 17 - 19)

Usually it is impossible to create or achieve perceptions of quality, unless the quality claim has some substance. In order to generate high-quality products or services, it is important to understand what quality means to different customer segments. In addition, it requires a supportive culture inside the company and a quality improvement process. However, it is not adequate to create a quality product or service, but also customers' perceptions towards the quality have to be created. There are many reasons why perceived quality can differ from the actual quality. For example, customers may be overly influenced by a previous image of poor quality, and thus they do not necessarily believe new claims or they may not be willing to put much effort determining it. Another reason is that a company may be achieving quality on a

dimension that customers do not consider to be important. In this case, customers may not notice the changes or do not recognize any benefits from them. Thus it is important to ensure that investments in quality occur in areas to which customers are responding. Also, consumers do not usually have all the necessary information to make an objective and rational judgment on quality, and even when they have the information, they do not often have the time and motivation to process the information. (Aaker 2002, 19 - 20)

2.1.5 Brand Loyalty

Brand loyalty is a factor which can also be seen as a brand asset, as a brand's value to a company is mostly created by the customers' loyalty to the brand. In addition, when brand loyalty is seen as an asset, it encourages and justifies different loyalty building programs. Those programs, in turn, can help create and enhance brand equity. A highly loyal customer base can be expected to generate very predictable sales and profits. For this reason, when a brand is to be bought or sold, brand loyalty is usually a key consideration. A brand which does not have a loyal customer base is usually more defenceless and it has real value only in its potential to create a loyal customer base. It would be beneficial for every organization to estimate the value of their existing customers. It is also important for companies to remember that it is much more expensive to attract new customers than to retain old ones. The existing loyal customers also serve partially as an entry barrier to competitors, as the cost of attracting customers to change loyalties is often very expensive. (Aaker 2002, 21 - 22)

When focusing on loyalty segmentation, a market can usually be divided into these groups: "non customers" - referring to those customers who buy the competitor's brand or do not use the certain product class at all, "price switchers" - referring to price sensitive customers, the passively loyal customers who buy the brand based on habit and not for any other reason, "fence sitters" - referring to customers who are indifferent between two or more brands, and finally, the committed customers. The main challenge for companies is to improve the loyalty profile of their brand. This means, for instance, that the number of customers who are not "price switchers" should be increased, and ties of the "fence sitters" and the committed customers to the brand should be strengthened. In addition, the company should be able to increase the number of those customers who would pay more to use the brand. A common mistake made by many companies is that they often do not invest adequately in the passively loyal customers and in the committed customers. The reason for this is that these two segments are often taken for granted by companies. (Aaker 2002, 22 - 23)

Customer loyalty can be enhanced in different ways. One way to enhance the loyalty of the "fence sitters" and the committed customers is to either develop or strengthen their relationship with the brand. Factors, such as brand awareness, perceived quality and a clear brand

identity are all helpful in achieving this goal, as well as programs which can build loyalty more directly. Of these programs, the frequent buyer programs have been utilised by a host of brands in a variety of different product classes. A frequent buyer program can provide direct and tangible reinforcement for loyal customer behaviour. These types of programs enhance the value proposition of the brand, and they can serve as a point of differentiation. In addition, they indicate that a company is committed to its loyal customers, and thus it is clear that their loyalty is not taken for granted. An even more intense customer loyalty level can be created with customer clubs. Similarly, like the frequent buyer programs, a customer club indicates that the company truly cares about its customers. A customer club is potentially more involving when compared to frequent buyer programs, which are usually more passive and inclusive. A customer club enables customers to identify more with the brand, express their brand perceptions and attitude, and also share the brand relationship with other like-minded customers. Customer information can also be used for database marketing, which is more specifically targeted at narrow and focused segments. With database marketing, information such as news about new products or special promotions can be tailored to those customer segments which are most likely to respond to this information. Those customers who are targeted can also think that the company is connecting with them individually, which can increasingly strengthen the brand-customer relationship. (Aaker 2002, 23 - 25)

2.1.6 Brand Associations

Brand associations refer to the associations that consumers make with a brand. Depending on the individual, brand associations may include, for instance, a particular symbol, product attributes, or even a celebrity spokesperson. These brand associations are greatly influenced by the brand identity of the brand. As described above, brand identity means what the organization wants the brand to represent in the mind of the customer. For this reason, the key to building strong brands is to develop and implement a brand identity. The concept of brand identity is discussed in detail further below. (Aaker 2002, 25)

2.2 Brands in Relation to Products

There is a clear difference between a product and a brand, as a brand is more than a product. Although an item sold by a company can be both a brand and a product, it is still important to emphasize the difference between them.

2.2.1 Product Life Cycle

The concept of product life cycle can be used to analyze a single brand or a product, or more generally a product form or a product category. In general, it can be said that products have

a limited life time, and that profits will rise and fall at different stages of the product life cycle. In each life-cycle stage, products require different strategies in marketing, finances, manufacturing, purchasing, and human resources. As the product, market, and competitors change over the product life cycle, a company has to change its positioning and differentiation strategy. The life cycle of a product can be divided into four stages: introduction, growth, maturity, and decline. In the introduction stage the product is introduced in the market. Usually in this period, the sales growth is slow and there are no profits due to the big expenses of introducing a product. In the growth stage, the market starts to accept the product rapidly and also the profits are improving. In the maturity stage the product has gained acceptance by most potential customers, which reduces the sales growth. In this stage the competition is also increasing and this causes the profits to either stabilize or decline. In the final decline stage, sales start to decrease and profits diminish.

(Kotler & Keller 2005, 321 - 322)

2.2.2 Brands Instead of Products

From the perspective of a company, the ultimate objective is to create a preference in the mind of the customer. This means that due to a favourable perception, the customer prefers to choose the brand among many other competing brands. However, in order to have a status of a brand, it needs to be recognized in the market. There are many reasons for a company to build a brand, as there are many advantages in having a product or a service with a brand status. First, a brand is always more desirable and more appealing in the market than an unknown product or service. However, when the company or its products or services are only known by name or by some other feature but lacking the appeal in the market, the brand status is not yet achieved. Second, building a brand is much more economical and cost-effective for the company in the long-term perspective. When an appealing brand is widely known in the market, it does not require as much marketing effort to maintain the brand. At this stage, the role of the marketing communications is more to remind customers and maintain the brand, which can be done with less cost. In the beginning, however, when a new brand is introduced to the market, it requires a substantial amount of marketing effort in order to achieve a real brand status. (Rope & Mether 2001, 173 -174)

The following curves below demonstrate the difference between a relatively unknown product and an established brand, and the impact of the brand status on the demand in the market. In the situation below, the company suddenly stops all marketing efforts for the product, after which the demand endures for a certain time, depending on whether or not the brand status has been achieved. In the first figure (see figure 3), a new product is launched to the market. Although the product creates interest in the market and the name starts to gain recognition, it has not yet achieved a real brand status. Therefore, when the company stops its

marketing activities for the product at this early stage, it is soon forgotten in the market and the demand decreases substantially fast. (Rope & Mether 2001, 174 - 176)

A New Product Curve

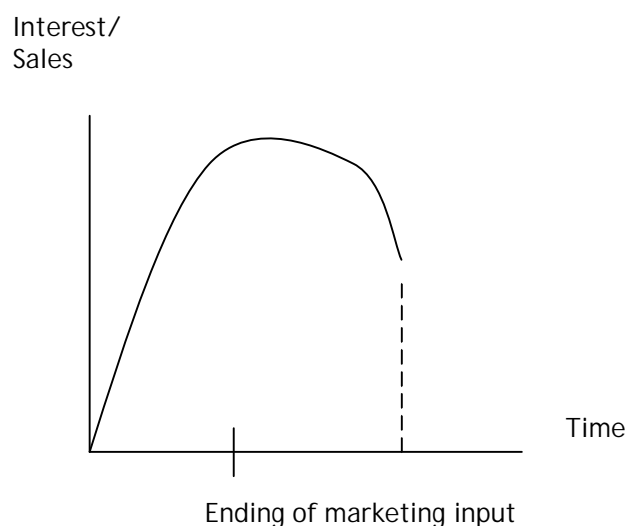


Figure 3: Interest and sales curve of a new product
(Rope & Mether 2001, 175)

In the second figure (see figure 4), a real brand status has been achieved in the market, thus it is widely known by the target groups in the market. After years of brand building and marketing efforts, the brand is remembered in the market for a substantially long time even after the company stops all marketing activities for the brand. Eventually it will also be forgotten in the market but in a much longer time-period when compared to the new product situation. However, this indicates that even an established brand needs regular marketing activities to maintain the brand as customers need to be reminded. It still requires less effort than the new product being launched. Another advantage for building brands is that an established brand helps to maintain a good public image for the company, in a situation where the company is faced with negative publicity or other challenges, or when possible mistakes are made. In addition, when a renowned brand has been established, it enables the company to more easily launch new products under the same brand name. It does not require as much effort as the brand is already established and known by customers.

(Rope & Mether 2001, 174 - 178)

A Brand Curve

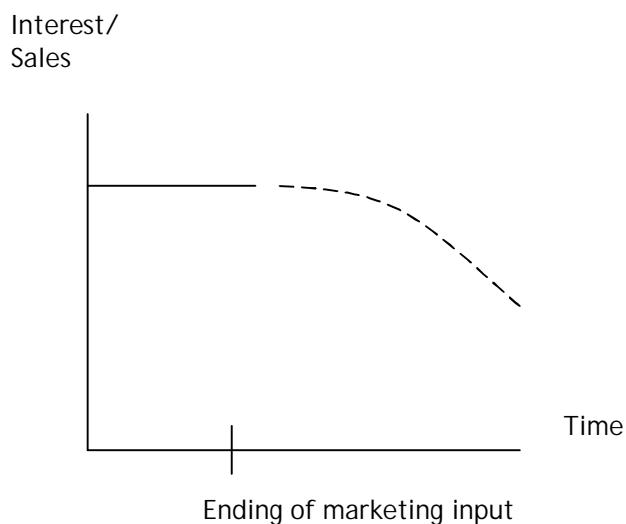


Figure 4: Interest and sales curve of a brand
(Rope & Methner 2001, 175)

2.3 Brand Identity

According to Aaker, a brand identity provides purpose, direction and meaning for the brand. A brand identity is the factor determining the brand associations, which are the “heart and soul” of the brand and also one of the four principal dimensions of brand equity. A brand identity is also central to a brand’s strategic vision. In order for a company to achieve maximum brand strength, it should ensure that the scope of a brand identity should be broad instead of narrow, and also, the focus should be strategic rather than tactical. In addition, there should be both internal and external focus to brand creation. (Aaker 2002, 68 - 69)

2.3.1 The Concept and Definition of Brand Identity

David A. Aaker has defined brand identity as follows:

“Brand identity is a unique set of brand associations that the brand strategist aspires to create or maintain. These associations represent what the brand stands for and imply a promise to customers from the organization members.

Brand identity should help establish a relationship between the brand and the customer by generating a value proposition involving functional, emotional or self expressive benefits.

Brand identity consists of twelve dimensions organized around four perspectives - the brand-as-product (product scope, product attributes, quality/value, uses, users, country of origin), brand-as-organization (organizational attributes, local versus global), brand-as-person (brand personality, brand-customer relationships), and brand-as-symbol (visual imagery/metaphors and brand heritage).

Brand identity structure includes a core and extended identity. The core identity - the central, timeless essence of the brand - is most likely to remain constant as the brand travels to new markets and products. The extended identity includes brand identity elements, organized into cohesive and meaningful groupings, that provide texture and completeness." (Aaker 2002, 68 - 69)

2.3.2 Brand Identity Traps

According to Aaker, there are many different types of mistakes a company can make when resolving brand identity issues. There are four different and the most common mistakes which he calls the brand identity traps. When a company falls into one of these traps, it may result in a confining and ineffective brand identity. Too often, brand identities tend to be conceptualized too narrowly. A more complete view of the brand identity can help brand strategists avoid these brand identity traps. (Aaker 2002, 69)

2.3.3 The Brand Image Trap

The most important aspect of the brand image trap is that there is a clear difference between a brand image and a brand identity and they have to be distinguished from one another. A brand image means the public's conception of the brand, or in other words, how customers and the public perceive the brand. A brand image can provide useful and important information when a company is developing a brand identity. (Aaker 2002, 69 - 70)

The brand image trap occurs when the brand image becomes the brand identity, instead of being only one part to be considered. In the brand image trap, the company is lacking abilities to perceive the brand beyond the brand image. The customers should never be able to determine what the brand represents, which in practice is the case in the brand image trap. To create a brand identity is much more than ascertaining what customers say they want. A brand identity should also reflect the "soul" and the vision of the brand. There is a clear difference between a brand image and a brand identity and they have different roles. A brand image is mostly passive and reflects the past, whereas a brand identity should be active and focus on the future and also reflect the associations that are aspired for the brand. Also, a

brand image is usually tactical, whereas a brand identity should be strategic and reflect a business strategy that will lead to a sustainable advantage. A brand identity represents the basic characteristics which will remain and therefore it should reflect the lasting qualities of the brand, even if they were not significant in the brand image. A brand identity should be willing to consider creating changes instead of accepting existing perceptions. (Aaker 2002, 69 - 70)

2.3.4 The Brand Position Trap

A brand position has been defined by David A. Aaker as follows:

“A brand position is the part of the brand identity and value proposition that is to be actively communicated to the target audience and that demonstrates an advantage over competing brands.” (Aaker 2002, 71)

In other words, more simply it could be said that a brand position is the part of the brand identity and value proposition to be actively communicated to a target audience. Thus a brand position is distinct from a brand image: how the brand is perceived, and brand identity: how the strategists want the brand to be perceived. In the brand position trap, the company focuses its brand objectives more on an advertising line instead of a brand identity. The brand position trap occurs when the search for a brand identity becomes a search for a brand position, which is stimulated by a need to provide objectives for the communication programs. In this situation, the strategists continuously ignore those aspects of the brand identity which in their opinion are not worth communicating. They focus more on product attributes and thus there are often no possibilities to consider organizational associations, brand personality or brand symbols. When the strategists are developing a communicating phrase of a few words, it is not possible to include such other aspects of the brand identity. A compact phrase does not provide enough direction for brand-building activities, such as which events to sponsor, which shop display supports the brand best, or which packaging is superior. A brand position does not usually have the depth needed to guide these brand building efforts. (Aaker 2002, 71 - 72)

2.3.5 The External Perspective Trap

Most brand strategists have the perspective that it is the brand identity which influences customers to buy the product or the service because of how they perceive the brand, which is a completely external orientation. The external perspective trap occurs when a company only focuses on the external perspective of the brand. Instead, the company should realize that a brand identity can also help the organization to understand its values and purpose. A brand identity provides an important means to communicate internally what the brand truly is and

what it represents. It is important also for employees inside the organization to know and understand the vision of the brand and what it stands for. (Aaker 2002, 72)

2.3.6 The Product Attribute Fixation Trap

The product attribute fixation trap is the most common of the traps and it occurs when a company is focusing solely on the product attributes of the brand. The most important aspect of the product attribute fixation trap is the thought that a brand is more than a product (see figure 5). The failure to distinguish between a product and a brand is the factor which creates this trap. It is possible for a brand to base its brand identity and strategy on its product attributes, such as high quality and reliability, and also at the same time deliver something intangible, such as the feeling of buying and using the best. Understanding that a brand is more than a product has an effect on communication strategies, segmentation and pricing. It is very important for companies to understand the difference between a product and a brand. A product includes characteristics, as for instance scope, attributes, quality, value and uses. A brand also includes all these same characteristics but in addition, it includes more features, such as brand users, country of origin, organizational associations, brand personality, symbols, brand-customer relationships, emotional benefits and self expressive benefits. (Aaker 2002, 72 - 76)

There are many problems related to the product attribute based brand identities. When product attributes are the basis for a brand identity, the brand easily fails to differentiate from competitors. Product attributes can be very important to customers but when all different brands are perceived to be adequate concerning this dimension, the brand fails to differentiate. Also, attribute-oriented benefits are quite easy for competitors to copy. When a brand relies on the superior performance concerning a key attribute, it will eventually be challenged on that attribute by a competitor. This will occur because the attribute is a fixed target for competitors, even if the company was continuously improving the product. Another problem with the product attribute-based identity is that it assumes a rational customer, who collects information about product attributes, then compares the information and then makes a reasoned judgment. In reality, customers are not as rational, and they often experience mistrust, confusion or impatience, and they often have problems to search and process objective information about the brands in the category. Many customers also care more about the less functional benefits, such as status, style, or reassurance. In addition, strong product attribute associations can be limiting to brand extension strategies and reduce strategic flexibility. Product attribute associations reduce a brand's ability to respond to changing markets, for instance when a brand is associated with a single product attribute and suddenly that attribute is no longer relevant due to a change in the market. (Aaker 2002, 72 - 76)

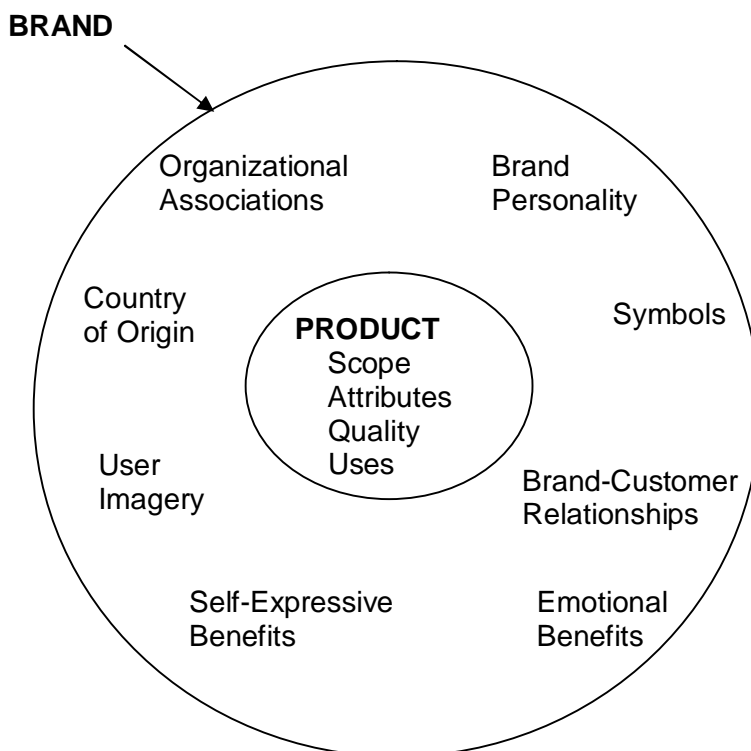


Figure 5: A brand is more than a product
(Aaker 2002, 74)

2.3.7 The Four Brand Identity Perspectives

In order for the brand identity to have deeper dimensions and structure, a company should consider its brand in four different perspectives: the brand as a product, the brand as an organization, the brand as a person, and the brand as a symbol. The objective of these different perspectives is to help the company consider the different elements and patterns of the brand, which help in differentiating, clarifying, and enriching an identity. However, not every brand needs to employ all or even many of these perspectives, as for some brands, only one of them may be sufficient, viable and appropriate. Nevertheless, with every brand, all of these perspectives should be considered and then those which are helpful in articulating what the brand should represent in the customer's mind should be used. (Aaker 2002, 78)

2.3.8 The Brand as Product

Despite the product attribute fixation trap, product-related associations will nearly always be an important part of a brand identity. The reason for this is that product-related associations are directly linked to brand choice decisions and to the use experience. It is an important aspect what product or products the brand is associated with. Those product attributes which

are directly related to the purchase or use of the product can provide functional benefits and also possibly emotional benefits for the customers. A product-related attribute can create a value proposition by offering for instance some extra features or extra services, or by offering something better. However, product attributes should not be the main focus of the brand identity efforts. Other perspectives are also important and they can add value and distinctiveness to the brand. When considering the brand as product perspective, the main elements to consider are the product scope - referring to associations with the product class, product-related attributes, quality and value, uses and use occasions, users, and the country of origin or region. (Aaker 2002, 78 - 81)

Quality is one of the most important product-related attributes. Many brands use quality as a core identity element. In general, the situation for each competitive environment with perceived quality is always that, either a company has to deliver a minimum level of quality to maintain its business, or intense competition where the brand with the highest quality wins. Value is also closely related to quality. Value enriches the concept by adding the price dimension. Associations with use occasions are an important element to consider. Some brands successfully attempt to own a certain use or application, which forces competitors to develop this reality. Also, the more versatile the brand is in its use occasions and use possibilities, the better. It is favourable if customers can, in addition to the most basic and common uses for the brand, also associate the brand with some extra use occasions. For instance, Miracle Whip is a versatile salad dressing but the brand has a real strength in its close association with sandwich making. (Aaker 2002, 81 - 82)

One factor how a brand's personality creates brand equity is a functional benefit representation model. In this context, a brand personality plays an indirect role by being a way for representing functional benefits and brand attributes. When it is implemented best, it can create the value proposition leading a brand strategy. It is usually easier to create a brand personality which implies a functional benefit than to communicate directly that such benefits exist in a brand or a product. The concepts of brand personality and functional benefits are discussed more in detail below. (Aaker 2002, 168 - 170)

A brand can also be positioned by a type of user. One example is Weight Watchers, which is associated with people who are interested in weight control and nutrition. A strong position of user type can imply a value proposition and a brand personality. (Aaker 2002, 78 - 82)

A brand's user imagery can be defined as the set of human characteristics associated with the typical user of the brand. When considering the brand's personality, the tendency is to often equate brand personality and user imagery, and a brand personality is often measured by asking questions about the users of the brand. For some brands, the user imagery and brand

personality are very similar. Often in these cases, the brand targets a specific user profile and that carefully developed user profile is the primary influence of brand personality. However, for many brands there is a clear difference between brand and user personality, and it is an important part of the brand strategy. User imagery provides means for retaining the brand personality and simultaneously responding to the target market. When the user imagery is inconsistent with the brand personality, it can create a tension that is interesting and intriguing. For example, After Eight Mints are at the same time sophisticated and accessible. It is possible for brands to create a value proposition and a basis for a relationship by focusing on a particular social or reference group through user imagery. For a customer, the possibility of belonging to a certain user group or gaining the approval and acceptance of a group can provide an extra emotional tie. User imagery can be created by actual real users, meaning those who are seen using the brand. However, the actual user profiles may not always be desirable or easy to control. The undesirable user imagery can be de-emphasized by promoting idealized and stylized users in marketing efforts linked to the brand, such as advertising. Also celebrity endorsers can provide the basis for user imagery. (Aaker 2002, 170 - 173)

A brand can also be associated with a particular country or region, which will usually add credibility to it. One example of this is Chanel, which is always seen as French. The brand's association with a certain country or region implies that the brand will provide higher quality, because that country or region has a heritage of making the best within that particular product class. Many studies have been made of the country-of-origin effect. According to these studies, the extent of the effect depends on the product class. For instance, French fashions are more highly regarded than French electronic goods. A country or region association can add credibility to a brand identity. In addition, it can generate a strong brand personality which provides a sign of quality, as well as an important element of differentiation. This can further lead to effective communication and marketing programs. (Aaker 2002, 82, 169)

2.3.9 The Brand as Organization

Instead of the product or service, the brand as organization perspective focuses on the attributes of the organization, which can be for instance innovation, a drive for quality, and concern for the environment. Further, these attributes are created by the people, culture, values and programs of the company. There are some brand aspects which can be described as product attributes and some aspects as organizational attributes, in certain contexts. For example, innovation or quality can be seen as product attributes if they are based on the design and features of a specific product offering. When the aspect is based on organizational values, culture and programs, it can then be seen as an organizational attribute. It is also possible that there is a combination of these two perspectives. (Aaker 2002, 82 - 83)

The brand as organization perspective has many advantages. One of the most significant advantages is that it is difficult for competitors to copy. Organizational attributes are more resistant to competition and they are also more enduring than product related attributes. It is difficult for competitors to copy an organization with its unique people, values and programs, whereas it is easier to copy a product or product features. In addition, organizational attributes usually apply to a group of product classes, and it can be difficult for a competitor in only one product class to compete with it. Also, many organizational attributes, for instance innovativeness, are difficult to evaluate and communicate and therefore, it is difficult for competitors to show that they are better in that category. It is difficult to demonstrate that one's organization is more innovative than another, whereas it is easier to show that a product, for example a printer, is faster than that of a competitor. Organizational attributes and associations can contribute to a value proposition. Some associations, such as for instance environmental concern, customer focus, local orientation or technological commitment, can involve emotional and self-expressive benefits which are based on respect or admiration, or liking. Organizational associations can also provide credibility for the product claims for sub-brands. (Aaker 2002, 83)

Organizational associations are one way for brands to differentiate themselves and this can be done by basing the brand identity in part on the organization which has created the brand. In this perspective, the premise is that an organization with particular values, culture, people, programs, assets and skills, is needed to deliver a product or service. When compared to product-related associations, organizational associations are less tangible, more subjective and less tied to a product class. They have the potential to help generate and support value propositions and customer relationships. The most commonly utilized organizational associations include society or community orientation, perceived quality, innovation, concern for customers, presence and success, and local or global orientation. Many companies emphasize their concern for the customers and have a core value of the customers always being their first priority. When a company is able to credibly communicate this philosophy, customers can feel that someone cares for them and thus gain confidence in the products and services. Organizational associations can be a sustainable advantage to a company, as an organization is usually more complex, enduring and permanent than a particular product line. Thus an organization with its unique features is more difficult for competitors to challenge than specific brand attributes. (Aaker 2002, 115 - 136)

When considering the organization which has created the brand, the visibility of organizational associations can vary remarkably with different types of brands, products and services. For some companies, such as with car brands, organizational associations are often part of the core identity. However, for many product brands, the focus is mostly on product attrib-

utes or user imagery. In these cases, the organization of the brand is invisible and the brand is an abstract entity rather than a reflection of an organization. (Aaker 2002, 115 - 136)

2.3.10 The Brand as Person

A brand identity with the brand as person perspective is more versatile and more interesting than a brand identity which is based only on product attributes. For example, a brand can be perceived as fun, active, casual, formal, humorous, "upscale", competent, trustworthy, impressive, intellectual, or youthful, similar to a real person. For instance, a brand can have the personality of a reliable friend. (Aaker 2002, 83)

A brand personality can enable to create a stronger brand in many different ways. It can, for instance, help create a self-expressive benefit through which the customer can express his or her own personality. A brand personality can be the basis of a relationship between the brand and the customer, in the same way as human personalities can be the basis of a relationship between people. For example, a Mercedes-Benz car can be seen as a high-class and admired person. A brand personality can also help communicate product attributes and therefore contribute to a functional benefit. A renowned example of this is the Michelin-man character of Michelin tyres: The Michelin-man has a strong and energetic personality which suggests that Michelin tyres are also strong and energetic. (Aaker 2002, 83 - 84)

David A. Aaker has defined a brand personality as the set of human characteristics that are associated with a given brand. These characteristics can be for instance age, gender, socio-economic class, warmth, sentimentality, concern, feminine or masculine. In general, the same vocabulary used to describe a person can also be used to describe a brand personality. However, there are some particular features by which a brand can be described: demographics, such as age, gender, social class and race, lifestyle including activities, interests and opinions, or human personality traits, such as extroversion, agreeableness and dependability. As an example, a consumer research made of soft drinks revealed that Coca-Cola was seen as real and authentic, whereas Pepsi was seen as young, spirited and exciting, and Dr. Pepper was seen as unique, fun and nonconforming. Several brands have chosen authenticity or genuineness as a core identity and describe their brand as genuine to respond to private-label competitors. Similar to a human personality, a brand personality is both distinctive and enduring. When consumer research is made concerning brand personalities, it is common that there are differences between groups, such as users and nonusers. Users will often perceive the brand to have a strong personality whereas nonusers may not perceive a strong personality. These differences are often rational and they can provide useful insights. (Aaker 2002, 141 - 142)

A brand personality can be measured. A large research made in the US involving 60 world-famous brands, developed and tested the Brand Personality Scale (BPS), which is a compact group of features designed to measure and structure brand personality. Out of 114 features, five personality factors - sincerity, excitement, competence, sophistication and ruggedness emerged more than others. These five factors were termed "the Big Five". Like a real person, a brand can have a personality which is complex and ranges across different personality features. The Big Five explain more than 90 percent of the observed differences between brands. Each of the Big Five factors can also be divided further into facets (see Table 1 below). (Aaker 2002, 141 - 145)

A brand personality can be created in many different ways. For instance, product related characteristics can be primary drivers of a brand personality and even the whole product class can affect the personality, as well as factors such as a package, a feature, or price. Often product attributes affect the brand personality and correspondingly, the brand personality can reinforce and represent an attribute. There are still many non-product-related characteristics which can affect the personality including company image, country of origin, advertising style, celebrity endorsers and CEO identification. Other brand personality influences include user imagery, sponsorships, age and symbols. A brand's user imagery, which can have a powerful effect on the brand personality, means either typical users as people who are using the brand, or idealized users as people seen in the advertisements. Sponsorships, such as events sponsored by the brand, affect the brand personality. The brand's age, meaning the time it has been on the market, can affect its personality. Newer brands tend to have younger personalities than those brands which have been on the market for decades. However, these issues can be actively managed. The symbol of the brand also affects the personality, which is discussed in detail below. (Aaker 2002, 145 - 148)

There are many reasons to use brand personality. It can help brand strategists to understand more of people's perceptions and attitudes towards the brand and contribute to a differentiating brand identity. It can also help by guiding the communication effort and by creating brand equity. The brand personality metaphor can help to gain a more in-depth understanding of consumer perceptions of and attitudes towards the brand. People can be asked to describe a brand personality and by this method, their feelings and relationships can be identified. This can often provide more insight than questions about product attributes only. A brand personality can serve strategically as the foundation for differentiation, particularly in situations where various brands have similar product attributes. It can define the brand itself and also the product class context and experience. A brand personality helps guide the communication effort. The brand personality concept can tactically communicate the brand identity with diversity and content. It is important to consider the advertising style and other aspects and also packaging, promotions, which events to be involved with, and the style of personal

interactions between the customer and the brand. A brand personality statement provides more depth and structure, making it easier to keep the communication effort on target. (Aaker 2002, 150 - 151)

Sincerity	<ul style="list-style-type: none"> - Down-To-Earth: conventional, family-oriented, small town - Honest: ethical, real, sincere, caring, thoughtful - Wholesome: classic, genuine, original, ageless, old-fashioned - Cheerful: friendly, warm, happy, sentimental
Excitement	<ul style="list-style-type: none"> - Daring: exciting, provocative, trendy, flashy - Spirited: young, outgoing, adventurous, lively, cool - Imaginative: surprising, fun, unique, humorous, artistic - Up-To-Date: innovative, contemporary, independent, aggressive
Competence	<ul style="list-style-type: none"> - Reliable: secure, efficient, trustworthy, careful, hardworking - Intelligent: serious, technical, corporate - Successful: influential, leader, confident
Sophistication	<ul style="list-style-type: none"> - Upper Class: sophisticated, pretentious, glamorous, good-looking - Charming: smooth, gentle, feminine, sexy
Ruggedness	<ul style="list-style-type: none"> - Outdoorsy: active, athletic, masculine, Western - Tough: strong, rugged, no-nonsense

Table 1: The brand personality scale: The Big Five
(Aaker 2002, 144)

When summarized, a brand personality can be seen as a sustainable advantage and it can help a brand in several ways. First, brand personality provides a way for customers to express their own identities. When a brand has a strong personality, self-expression is often more vivid. Second, a brand personality metaphor helps suggest the relationship that customers have with the brand. This means a relationship which is modelled after person-to-person relationships. Brand personalities also serve to effectively represent functional benefits and product attrib-

utes. A brand personality is mostly an important element of differentiation. When it is unique within a product class, it provides a powerful means to develop an identity and a whole marketing program. It is very difficult and often ineffective for competitors to copy a personality. Brands without any personalities are often defenceless and exposed to competitors. Thus those companies that have a brand with a personality should consider enhancing it and utilise it as leverage within a brand identity. (Aaker 2002, 173 - 174)

2.3.11 The Brand as Symbol

When a brand has a strong symbol, it can be much easier to gain recognition and recall for the brand. In addition, a strong symbol can provide cohesion and structure to a brand identity. When a brand has a symbol, it can be a very significant factor of the brand development. Alternatively, when a symbol does not exist, it can be a big disadvantage for the brand development. Symbols have real potential power, when considering the concept of brand identity. (Aaker 2002, 84)

In general, there are three different types of symbols commonly used: visual imagery, metaphors and the brand heritage. Nevertheless, a good symbol for the brand can be anything that represents the brand, even programs. Symbols which involve visual imagery can be powerful and memorable, such as for instance the golden arches of McDonald's. A symbol or a specific visual image for the brand can be, for instance, a logo or other visual symbol, a character, a famous employee, a product design, or a famous user. Symbols can be even more meaningful when they involve a metaphor with the symbol, or a symbol characteristic, which represents functional, emotional, or self-expressive benefits. One example of this is the Energizer bunny which represents a long battery life. When conducting a brand identity analysis, Kroeber-Riel, a German brand strategist, always asks what the visual image that is wanted for the brand to have in five years is. Then the resulting image drives all the activities and sometimes even the product and the name. A strong symbol can be the most essential issue for brand strategies. Occasionally, a meaningful and vivid heritage can also represent the essence of the brand. (Aaker 2002, 84 - 85)

The symbol of the brand can be a powerful influence on brand personality. The reason for this is that the symbol can be controlled and it can have very strong associations. A powerful symbol can help to create and reinforce a personality for the brand. When a brand has a visual symbol or image which can create and symbolize the brand personality, then the ability of the personality to reinforce brand attributes will be better. Examples of this can be again seen in the Michelin Man and the Energizer rabbit. The enthusiastic personality of the Michelin Man suggests tyres with strength and energy. The personality of the Energizer rabbit is

optimistic and tireless. This character never loses its energy and it corresponds to the battery it symbolizes, which lasts longer than many other batteries. (Aaker 2002, 148, 168 - 169)

2.3.12 The Brand Identity Structure: the Core Identity and the Extended Identity

A brand identity consists of a core identity and an extended identity, of which the core identity represents the timeless essence of the brand. The core identity is significant to the meaning and success of the brand. The core identity contains those elements which remain constant as the brand evolves and is introduced to new markets and products. For a strong brand, the core identity should be more resistant to change than the extended identity, as for instance, for some brands it has lasted for more than one hundred years. The core identity is more timeless, although the brand position, the communication strategies, and the extended identity may change over time. When forming the core identity for a brand, the following questions should be considered: what the "soul" of the brand is, what the fundamental beliefs and values leading the brand are, what the competencies of the brand's organization are, and also: what the organization of the brand represents. The core identity should also include those elements which make the brand unique and valuable. Usually thus the core identity should contribute to the value proposition and to the basis for credibility for the brand. It is possible that a slogan can state the core identity, or at least express a part of it. However, the core identity is usually too multifaceted for a single and simple slogan. (Aaker 2002, 85 - 87)

The extended brand identity brings content and completeness to the brand and it also adds details which help portray what the brand represents. Usually the core identity does not include enough details to perform all the functions of a brand identity. A brand identity should help the company to decide which communications or programs are effective and which could be damaging. Often a brand personality is not a part of the core identity. A brand personality can, however, add content and completeness by being part of the extended identity. The extended brand identity can include useful details to complete the entity. It can be said that within a product class, a larger extended identity means a stronger, interesting, more memorable, and connected brand. However, the amount of relevant brand identity elements needed depends on the product class. For example, a strong candy brand is usually less complex than a strong service brand, such as a bank or an insurance company. The reason for this is that a candy brand usually has simpler product attributes and probably does not involve organizational attributes. (Aaker 2002, 87 - 89)

2.3.13 Brand Identity Providing a Value Proposition

The brand identity needs to provide a value proposition to the customer. Aaker has defined the value proposition of a brand as follows:

“A brand's value proposition is a statement of the functional, emotional, and self-expressive benefits delivered by the brand that provide value to the customer. An effective value proposition should lead to a brand-customer relationship and drive purchase decisions.”

(Aaker 2002, 95)

2.3.14 Functional Benefits

A functional benefit is a benefit which is based on a product attribute, providing functional utility to the user. A functional benefit, for example quality or speed, is the most common and visible basis for the value proposition. Usually a functional benefit is directly related to the functions performed by the product for the customer. For example, a soft drink can provide refreshment and taste to the customer. Those functional benefits which are based on product attributes are directly linked to the customer's use experiences and decisions. A brand which can dominate a key functional benefit, can dominate a whole category. The main challenge is to create a functional benefit which will be remembered by the customers and which can build a strong position towards competitors. Successful communication is very important in delivering the message of functional benefits to the customers. However, similar to product attributes, functional benefits can be easy to copy, they often fail to differentiate, they can reduce strategic flexibility, they can restrain brand extensions, and they assume a rational decision maker. To overcome these limitations, the brand identity perspective should be expanded from product attributes to the brand as organization, person, and symbol perspectives. In addition, the value proposition can also be expanded to include emotional and self-expressive benefits. (Aaker 2002, 95 - 96)

2.3.15 Emotional Benefits

When a customer feels positive when using or purchasing a brand, that brand is providing an emotional benefit. Usually the strongest brand identities include emotional benefits, such as the feeling of safety or feeling vibrant and energetic. A strong brand can have quite uninteresting functional benefits but still have strong emotional benefits. Emotional benefits have the most influence in the mind of the customer and they add diversity and depth to the experience of owning and using the brand. When a customer experiences a different use experience with positive feelings involved, the outcome can be a stronger brand. Usually, most

functional benefits have one or many corresponding feelings. The strongest brand identities usually include both functional and emotional benefits. (Aaker 2002, 97 - 99)

2.3.16 Self-Expressive Benefits

Brands and products can become symbols of a person's self-concept. A brand can provide a way to communicate a person's self-image and thus provide a self-expressive benefit. It is common that each person has multiple roles and for each of these roles the person has an associated self-concept and a need to express it. One way to fulfil the need of self-expression is to buy and use certain brands. With those brands which provide self-expressive benefits, the connection between the brand and the customer is more likely to become stronger. There can be occasionally a close connection between self-expressive and emotional benefits. When making a comparison between these two, the self-expressive benefits are mostly focusing on self instead of feelings, and also on aspiration and the future instead of memories of the past. Self-expressive benefits also focus on the permanent and something which is linked to the personality of the user rather than the temporary, and on public settings and products, such as cars, and not so much on private ones such as books. In addition, the focus of self-expressive benefits is on the act of using the product, rather than the consequences and feelings of using the product. (Aaker 2002, 99 - 101)

2.3.17 The Brand-Customer Relationship

An essential factor is the brand-customer relationship, which can be formed in different ways. The relationship can be based upon value proposition, where for instance the brand delivers a functional or emotional benefit to the customer. The brand-customer relationship can also be formed directly from the brand identity. Many of these relationships develop when the brand is considered as a person or as an organization, instead of a product. In these cases, the customer may like some of the organizational associations such as concern for the environment, or a likable personality of the brand, which form the basis for the relationship. A brand-customer relationship can also be based on positive feelings such as friendship, amusing, admiration or being part of the same community, and these cannot be conceptualized in terms of value propositions. (Aaker 2002, 103)

2.4 Brand and Image

According to Timo Rope and Jari Mether, an image refers to a combination of a person's experiences, attitudes, beliefs, feelings and knowledge, towards something. In general, when considering the concept of an image of something or someone, it can be said to be a perception in a person's mind. An essential feature in an image is that it is always subjective and

personal. It is always based on a person's attitudes and personal values and it is not based on any objective truth. It is always a matter of a personal opinion, in other words, what an individual person thinks of a particular subject. An image as a combination of a person's experiences, attitudes, beliefs, feelings and knowledge, towards something, is the most commonly used definition of an image. The image can be, for example, a country image, a corporate image, or a brand image, to name a few. (Rope & Mether 2001, 13 - 14, 18)

As images and perceptions are always subjective rather than objective, it is understandable that different people may have very opposite opinions about the same subject. Another essential feature in an image is that it is always related to liking and it is based on emotions. For example, one person may be very loyal to a certain brand or a product, whereas another person may perceive it very dislikeable and absolutely never buys this same brand or product. The extent which the person likes a brand determines if the person buys it or not. The reasons to favour a certain brand instead of another can be varied, and they are mostly emotional and even irrational. It can be said that in reality all the decisions that a human makes are based on emotions. Related to this idea is an expression which is often stated as one of the basic rules in marketing: Everything is bought based on emotions, though a person often tries to explain his decisions as rational, both to himself and to others. Therefore, it is essential for a company to succeed in creating positive feelings towards the product or service being marketed. (Rope & Mether 2001, 14 - 15)

2.4.1 Brand Image

A brand image means the public's perceptions about the brand. The American Marketing Association (AMA) defines a brand image as: "The perception of a brand in the minds of persons. The brand image is a mirror reflection (though perhaps inaccurate) of the brand personality or product being. It is what people believe about a brand-their thoughts, feelings, expectations." (Marketing Power - American Marketing Association 2010)

As described above, according to David A. Aaker, there is a clear difference between a brand image and a brand identity. A brand image means the public's conception of the brand, meaning how they perceive the brand. He also states that a brand image and a brand identity have different roles. A brand image is mostly passive and reflects the past, whereas brand identity should be active and focus on the future and also reflect the associations that are aspired for the brand. According to Kevin Lane Keller, a brand image refers to "consumers' perceptions about a brand, as reflected by the brand associations held in consumer memory". (Aaker 2002, 70 - 71; Keller 2008, 51)

A brand image differs from a corporate image, which refers to the public's perceptions towards the company as a whole. Depending on the brand strategy, corporate image may be strongly linked to brand building. According to Kevin Lane Keller, corporate image can be seen as the consumer associations to the company or corporation manufacturing the product or providing the service. In a case where the corporate or company brand plays a significant role in the branding strategy, the corporate image is particularly relevant. This thesis examines solely the brand image of RIPS rye snacks and does not focus on the corporate image of the case company Core Finland Ltd, as the company does not promote itself as an organization to the consumers. (Keller 2008, 449)

2.4.2 Images Influencing Behaviour

Rational factors also have an effect on customer decisions. However, for example, in a situation where a salesperson is very pleasant and skilled whereas another salesperson is unpleasant, it is conclusive when the product or service being marketed has similar attributes to a competitor's product. This is crucial for companies to understand as the market nowadays is very competitive and the differences between competing products and services are often small. Succeeding in the market is largely based on a company's ability to influence the customers' perceptions about its brand. As far as images are concerned, there is always a psychological element involved in marketing. (Rope & Mether 2001, 16 - 17)

An important aspect is that when new products are introduced to the market, customers do not yet have any personal experiences or knowledge about the new product. Thus the first purchase decision is only based on the person's attitudes, feelings and beliefs. This means that the first purchase is always based on an image, whereas the second purchase is based on experience and contentment. It is important for marketers to realize the psychological foundation of images in a person's mind. An individual person's image of a brand or a company is always the personal truth to that individual person. It is not important what is the objective or the actual truth about the subject, but only the person's own perceptions about it. It is this personal truth and the personal perceptions that determine buying behaviour. As the general concept of an image consists of experiences, knowledge, attitudes, feelings and beliefs, of these elements only experiences and knowledge, it can be said, are based on facts and the other elements are subjective and personal perceptions. Therefore, it is important for marketers to be able to influence the images in the consumer's mind via marketing communication. (Rope & Mether 2001, 18 - 40)

The current image of a brand or a company in the person's mind also influences the attitude of that person towards the marketing communication efforts of that company or single brand. When a person initially has a negative attitude towards something, it is difficult to change

with any advertisement or other marketing communication. Alternatively, when a person's attitude is initially positive, it can be reinforced with different marketing communication efforts. The reason for this is that a person favours messages that support and reinforce his or her current perceptions, opinions or beliefs about a subject. It is also one of the reasons why a positive image is ultimately important for a brand or a company. A positive image in the customer's mind also enables profitable pricing, as it affects the price level that the customer is willing to pay for the product or service. In addition to a positive image, other elements affecting the pricing are, for instance, how replaceable or popular the product or service is when compared to competing products or services, and also the level of competition in the market. (Rope & Mether 2001, 18 - 40)

2.4.3 Psychological Factors of Creating Images

When an image is created in a person's mind, it is always a result of a complex thinking process, which is affected by the person's earlier observations and experiences, meaning everything being seen, heard or sensed before. In general, a human being is a creative and complex thinker who creates individual images in his mind. One of the major challenges in communications is to succeed in influencing a person's thinking at a deeper level and in the right way. Thinking is also largely related to culture. This means that different values, norms and attitudes of a society affect people's behaviour. (Rope & Mether 2001, 41 - 46)

An individual human personality also largely affects a person's behaviour and buying behaviour. In order to understand different people and their attitudes towards marketing and advertising, it is important for marketers to understand the dynamics of a human personality, a person's self-concept, values, beliefs and attitudes. An individual personality consists of many different features, including genotype (inherited features), values, attitudes, beliefs, ethics, behaviour, background, current surroundings, and also personal objectives, skills and qualities. All of these features are related to an individual person's behaviour and reactions to communicated messages such as advertising. In advertising, it is important that the message is able to reach both conscious and unconscious levels of the mind, as many needs and motives of a person can be found at the unconscious level. One of the purposes of marketing is to move these motives from the unconscious level to the conscious level. This means that with the help of a marketing message, a person realizes why he or she wants a particular product or service and why it seems appealing to the person. (Rope & Mether 2001, 46 - 57)

When considering human personalities, it can be said that some people have a natural tendency to be optimistic and have a positive attitude towards a subject whereas others tend to be critical by nature and have a negative attitude in general. Attitudes mean permanent images that a person has formed by observing his surroundings. Also individual, communal and

societal values are related to attitudes and include either positive or negative feelings. Values determine a person's actions and life in general and also set boundaries to a person's behaviour and actions. Values represent a person's understanding of right and wrong, or at least good and bad. Values determine whether a certain kind of behaviour is acceptable or not acceptable. (Rope & Mether 2001, 46 - 57)

Learning is also one element that influences the images created in a person's mind. In advertising and other marketing communications, it is common to strongly repeat a particular message. Associations created through learning are particularly based on brand qualities, but also on visible product features, advertisements and packaging. All of these factors create a stimulus which further creates the expectations in a potential customer's mind. For example, very often a high price is associated with high quality, and it is usually impossible to associate low prices with high quality. A person can also learn by a model, which usually occurs continuously as people observe each other and each other's behaviour. A person can change his own behaviour by observing others. The level of the change in behaviour depends on the qualities of the other person being modelled. Many marketers utilize this activity of learning by model, by using celebrities such as athletes or actors in their marketing communication efforts. (Rope & Mether 2001, 57 - 64)

One very important element in image creation in a person's mind is needs. One aspect is that needs lead a person's inner desire to receive a communicated message and further create an own perception of it based on individual values. This means that in a situation where a communicated message does not respond to a person's personal needs, the communicated message will mostly be rejected even though it is noticed. Alternatively, different needs can be met by different types of brand or corporate images. In this situation, it depends on the person's personal values whether the communicated message is accepted or not. However, it is always essential that the needs and values of the target group match with the brand or corporate image. A person usually has various different types of needs or motives, which determine the choices and actions of the person. Those needs that are the most common can be listed randomly as follows as a need for - security, possession, status, pleasure, caring, independence, curiousness, organizing, imitating, accomplishing, avoiding risks, spending, being accepted, individuality, rational behaviour, accepting change, competing, surviving, cohesion, and finally, the need for utilizing one's abilities. Most of these needs affect many different types of people. However, the way in which these needs are satisfied varies between different individuals. A company can utilize several of these needs in a brand. As a brand can respond to one or several different customer needs, it also results in a competitive advantage. Thus it is always very important for a company to know and ascertain the needs of its customers. (Rope & Mether 2001, 64 -67)

As described above, there are various different psychological factors that affect image creation in a person's mind. Altogether, they include experiences, values, feelings, prejudices, attitudes, observations, perceptions, beliefs and information. However, it is essential to emphasize those factors that can be influenced through marketing. These factors include feelings, attitudes, information and experiences. For example, when a customer tries a new product, an experience is created. At this stage it is important that the experience is positive, as a permanent image has already been created by the customer. Marketing affects all the psychological factors listed above in creating an image, but with the other factors the influence is more indirect. (Rope & Mether 2001, 87 - 88)

2.4.4 Different Image Levels

The conceptual levels of an image in a person's mind are formed hierarchically starting from a pure image, to a permanent image, to an inner truth. An image can be referred to as a combination of a person's experiences, knowledge, attitudes, feelings, and beliefs. Without the element of feelings, an image can be described as a pure image, without any either positive or negative features. Therefore, a pure image consists of the following:

Pure image = thought + perceptions (free of attitudes and values)

(Rope & Mether 2001, 67 - 68)

A pure image changing towards a permanent image can be compared to having a first impression about another person or a subject. This situation can also be described as an initial image. When a new product or a service is launched to the market, a potential customer forms an initial image about it via an advertisement or a commercial. It is largely affected by emotional factors, such as the quality of the advertisement, the person or character advertising the product or service, or the music used in a television commercial. An initial image in a potential customer's mind is determined by emotional perceptions towards the product or service being promoted. It is also the basis for making the product or service seem interesting to the potential customer. At this stage, the actual product or service, or the physical attributes of the product, are less meaningful. Attitudes include either positive or negative feelings which add a new element to an image. When a pure image is combined with attitudes, it becomes a permanent image as follows:

Permanent image = pure image + attitude

(Rope & Mether 2001, 69)

Permanent images in a person's mind are those that determine a person's behaviour. It is irrelevant whether these images and perceptions are right or wrong, positive or negative, or

even desired or not desired. When a pure image changes to a permanent image in a person's mind, it becomes a personal belief. When a person believes in this permanent image, it becomes an inner truth which can be defined as follows:

Inner truth = permanent image + belief

(Rope & Mether 2001, 69 - 70)

Images can also be found in different levels of consciousness. There are conscious and unconscious image levels, and also rational and irrational. All of these different image levels and their combinations affect a person's behaviour. However, the unconscious mind levels are difficult to ascertain and clarify. The rational and conscious image level is the level which is mostly related to customer surveys and decisions concerning which product to buy and where to buy it. Typical qualities of the rational and conscious image level are for instance quality, inexpensiveness and service. These qualities can be easily examined by a quantitative marketing research as they are rational factors. In addition, as they can be found in the conscious mind level, a person is able to describe them in words. There is also another conscious image level which is irrational and conscious. It includes emotional factors, such as status or the need of being accepted. A person is usually able to recognize these factors and some of them very clearly. Occasionally a person makes a conscious buying decision which is solely based on these emotional-based factors. These irrational and conscious factors can also be researched by a customer survey, as they are conscious and can be explained and described in words.

(Rope & Mether 2001, 82 - 84)

2.4.5 Receiving Communicated Messages

Associations are very common and they are often utilized by marketers in advertisements and other marketing communications, as associations affect the images created in a person's mind. Most people imagine and dream of subjects which are not possible to achieve in reality. Many marketers, such as cosmetics brands, utilize these dreams and wishes by creating powerful associations in a person's mind, both at conscious and unconscious levels. One psychological aspect which influences receiving communicated messages is identifying. It is based on the images in a person's mind and it can be either conscious or unconscious. In marketing, identifying may occur in two different ways. A potential customer can identify with a situation or with a character or another person. For instance, a television commercial can present a situation which a potential customer can identify with. When a potential customer identifies with a person or a character, it can be for instance a celebrity, such as an athlete or an actor seen in a commercial. A potential customer can also identify with a particular group, more precisely a reference group. Identifying affects associations at conscious and unconscious levels. (Rope & Mether 2001, 70 - 73)

Another psychological aspect influencing a person receiving communicated messages consists of defence mechanisms. In relation to images, the defence mechanisms support the images which a person has created in his or her mind. When a person has created an image, it is not important whether it is right or wrong, as the defence mechanisms are supporting it and reasoning why the person has a certain image. For example, it often occurs that a person wants to replace a brand which he or she has used for a long time, with another competing brand, although both brands have similar physical product features. In this situation, the defence mechanisms provide a reason, or an excuse for the person that justifies changing the brand. Each defence mechanism has both a positive and a negative aspect, or in other words, advantages and disadvantages. A person always subconsciously aspires to avoid unpleasant situations which create anxiety. The defence mechanisms are a natural part of human behaviour and thus, it is important for marketers to be aware of the function of the defence mechanisms and understand them. (Rope & Methner 2001, 73 - 81)

People use many different senses when observing messages and their surroundings, which should be utilized in marketing communications. A person is continuously receiving more stimulation from the surroundings than it is possible to receive. Observing is connected to thinking and opinions and therefore the way in which a message is observed is relevant. In order to succeed in marketing, it is essential to be aware of how different customer groups observe the communicated marketing messages and their opinions about them. There always needs to be a stimulus prior to observing. Different stimulation factors create attention, when used properly. Different stimulation factors which can be used in marketing communication are for instance the size, colour, contrast, or the location of an advertisement. Other examples are a movement, such as rotation of a billboard advertisement, visual differentiation, repetition, or being new and unusual. Different people experience and react individually to these factors and their combinations. (Rope & Methner 2001, 73 - 81)

2.4.6 Building an Image

When a company wants to build a certain image, the image that it wants to create in the minds of the customers, there are three main factors to consider. First, the company needs to make a strategic decision about the type of image it wants to have. This means choosing to focus on a corporate image, a brand image of a single product or a combination of these. Second, the company needs to make a decision about the image profile, meaning the different features it wants to be included in the image seen by the customers. The company should always set a target image, in other words an ideal image as an objective to achieve. Third, the company should consider its operative image building efforts, meaning the different ways it will use to achieve the wanted image. (Rope & Methner 2001, 91 - 92)

When considering the strategic decisions, the company can choose to build a corporate image, or a corporate brand. In this situation the company and the product or service are inseparable and combined under the same brand, examples being IBM and Coca-Cola. Another strategic option is to focus on building an image for a single product or a service. This means that the company which has created the brand is "invisible" and not emphasized at all. The company of the brand does not have significance when considering the brand image of the product or service. A company can also choose to combine these two strategic options. (Rope & Mether 2001, 92)

When considering the image profile, means the image that the company wants to achieve in the minds of its customers and is consciously building. When customers have a certain image of the company or its brand that is not desired by the company, it is usually a result of a company neglecting conscious image-building efforts and the image has created itself without any control. A company can certainly affect the image that is perceived by its customers and potential customers. When consciously striving for a wanted image, there are several factors which influence the result. It is not necessarily important to present all the possible features included in a product or a service, but those which are relevant related to the wanted image. With images, it is always important what it seems rather than how it is in reality. The desired image features need to be communicated by using, for instance, company name, message content, operations, slogan, or style by using certain colours, fonts or other visual elements. When a company has a certain target image it wants to achieve, it needs to be shown and taken into consideration in all of its operations. Two different key factors can be separated concerning the concept of an image. The first key factor is the level of the image, meaning the level of its goodness. The other key factor is the profile of the image, referring to the different qualities and features related to the company or brand, as they are perceived by customers. It is natural that every company strives for the best possible level of image. However, in reality the level of the image is created by means of the different qualities in the profile of the image. At the same time, it also necessary to separate these two factors when examining an image. (Rope & Mether 2001, 92 - 102)

2.4.7 Image Building Efforts and the Perceptions of Customers

There are many different elements and qualities related to the company or brand that affect customers' perceptions when creating an image. One of these elements is the name of the brand, which is the first link to the company or product, for the customer. When a company makes strategic decisions about the target image it plans to achieve in its customers' minds, one of the major decisions is to choose the three main features wanted in an image. This means that a company needs to choose three key features which are the most significant to

be perceived by customers and which will be strongly emphasized in marketing. These key features are those that the company wants to be strongly linked to the image of its brand. (Rope & Methner 2001, 106 - 107)

The different features and dimensions of an image can be easily demonstrated with image feature co-ordinates (see Figure 6). The basis of the image feature co-ordinates is that there are certain features which are paired, referring to their perceived opposition in people's minds. This means that, for instance, a company or brand which has a high grade in inexpensiveness cannot simultaneously have a high grade in high quality level. Similarly, a highly traditional brand cannot be simultaneously ultra-modern. In practice, it can be said that when a brand has an image of being high quality, it cannot be perceived as affordable, and vice versa. A company should be aware of these opposite paired features and choose the target features accordingly. It is important to realize, as in reality emphasizing all the possible positive features is not possible, and is likewise unrealistic as a target image. (Rope & Methner 2001, 107 - 108)

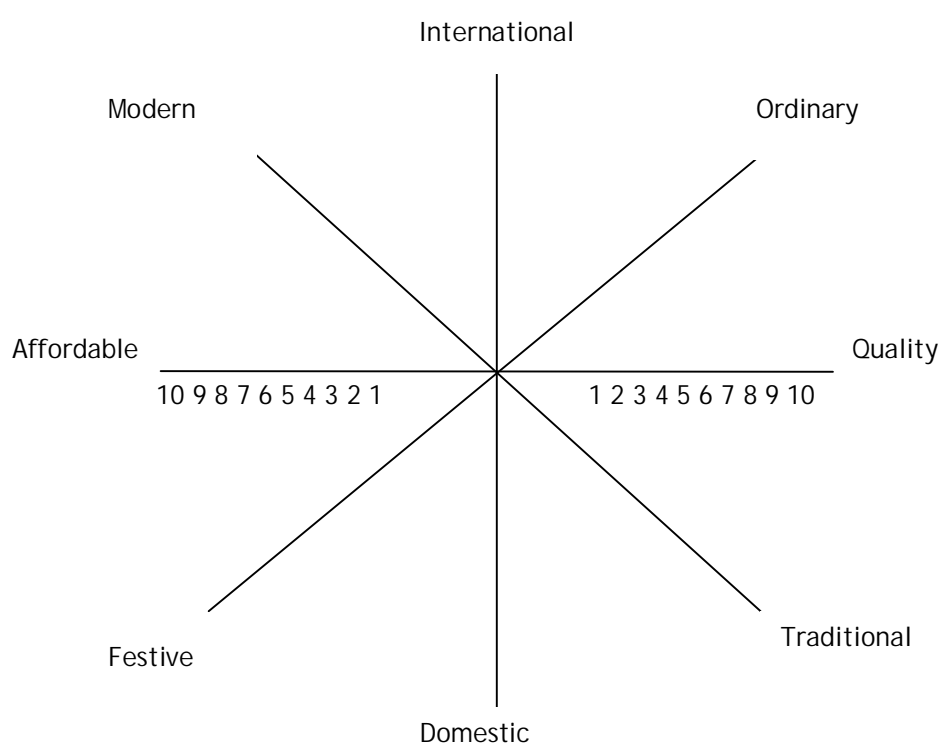


Figure 6: An example of image feature co-ordinates
(Rope & Methner 2001, 107)

When a person creates an image starting from a pure image, to a permanent image, to an inner truth, it occurs in five different phases: In the first phase, the phase of having aware-

ness, the brand or the company is usually only known by its name. In the second phase, the phase of acquaintance, a person knows more elements related to the brand than solely a name, all of these other elements affecting the image being created. These other elements can be, for instance, the actual products or services, pricing, communication style, the employees of the company, the physical premises and the physical equipment of the company. The more the potential customers can remember of these elements, the more permanent the image becomes in their minds. (Rope & Methner 2001, 108 - 113)

In the third phase, the phase of creating attitudes, the potential customer can create positive, negative or neutral attitudes towards the brand or the company. It is essential that positive attitudes are created towards those features that are valued by the target groups of the company. In the fourth phase, the phase of creating preferences, it is essential that in certain qualities the company or brand is perceived as superior compared to competitors. These qualities should be valued by the target groups and also be the basis for their purchase decisions. This means that based on the positive attitudes created towards the company or the brand, the company should be able to differentiate itself in the market with certain qualities. These qualities can be functional, for instance, price, quality, selection, or service, to name a few. The differentiation can also be based on personality features, such as conservative, modern, traditional, flexible, joyful, liberal, or sporty. In the fifth final phase, the phase of experiencing, it is determined how the company is able to meet the customer's expectations. This phase of experiencing corresponds to the customer's current personal truth. This means that the customer believes in the image created in his or her mind. When the experience matches with the messages being marketed previously, it strengthens positively the image created in the customer's mind. This also affects the customer's decision whether or not to buy the brand again. (Rope & Methner 2001, 113 - 115)

When considering the profile of the image, there are many different factors that can affect the profile, meaning all the different factors that can be sensed by customers. The first of these factors is the business idea of the company, which determines the general limits and expectations for the possible image. The second factor which can influence the profile of the image is the corporate culture. It is related to the core values of the company, such as quality, punctuality, or being a pioneer, which can be seen in all of the operations of the company. The third factor consists of the functional principles of the company, which are related to both the business idea and the corporate culture of the company. Further, the company management and the CEO have a significant impact on the image created by customers, the impact being either direct or indirect. Similarly, the place of business, including premises, the interiors and physical locations of the company, can influence the image especially in cases when customers visit the physical premises of the company. The personnel of the company, including their politeness, general behaviour and their appearance, always influences

the image created by the customer. This concerns all the employees in the company who have encounters with the customers. (Rope & Mether 2001, 118 - 121)

Also the physical equipment of the company, such as cars, has an impact on the image created by customers and therefore the profile of the image. Of all the other factors, a very significant factor influencing the image is the actual products (or services). This includes all the different selections the company has, and also all the features of a single product including physical attributes and image elements. In addition, pricing has a significant impact, as it supports the image being created by the other factors. This being the case, the price should not be too low when other factors indicate high quality. Finally, communication is the ultimate factor affecting the image and therefore the profile of the image. The communication efforts of the company can be seen in various ways, for instance, via the sales-force and marketing efforts. More specifically, a company communicates via various elements, such as logo, slogan, advertising style, message content, font style, and marketing channels.

(Rope & Mether 2001, 121 - 123)

When a company is building a new brand, it should be able to gain recognition for it in a way that potential customers would start to recognize the logo. The brand has to be known by name and also be largely perceived as good, among those who recognize it. When the new brand is gaining recognition of these levels, it can be said that the product or service being marketed has reached a brand level. (Rope & Mether 2001, 128 - 129)

A good image adds value to a single product or a service. One of the main objectives in building a good image for a brand is to increase its value. This means that the company is able to sell the product or service with the best possible price. Pricing always indicates the value of the product or service, and it also helps to create and maintain the value. Value is also directly related to quality. As far as quality is concerned, it has many different elements. The objective quality refers to the real level of quality, in other words, the quality of the product or service in reality. The objective quality depends on different factors, such as the capability of the R&D, skills, raw material used, meticulousness, and the equipment used by the company. Another element in quality is how it is experienced by customers. The subjective quality refers to the customer's perceptions about the quality of the product or service. The factors affecting the subjective quality are for instance, name, the brand itself, symbol, colours used, packaging, and the general appearance. The value of the product perceived by the customer is created from the combination of the objective and subjective quality. When a company is able to build a higher value and the level of quality for its brand in the minds of its customers, it can also set a higher price level. Occasionally, it may occur that the value perceived by the customers does not match with the value perceived by the company.

(Rope & Mether 2001, 129 - 143)

As the level of recognition, referring to how widely the brand is recognized among the target groups, and the level of goodness are the factors affecting the image perceived by the target market, they also provide the basis for developing the image. When determining the position of an image in a particular market segment or a target group, the findings can be divided into four sections as it is demonstrated in Figure 7:

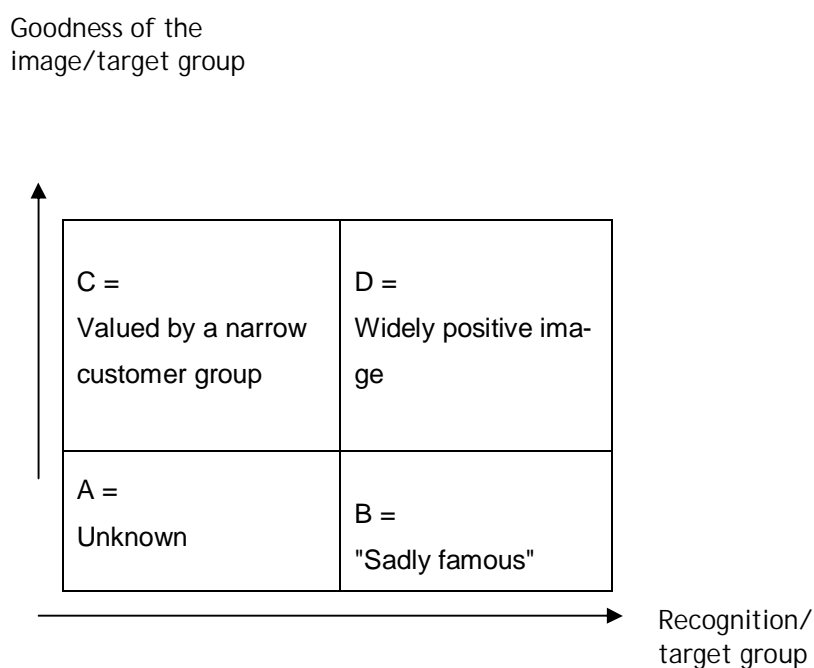


Figure 7: The position of an image
(Rope & Mether 2001, 220)

Square A (= unknown):

In the first section A, in the lower left square, the company or the brand is still quite unknown among the target group. For a new product which is being launched, it is normal to be placed in this square. However, it is not very uncommon that companies which have operated in the market for a long time are not well known in the market.

Square B (= "sadly famous"):

Section B, in the lower right square, refers to a situation where the product or the company has suffered from a certain kind of negative publicity. As a result, everyone knows it, but not in a positive context. A company should strictly avoid the square B.

Square C (= valued by a narrow customer group):

The section C, in the upper left square, refers to a situation where the company is not widely known by the larger target market. However, inside a target segment is found a relatively

small group of customers who know the brand well and also value it. In some cases it can be preferable for a company to be placed in this square, especially when the sales volume created by this narrow customer group is sufficient enough, and also when the company does not have bigger plans for growth.

Square D (= widely positive image):

Section D, in the upper right square, indicates that the company is widely known in the market and perceived as good. This means that either the brand has a strong position in the market, or that the company has succeeded in a launching campaign or in some other campaign.

Accordingly, the brand is known by the target group and in a positive context.

(Rope & Mether 2001, 219 - 221)

Nevertheless, when a company is placed in a certain square, it does not automatically correspond to the demand towards the company in the market. Occasionally it may occur that a company is widely known and has an image perceived as positive, but is still not as appealing to the target group when compared to the competitors. The customers in the target group prefer the competitor's products simply because they like them more. This is an important aspect to consider when analyzing and making decisions related to the image.

(Rope & Mether 2001, 221 - 224)

When a product or a company is placed in square A, a company needs to decide to target either square C or square D. To achieve a position in square D usually requires a big and strong marketing campaign or a combination of other activities, where the target audience becomes familiar with the brand at once. After this phase, the company can start to deepen the image and strengthen the position in the market. When the company wants to achieve a position in square C within a shorter time period, it can be done with much less marketing effort and with much fewer costs, when compared to moving from square A to square D. A company that wants to have a largely known brand should strive for achieving a position in square D. However, when the company does not have big plans for growth, a position in square C is a good strategic option. Even when a brand has a position in square D, there needs to be a continuous visibility and marketing activities for the brand, to remind the customers and maintain the interest in the market. (Rope & Mether 2001, 221 - 224)

2.5 Theoretical Framework

In the figure below, the theoretical framework of this thesis is presented (see Figure 8). The concept of a brand is placed in the middle, between the concepts of brand identity - the company's internal view of the brand - and brand image - how customers perceive the brand.

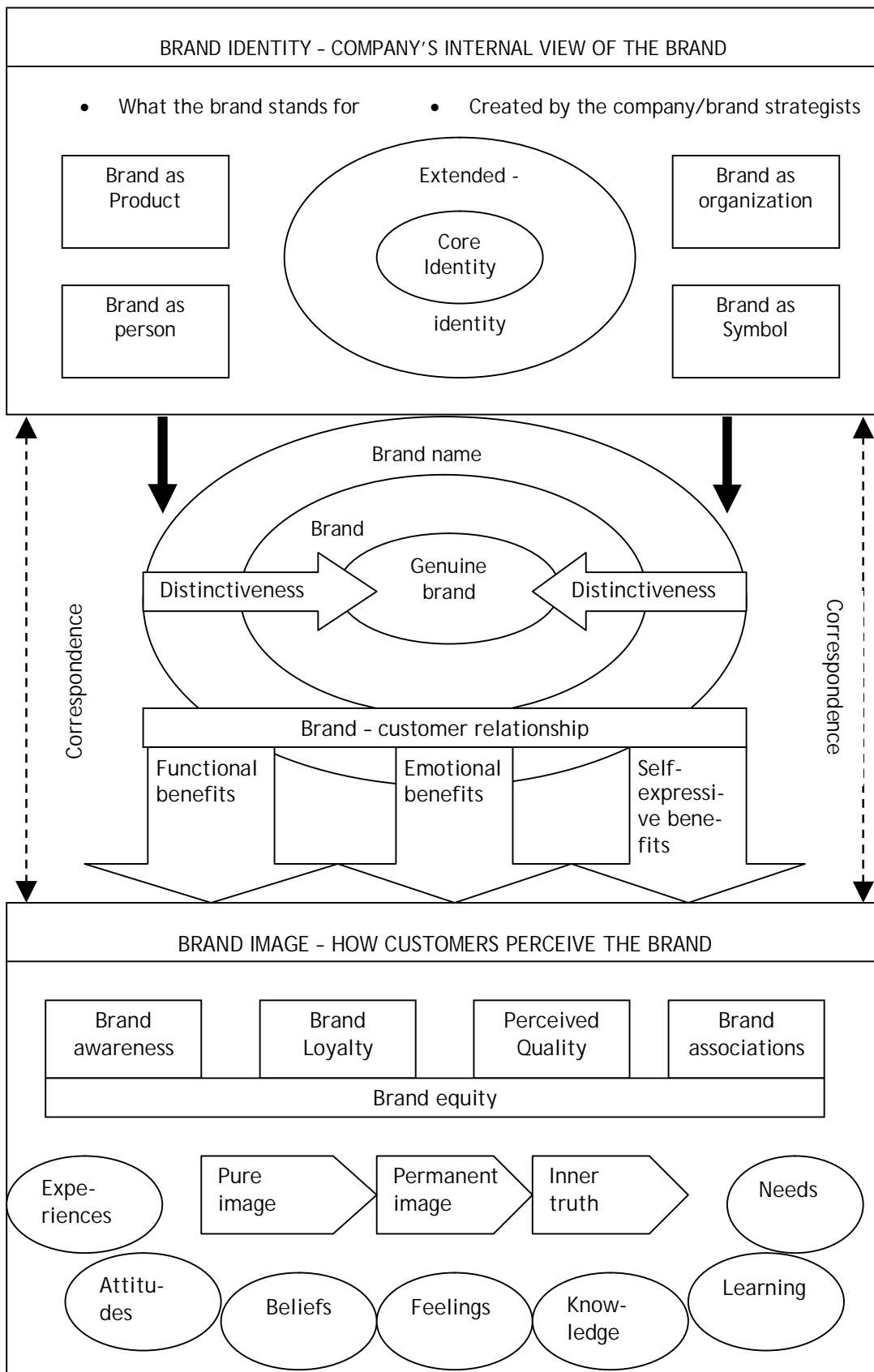


Figure 8: Theoretical framework

The more distinctive the brand becomes, the closer it approaches the definition of a genuine brand. A brand identity describes what the brand represents and is created by the brand strategists of the company. A brand identity gives the content and essence to the brand, and consists of four different perspectives: the brand as product, brand as organization, brand as person, and brand as symbol. The fundamental structure of the brand identity consists of a core identity, which is timeless and represents the essence of the brand, and extended identity, which includes the different brand identity elements and provides texture and completeness to the brand.

A possible brand-customer relationship is based on the different benefits that the brand provides for the customer, including functional, emotional, and self-expressive benefits. A brand image in the mind of the customer is created from a combination of the customer's experiences, attitudes, beliefs, feelings, and knowledge, towards the brand. In addition, psychological elements of learning and needs influence the image created in the mind of the customer. A brand image is created at different image levels, starting from a pure image, to a permanent image, and eventually, to an inner truth. Brand equity consists of four different elements related to customers' perceptions towards the brand: brand awareness, brand loyalty, perceived quality, and brand associations.

Although brand identity and brand image view the brand from different perspectives and there is a difference between a brand identity and brand image, it is favourable if there is a correspondence between the brand image and brand identity. In this thesis, how well the brand image of the brand matches with the brand identity of the brand, is examined.

3 The Research Method

The research method used in this research is quantitative research. Below is presented a more detailed description of the method. As this research examines the brand image of RIPS rye snacks, further below the subject of an image research with a quantitative research method is also discussed.

3.1 Quantitative Research

According to Adams, Khan, Raeside and White, quantitative research refers to "the type of research that is based on the methodological principles of positivism and neopositivism, and adheres to the standards of a strict research design developed prior to the actual research. It is applied for quantitative measurement and hence statistical analysis is used."

(Adams, Khan, Raeside & White 2007, 26)

3.1.1 Description of the Method

Quantitative research can also be named statistical research, and it is used to examine questions related to numbers and percentages. It requires a numerically large and representative sample, and it describes the phenomenon based on numerical data. Quantitative research provides answers to the questions: "What?", "Where?", "How much?" and "How often?" Usually when collecting the data, the researcher uses standardized question forms with alternative answers. The research results can be demonstrated with figures, tables, and graphs. Quantitative research often examines dependencies between the different parts, or the changes and developments in the phenomenon being researched. The purpose is to generalize the results into a larger group beyond the sample. With quantitative research, it is possible to present the current situation. However, when the researcher wants to examine more in-depth the reasons behind the matters and gain a deeper understanding of the phenomenon, qualitative research is then a more suitable method. Qualitative research differs from quantitative research, and it is usually restricted to a small number of cases which are analyzed in detail. (Heikkilä 2008, 16 - 17)

3.2 Basic Requirements of a Good Research

There are certain basic requirements for a good-quality research, such as validity and reliability, which are also involved in this research. These requirements are discussed below.

3.2.1 Validity

Validity means that the research needs to examine and measure those matters and objects which was its original purpose in the beginning. Therefore, the researcher needs to set accurate objectives for the research in order to examine the right facts. The researcher also needs to precisely define the concepts and variables being measured. Validity means, in other words, eliminating systematic errors from the research, and it can be assured in advance by carefully planning the research and collecting the data. The research questions in the question form need to measure the right and relevant facts, and they should encompass the entire research problem. In addition, other ways to ensure the validity of the research are, for instance, a high response rate and collecting a representative sample. (Heikkilä 2008, 29 - 30)

3.2.2 Reliability

Reliability refers to the accuracy of the research results. In other words, the results need to be precise and not randomly coincidental. This means that a reliable research can be repeated with similar results. The researcher needs to be critical and precise during the whole

research process, in order to avoid any possible errors during the process. In addition, in order to gain reliable results, the sample needs to be representative enough. (Heikkilä 2008, 30 - 31)

3.2.3 Objectivity

Every research needs to be objective. This means that the research results cannot depend on the researcher. Even if the researcher was replaced during the process, the research results should be similar and unchanged. However, every research contains a few subjective choices made by the researcher, related to research method, question form planning, analyzing methods, and research reporting. (Heikkilä 2008, 31)

3.2.4 Other Requirements

In addition to the elements above, there are other requirements for a good research. A good research is effective and economical. Openness is equally important, which means that the respondents need to be told about the purpose and usage of the research already during the data collection. The research report needs to present all the results, both positive and negative. The research methods used and the possible risks of inaccuracies need to be informed, and also the purpose is to clarify their impact on the results and the generalization of the results. There needs to be complete confidentiality with the respondents participating in the research. It is also important that the research is useful, applicable, and relevant. The research should provide new information. By changing, for instance, the research method, the data collection method or the data processing method, it can provide new information about the same subject. Each question in the question form should be carefully considered, in order to avoid unnecessary questions with little relevance. The new information created by the research needs to be new and precise, and available when needed. In sampling, randomizing is essential, which means that the units included in the sample are chosen randomly. (Heikkilä 2008, 29 - 35)

3.2.5 The Case in This Research

This research was carefully planned from the beginning. Each question in the questionnaire was carefully considered and they are all relevant in relation to the research problem. The research questions were designed based on the theoretical background of this research and they encompass the entire research problem. The research questions measure the right and relevant facts, concerning this particular research. In addition, the research questionnaire was tested with a few individuals, prior to collecting the data. Altogether, 105 consumers completed the research questionnaire, which can be seen as an adequate number of respon-

dents. Among the respondents, all the age groups were represented and the sample also contained answers from both male and female respondents. Thus it can be supposed with good reason that the sample represents the population adequately well. 105 completed questionnaires is an adequate number of responses to conduct a reliable statistical analysis and conclusions. The respondents were selected randomly among the customers in the promotional occasions, and in practice anyone had a possibility to be chosen for this research. This research provides new information for CFL about the brand image of RIPS rye snacks and also about its brand awareness among the consumers. The entire research is conducted and the results are presented openly. There was also a complete confidentiality with the respondents who participated in the research. When considering these facts, it can be said that this research is valid and reliable, and also meets the other requirements of a good research.

3.3 Researching Images with Quantitative Methods

Quantitative research can be applied to image research. In order to successfully conduct a quantitative image research, there are several important details to consider. First, it is important to ask the right questions that measure the relevant qualities. The research questions should measure those qualities which are meaningful to the target group. It is recommended that the questions examine both the rational factors and the emotional-based factors affecting the respondent's decisions and opinions. One way to examine the emotional-based factors is to utilise the brand as person dimension in the questions. Second, the results should be compared with something, such as the image of another brand. Third, the scale of the questions needs to function well in order to successfully interpret the results. Also, the results need to be presented, interpreted and analysed. For instance, the results can be illustrated in a profile figure demonstrating the different brand features. The right interpretation of the results is important. In order to interpret the results correctly, the researcher needs to know what each question is measuring. Finally, conclusions have to be made about the research results, which require of course that the results have been interpreted correctly.

(Rope & Mether 2001, 157 - 165)

3.3.1 The Content in a Quantitative Image Research

The questions in a quantitative image research can be structured in different ways. For example, the series of questions can proceed through different levels of communication, which is common in image surveys. For example, the first two question phases can examine the awareness created by the respondents about the brand or the company. The questions can examine for instance brand awareness, recognition or recall. In the first question, the respondent can be asked, for instance, if he or she recognizes the brand or the company. When the respondent does not remember the brand or the company, the image created in the re-

spondent's mind cannot be very strong. This being the case, the company needs to focus on developing and building the awareness. After the first question, the respondent can be asked for instance, if he or she remembers the different products or services provided by the brand or the company. The more the respondent can remember the different products or services, the stronger is the image created. When the respondents know the company or brand by name but do not know the products or services, the marketing communications needs to focus more on presenting the products or services. (Rope & Methner 2001, 154 - 156)

The third question phase can examine the attitudes created towards the brand or the company. The respondents can be asked for instance which qualities can be linked to the brand or the company. They can also be asked their opinions about the different qualities related to the brand or company. In general, it is recommended to use a scale, such as grading from 4 to 10 or for instance a five-step scale, which indicates both positive and negative opinions. These types of questions reveal also the possible weaknesses perceived by certain respondents. After these phases, the fourth question phase can examine the preferences created by the respondents. They can be asked if they were willing to buy the brand or the company's products or services and how they prefer them. Usually, when the respondents hesitate in questions of this type, the reason is that they do not know well enough the brand or the company and its products or services. Another reason can be found in the third question phase, referring to the attitudes created by the respondent. The final question phase can examine the experiences related to the product or service, which can be asked the respondents who use the product or service or have tried the product or service, such as a sample. In this phase they can, for instance, give a school grade for the brand. (Rope & Methner 2001, 154 - 156)

3.3.2 Critique towards Quantitative Image Research

When conducting a quantitative image research, the respondents can be asked questions about their preferences and the rational factors affecting their buying decisions. However, a quantitative research method can never provide fully complete answers about the factors affecting the buying behaviour. The reason for this is that many of the factors affecting the buying behaviour are found at the unconscious levels of the mind and thus a person is not aware of them. Another reason is that a person tends to rationalize his own behaviour for both himself and for the researcher conducting the research. This being the case, a person does not necessarily reveal the emotional-based factors to the researcher even when recognizing them. Rather, the respondent often presents the rational factors affecting the buying decisions in a response. (Rope & Methner 2001, 151 - 152)

4 The Empirical Research

The empirical research was conducted for the case company CFL, which is presented below. The actual research was conducted during several sales promotions for RIPS rye snacks, arranged by CFL. A detailed description of the occasions is presented further below.

4.1 The Case Company: Core Finland Ltd and RIPS Rye Snacks

The case company, Core Finland Ltd (CFL), is a food marketing company which was established in 2006. CFL is the company which has created the brand RIPS, which was initially launched in Finland in 2007. The business of CFL is based on importing, selling, and marketing of food products, mostly healthy food products. In addition to RIPS rye snacks, CFL markets also other food products: Sheriffi chewing gum, Curry Tree Spice Mixes, and Wayne's Coffee. RIPS rye snacks are currently available in every well-equipped K-chain grocery shop, Euromarket, Stockmann, S-Market, Valintatalo food stores, and in Prisma. RIPS rye snacks can also be bought at other places, such as well-equipped restaurants and pubs, kiosks, hotels, and video rentals. The RIPS rye snacks can be ordered from Heinon tukku, Kespro and Meiranova - wholesalers. Altogether, the main customer groups of CFL are wholesalers, retailers and the HoReCa sector, which consists of hotels, restaurants and catering companies. After the cooperation contract with Oy Transmeri Ab was cancelled, CFL has its own sales representatives all around Finland, selling the RIPS rye snacks in different parts of Finland.

(RIPS RUIS SNACKS 2009; CoreFinland 2010; Turkama 2009)

One of the main challenges the company has had since the beginning and still currently has is limited financial resources. CFL has very limited financial resources and thus it has to carefully consider the amounts it spends on each business activity, such as marketing. Because of the limited resources, CFL also needs to be more creative in marketing and in other business activities. Another challenge for the company is that the snack market is very competitive, also in Finland. A large amount of competition is a challenge itself. In addition, some of the companies in the market are very big and powerful, especially the market leaders, which have the resources to launch big and expensive marketing campaigns for their products. The financial resources of these companies cannot be compared with those of CFL. However, CFL differentiates itself from its competitors with its specialised product. The RIPS rye snack is a new type of snack product in Finland and it is different from most other competing snack products in the market. So far, there are very few direct competitors with a similar product in the Finnish snack market. (Turkama 2009; Jumppanen & Turkama 2008, 49 - 50)

4.1.1 Marketing

The main marketing activities of CFL consist of various sales promotions and product samplings, attending different events such as sports events and festivals, some advertising in for instance print media, and cooperation contracts with other companies. The K-chain grocery shops form a very significant customer group for CFL. Thus CFL aims at promoting the RIPS rye snacks as much as possible for the K-chain and their customers. This results in several sales promotions and campaigns targeting both the K-chain stores and their customers. In the K-chain grocery shops, CFL continuously arranges several product samplings and sales promotions where the consumers can taste and try the RIPS rye snacks for free. During the winter period from December 2008 to March 2009, CFL participated in the Salomon tour which consisted of altogether 26 event dates in different ski resorts around Finland. CFL promoted RIPS rye snacks during the tour by delivering free product samples, and it gained also visibility for the logo in newspapers, posters and on the internet. In one of the ski resorts, Talma, the promotional cooperation lasted for the entire season. (Turkama 2009)

4.1.2 Cooperation with Subway

CFL started cooperation with Subway, a popular fast food chain, on the 30th July 2008. The cooperation agreement with Subway is the biggest and the most significant marketing operation of CFL and RIPS rye snacks during the year 2009. During the time period from the 7th January to the 2nd February 2009, a joint advertising campaign was arranged and it had a theme: "Kevyempää naposteltavaa" which means "lighter snacks" in English. There was a nationwide radio advertising campaign, including Radio NRJ, Iskelmä, Voice, and Cityradiot which consists of local radio stations in different cities of Finland. In addition to the radio advertising, there was also an internet banner campaign and promotion in the Subway restaurants including posters, table stands, information channel, displays, and other promotional material. Due to this cooperation, Subway sells RIPS rye snacks in all of its restaurants as one of its products. The cooperation with Subway restaurants is very positive promotion and a favourable deal for CFL and RIPS, as Subway has become an increasingly popular fast-food chain in Finland during recent years. In addition, the food products and the selection of Subway restaurants are seen as high in terms of quality among the consumers. For these reasons, Subway is a good partner to cooperate with. (Turkama 2009)

4.1.3 Balsnack as manufacturer

During year 2008, CFL terminated its contract with the Russian manufacturer and started a new cooperation with an Estonian snack manufacturer, Balsnack. The first negotiations with the new manufacturer were held on 30th May 2008, and the first products manufactured by

Balsnack came to the market on 15th September 2008. Balsnack has a long experience in snack manufacturing and the snack business in the Baltic region. Nowadays, the company is the only potato chips manufacturer in Estonia and it has also been successful with its brands. Balsnack is continuously putting much effort in product development and new innovations and in addition to potato chips, the product selection currently consists of a great variety of different savoury snacks and also sweet snacks. (Turkama 2009; Balsnack 2009)

4.1.4 The product: RIPS rye snacks

Originally, the name RIPS comes from a combination of two words: "ruis", which is rye in Finnish, and "chips", referring to traditional potato chips. The product, RIPS rye snacks, consists of roasted, dark rye bread in small pieces which are toasted in light vegetable oil and then flavoured. RIPS is a new type of snack product in the Finnish snack market and differs from most other competing snack products currently available in the market, as RIPS is made of rye. The snacks are offered in two package sizes, 50 gram and 150 gram packages. The product is offered in four flavours: Cheese, Garlic, Salami, and the new flavour Jalapeno which has been added to the selection. The main ingredients of the products are rye and wheat bread (rye flour, wheat flour, water, yeast, and salt), vegetable oil, spices, garlic, and preservatives. The product contains 388 calories of energy, 11.0 grams of protein, only 6 grams of fat and 72, 5 grams of carbohydrates. RIPS differentiates among competing snack products with its remarkably low amount of fat and calories. In addition to the low percentage of fat, the product includes plenty of nutritious fibres, altogether 7 percent fibre. The health effects of rye are based on the high amount of fibre it contains. With RIPS rye snacks, the purpose is to differentiate as a healthier option on the snack shelf. There are many ways to use RIPS rye snacks: They can be eaten as such or with dips as any other snack products, or they can be added to salads and soups. They can also be consumed with beer, as for instance RIPS Salami as a flavour is very suitable with beer.

(RIPS RUIS SNACKS 2009; Jumppanen & Turkama 2008, 69 - 70; Turkama 2009)

RIPS rye snacks are currently offered in two package sizes and in four flavours, which means eight different product variations. RIPS rye snacks can also be divided into two product categories, supermarket and restaurant categories. The supermarket category consists of both 50 gram and 150 gram package sizes including all flavours, whereas the restaurant category consists of only the smaller 50 gram packages, all flavours included. The storage time of the product is nowadays 9 months. CFL has managed to extend the storage time for RIPS rye snacks, which used to be six months before. The extension of the storage time makes the product more risk-free and profitable for the retailer customers of CFL.

(RIPS RUIS SNACKS 2009; Turkama 2009)

CFL has carefully considered the packaging of RIPS rye snacks, which is an important part of the product and brand. The product needs to have a noticeable package both in supermarkets and in restaurants. The package is branded and colourful which makes it more easily noticeable. The package is square-shaped and also slightly smaller than an average snack package, which makes it functional. The design of the package is the same for all customer groups, meaning the daily consumer goods wholesale and retail sector and the restaurant and bar sector. On the side of the package is detailed information about the product, such as ingredients, in three languages: Finnish, Swedish and English. The labelling in the current package is clear and CFL wants to emphasize that the RIPS rye snacks are made of rye. Therefore, the word "ruis" which means rye in Finnish, is written in big letters in the middle of the package. (RIPS RUIS SNACKS 2009; Jumpanen & Turkama 2008, 70 - 71; Turkama 2009)



Figure 9: The RIPS rye snacks packages

When considering the stage of the RIPS rye snacks in the product life cycle, it could be said that the product is still in the introduction stage. Although RIPS was launched to the Finnish market in May 2007, its recognition is not presumably yet very strong. In other words, it is likely that RIPS is not yet very renowned in the market and there are probably still many consumers who are unfamiliar with the products. Thus RIPS can be said to be still in the introduction stage instead of the growth stage. (Turkama 2009)

CFL wants to provide the best for its customers and for this reason the company wants RIPS rye snacks to be a quality snack product. This means that CFL needs to monitor carefully the manufacturer and supplier, and the quality of the products. Eventually, CFL is solely the responsible party for the quality of RIPS rye snacks and the company strives to control, along with monitoring, the quality of RIPS rye snacks. CFL aims at continuously enhancing the quality of the products. There are risks in any defects as even only one unsatisfactory product shipment can damage the whole reputation of the RIPS rye snacks. CFL has defined the controlling of the quality in its self-control plan, which the company is continuously updating, in

order to manage the quality issues. These quality issues include, for instance, managing the product, warehousing and hygiene, and they are all included in the self-control plan. (Jumppanen & Turkama 2008, 70; Turkama 2009)

4.1.5 The advantages of RIPS rye snacks for retailers and consumers

The RIPS rye snack product has many advantages. For daily consumer-goods retailers, it enables them to satisfy the needs of their customers better, by providing them a new and healthier option on the snack shelf. So far, the supply and the selection of healthy snacks have been quite scarce. The flavours of RIPS rye snacks are favourable for consumers as they have been tested prior to the launch. CFL actively markets RIPS rye snacks at different events, sales promotions and with free samplings in retailer shops where consumers can try the product for free. In such situations, when the consumers like the product, they are also likely to buy it at the shop. The RIPS 150 gram and 50 gram packages are packed in good-looking and colourful boxes which can be put on the snack shelf as such. These boxes can also be placed on top of each other, resulting in the optimal use of space on the snack shelf. CFL aspires to continuously develop its product line, by improving the existing products and also by introducing new flavours and new product categories. (Turkama 2009)

For consumers, RIPS rye snacks provide also many advantages. RIPS is a new and fresh option on the snack shelf for consumers. RIPS is unique as a product and it is new and different from other snack products currently available in the market. RIPS rye snacks are healthy and they can be eaten at the same time knowing that they are not damaging one's health. The package sizes are convenient and suitable for many different needs and situations, as the smaller 50 gram package fits easily inside a pocket or handbag and the bigger 150 gram package can be purchased for a bigger group or eaten at home. The different flavours of RIPS rye snacks are carefully chosen based on tests made with consumers. The RIPS rye snacks can be used in many different ways, on several types of use occasions. (Turkama 2009)

4.1.6 Target groups

As there are many good qualities to RIPS rye snacks and it is versatile as a product, it appeals to many different target groups. The most significant target groups of RIPS rye snacks can be divided into three different main groups. The first group consists of young people who consume snacks regularly, aged between 13 to 34 years. These young people are active forerunners and from their perspective RIPS can be considered a "cool" product. The second major target group consists of Finnish adults, aged between 25 to 60 years. Most of these adults already have families of their own and want to enjoy some salty snacks occasionally. RIPS rye snacks are very suitable for instance, for a film night at home with family and friends, a

birthday party, the traditional Finnish crayfish dinner party, or for a friend gathering party at home. For this group, RIPS rye snacks provide a more adult-like option compared to traditional potato chips. Within this group, RIPS can be seen as Finland's own national snack product: a snack for every Finn. The third main target group consists of consumers who are looking for healthier options, also with snack products. These consumers are mostly women, aged from 25 to 44. For this group, RIPS provides something new: finally an alternative to greasy potato chips. (Turkama 2009)

4.1.7 Price

In the daily consumer-goods retail sector, or in other words in supermarkets, the price of RIPS rye snacks is 0,95 euros for a 50 gram package and 1,50 euros for a 150 gram package. In the restaurant and bar sector, the end price is slightly higher. In Subway for instance, the price of a 50 gram RIPS package is 1,50 euros when purchased alone. When a customer buys the same 50 gram RIPS package included in a Subway meal, the price is lower. In Subway restaurants, customers always receive discounts as they buy a meal instead of a single product. (Subway Finland 2009; Turkama 2009)

The purpose of CFL is to provide RIPS rye snacks as a quality snack product to customers, with relatively affordable prices. Thus it can be said that the relation between price and quality is good with RIPS rye snacks. The pricing is carefully considered by the company, as the price is usually seen as a straight indicator of the quality. However, price is not the main element with which CFL is competing in the market. Instead, the company wants to focus on highlighting the special qualities of the product and the value that it will deliver to customers. CFL wants to avoid a situation where pricing is the main means to compete. However, it is also important for CFL to follow how its customers and consumers react to the price. The stage of the product in the product life-cycle also has an impact on the price and it should be taken into account when making pricing decisions. As RIPS rye snacks are still in the introduction stage of the product life cycle, the price should encourage the consumer to buy the product. As consumers are not yet familiar with the new product, they might not buy it if the price is set too high. Simultaneously, the price should still be high enough to balance the costs. CFL has an objective to gain a bigger market share in the long-term, instead of short-term profits. (Turkama 2009; Jumppanen & Turkama 2008, 71 - 73)

4.1.8 Product developments and new products

In addition to introducing new products, CFL aims at continuously developing and improving its existing products, the RIPS rye snacks, by adding new flavours to the assortment and also by making other improvements. As CFL is emphasizing the healthiness of RIPS rye snacks, it

will strive for making RIPS even healthier. CFL is cooperating with institutions HAMK (Hämeen ammattikorkeakoulu) and VTT (Technical Research Centre of Finland) in developing healthier RIPS rye snacks. Some changes are to be made to RIPS rye snacks. For instance, a food additive E621 called flavour enhancer is going to be replaced with yeast extract. According to several researches, the E621 flavour enhancer is not a healthy ingredient at all and the food additive has a bad reputation among the food industry. For these reasons, CFL wants to replace it with healthier yeast extract. CFL also plans to remove the lactose ingredient included in RIPS Cheese. (Turkama 2009)

4.2 The Snack Industry in Finland and the Competitive Field

In Finland, snack products have been in the market since 1970s, as potato chips were imported to Finland for the first time in 1970. In Finland, the consumption of snacks is still at a relatively low level when compared to other Scandinavian or European countries. Finnish consumers eat approximately 2, 4 kilograms of snacks per person in a year, whereas in Sweden and Denmark this corresponding figure is 3, 5 kilograms per person. In Norway, the consumption of snacks is even higher as it reaches approximately six kilograms of snacks per person in a year. In Finland, the most common occasions for eating snacks are on weekends at home, together with family and friends. In addition, during some particular parties and seasonal holidays, such as New Year's Eve, the first of May and Midsummer, people eat more snacks than normally. (Taffel | Taffel 2009; Estrella: Produkter 2009)

According to the CEO of Real Snacks, Mr. Mikko Tahkola, the scope of the snack product market in Finland as a whole is approximately 80 million Euros. In general, snack products are suitable for relishing and appeal to all age groups. Snacks can be used in many different situations, such as at home in everyday life, in parties, and at picnics, to name a few. Occasionally, everyone has a need to relish and relax and snack products are suitable for these situations, regardless of the person's regular diet. According to Mr. Tahkola, the first of May is one of the major seasons when there is a peak in the sales of snacks. (Hellink Lehdistö tiedotteet 2009)

Although the majority of the snacks sold in Finland consist of traditional snack products, such as potato chips and cheese snacks, the popularity of healthier snack products is increasing. An increasing number of companies in the Finnish snack market have launched new healthier snack products. One example of this is the traditional bread bakery company Linkosuo, which has launched a snack product made of rye bread. Simultaneously, the company has become a significant competitor for RIPS rye snacks. According to Mr. Timo Jänne, the marketing director of Linkosuo, rye is a trendy and healthy ingredient and the success for the rye-based product seems promising. (Terveellisemmät naposteltavat valtaavat elintilaa 2008)

4.2.1 Competitors

As far as RIPS rye snacks are concerned, there are many competing products, brands, and companies in the Finnish snack market. When considering salty-snack product categories, the main competing products are mainly a few bread-based snack products, various potato and corn chips, cheese snacks, tortilla chips, popcorn, salty sticks, pretzels, crackers, peanuts and seeds, and also meat snacks, such as salami snacks. The RIPS rye snack products mainly compete with other salty-snack products in the market. However, in a wider perspective, also other sweet snack products compete in the market with RIPS rye snacks. Such sweet-snack products are for instance dried fruits, raisins and biscuits, apple chips and other fruit chips, and consumer-ready packaged chocolate and candies. As the market is competitive and there are various companies, brands and products in the market, it is reasonable to list only the most significant competitors. When considering the salty-snack products in the market, the following brands are the main competitors for RIPS: Brex, Linkosuo, Taffel, Estrella, Pringles, Saharas peanuts, Real Snacks, Pirkka, Weekend snacks, Euroshopper, and Green Tree. Below are presented more detailed descriptions of Brex, Linkosuo, Taffel, Estrella, Pringles, Saharas peanuts, which can be considered as the most significant competitors for RIPS rye snacks. (Turkama 2009)

4.2.2 Brex

Brex is a close competitor for RIPS rye snacks and the product named Brex Multigrain Snacks resembles remarkably RIPS rye snacks. The Brex Multigrain Snacks are dry bread sticks which are made of multigrain bread. During the manufacturing process, the bread sticks are air dried and then sprayed with vegetable oil and spices. The ready bread snacks are crunchy and tasty, and they also have a low fat percentage. When compared to RIPS rye snacks, the composition, size and the appearance of the Brex Multigrain Snacks products is quite similar. However, since RIPS rye snacks is a fully rye-based snack; it contains more fibre than Brex Multigrain Snacks. Of all breads, rye bread contains the most fibre. Brex Multigrain Snacks are provided in three different flavours: Brex Garlic, Brex Cheese & Onion, and Brex Bacon, which are all also quite similar to the flavours of RIPS rye snacks though with slight differences. Brex Multigrain Snacks are provided only in small 50 gram packages. The snacks are marketed by Oy Transmeri Ab. (Transmeri 2010)

4.2.3 Linkosuo

Linkosuo Leipomo Oy has entered the snack market with a rye-based snack product named Linkosuo Ruisnappi, which makes it a significant competitor for RIPS rye snacks. The name of the product, "Ruisnappi", means "rye button" in English. The appearance of the product re-

resembles a miniature-sized whole rye bread, and the shape resembles a button as it is rounded. The composition of the product resembles very much the RIPS rye snacks, as it consists of roasted dark rye bread pieces which are toasted in vegetable oil and flavoured. The product is crunchy and delicious, and is provided in three flavours: Chili-Lemon, Onion Garlic, and Blue Cheese. However, the product is currently not situated on the snack shelf in retail shops. Instead, the snacks are placed in the bread section, more specifically, on the dried bread shelf. This fact brings certain advantages, as far as competition is concerned. The product is sold in 200 gram packages and the design of the package is colourful and appealing. According to Mr. Timo Jänne, the Marketing Director of Linkosuo, the product Linkosuo Ruisnappi contains more than 12 percent of fibre, and altogether, the product contains 9,4 percent of fat. This being the fact, the product resembles remarkably the RIPS rye snacks, as the product is rich in fibre and because of the low fat percentage.

(Linkosuo - Leipomo 2010; Terveellisemmät naposteltavat valtaavat elintilaa 2008)

Linkosuo has also launched a new rye-based snack product named "RuisSipsi" which means rye chips when translated to English. These new rye chips resemble traditional potato chips in their shape, size, and composition. They are very similar to potato chips, except that they are made of rye and are consequently healthier. In "RuisSipsi" rye chips, Linkosuo has managed to combine good taste, crunchiness of chips, and rye ingredient with its good health qualities, which makes it a significant competitor for RIPS rye snacks. The rye chips are currently available in three flavours including RuisSipsi Aito, which are natural rye chips without any flavours, RuisSipsi Grilli which consists of rye chips with spicy grill flavour, and RuisSipsi Valkosipuli which consists of garlic flavoured rye chips. RuisSipsi rye chips are provided in 150 gram packages and they can be used similarly to any snack products. As they are made of rye, they are also rich in fibre. The rye chips contain whole-grain rye from 62 percent up to 82 percent, depending on the flavour.

(Linkosuo - Leipomo 2010; Terveellisemmät naposteltavat valtaavat elintilaa 2008)

4.2.4 Taffel

The biggest competitor in the Finnish snack market is Taffel, which is a snack brand of the corporation Chips Ab. The Taffel products are the most popular snack products in Finland and the brand has a wide selection of snack products, some being decades-old classics. Taffel has always been the market leader in the Finnish snack market. Taffel as the market leader brand in Finland has a very strong position in the market. Taffel's product categories consist of potato chips with many different flavours, cheese snacks, peanuts, figure snacks, popcorn, salty sticks, and dips. According to consumer research, Taffel is clearly the most well-known snack brand in Finland and it is associated with high quality and interesting product selection. Taffel has also responded to the growing demand for healthier snack products: it has introduced

low-fat versions of potato chips, cheese snacks and popcorn. Taffel has many different package sizes for its products as they vary from big 350 gram and 300 gram packages to smaller 75 and 50 gram packages. Taffel does not have any rye-based snacks. (Taffel | Taffel 2009)

4.2.5 Estrella

The snack brand Estrella is the second market leader in the Finnish snack market, after Taffel. In addition to retail shops, Estrella snacks are also sold in Subway restaurants beside RIPS, which makes the brand a significant competitor for RIPS rye snacks. Estrella's product categories are very similar to Taffel's: potato chips, cheese snacks, peanuts, salty sticks and dips, most of these in many different flavours. Estrella has also responded to the increasing demand for healthier snacks. For instance, Estrella is currently the only snack brand with low-fat potato chips which contain only 16, 5 percent fat. It has also launched a new corn-based low-fat snack called Pop Delight, which contains only 9 percent fat. In addition to launching many products which contain less fat, Estrella has also been the first brand which has reduced the amount of salt in potato chips. According to Estrella, its potato chips currently contain less than 1, 5 percent salt, which is approximately the same salt percentage as in hard rye bread. Estrella does not have any rye-based snacks. (Estrella: Produkter 2009)

4.2.6 Pringles

Pringles is another very popular snack brand in Finland. Pringles' product selection consists of different chips: Pringles Original potato chips, Rice Infusions, and Light Aromas. Rice Infusions are chips that are made of rice, whereas Light Aromas are potato chips which contain 30 percent less fat than the regular potato chips. This means that Pringles has also responded to the growing demand for healthier snacks. All of the Pringles snacks have a similar package, which is a cylinder-shaped hard cardboard package. This special packaging is part of the Pringles trademark and the package has two different sizes. Pringles does not either have any rye-based snack products. (Pringles Suomi 2009)

4.2.7 Saharas Peanuts

Saharas are peanuts which are sold and marketed by Mixtec Oy. Saharas peanuts are spicy peanuts and they are served in small carton cups. Saharas peanuts are sold in many restaurants and bars all around Finland. They are often on display in a stylish illuminated container which is made of glass. For this reason, CFL considers Saharas peanuts as a significant competitor for RIPS rye snacks. (Mixtec - BAR CULTURE 2009)

4.3 The Brand Identity of RIPS Rye Snacks

Below is presented the brand identity of RIPS rye snacks from the aspect of the four brand identity perspectives: brand as product, brand as organization, brand as person, and brand as symbol. Although all the information presented below can be found in the company presentation of CFL, it is important to summarize all the information and details from the brand identity perspective. It is easier to perceive the brand identity of RIPS rye snacks when each brand identity perspective is explained in detail. The brand as organization perspective is also included in the description, as it is a part of the brand identity of RIPS rye snacks. However, from the research perspective of this particular research, the brand as organization perspective is not relevant, as the organization of RIPS rye snacks, CFL, is invisible and unknown to consumers.

4.3.1 Brand as Product

Product-related associations are relevant in the case of RIPS rye snacks as a brand, due to the type of product category that RIPS represents. Being a snack product, features such as taste, flavour selection, size, composition, and packaging have significant importance.

RIPS is a new type of snack product in the Finnish snack market and very different from most other competing snack products currently available in the market, as RIPS is made of rye. Even though there are some rye-based snack products in the market, they are very few, and none of them is exactly similar to RIPS rye snacks. RIPS provides a fresh and new option on the snack shelf for consumers who want to enjoy eating snacks, and at the same time knowing that they are not damaging their health. So far, the supply of genuinely healthy snacks in the market has been scarce. The healthiness of RIPS rye snacks is based on low fat percentage, healthy rye and fibre. The flavours of RIPS rye snacks are favourable for consumers as they have been tested prior to the launch. Out of various different flavours were initially chosen those that the consumers liked the most: Garlic, Cheese and Salami. Later, the new flavour Jalapeno has been added to the selection. The selection is currently quite versatile with four different flavours. However, it is likely that in the future new flavours will be added to the selection.

Packaging is an important element, when considering the brand identity of RIPS rye snacks and thus CFL has carefully considered the packaging. The snacks are offered in two package sizes, in 50 gram and in 150 gram packages. The package design of the RIPS rye snacks is colourful and alluring and the message on the package is noticeable and clear. The labelling on the package is also very clear and alluring. The word "ruis" which means rye in Finnish, is written in big letters in the middle of the package, as CFL wants to emphasize the fact that

RIPS rye snacks are made of rye. In addition, the square-shaped package is functional as it is slightly smaller than an average snack package. The package sizes are suitable for different use situations and needs as for instance, the smaller 50 gram package fits easily into a hand-bag or pocket. When the snacks are purchased for a bigger group, the bigger 150 gram package is more suitable.

When considering the country of origin element as a part of the brand as product dimension, in the case of RIPS rye snacks it is relevant to describe the RIPS rye snacks as Finnish. Although the snacks are manufactured in Estonia by Balsnack, CFL is a Finnish company and has created the RIPS rye snacks brand for Finnish taste. The company name of CFL, Core Finland Ltd, also expresses Finnishness. Rye is a traditional Finnish food ingredient and practically every Finn is used to eating rye bread and sees it as a part of their cultural identity. For this reason, RIPS rye snacks is an ideal snack product for Finnish consumers and CFL perceives RIPS rye snacks as a snack for every Finn.

When considering the price versus quality factor, CFL sees RIPS as a quality snack product, which is provided for customers at relatively low prices. This means that the relation between price and quality is good with RIPS rye snacks. Although RIPS rye snacks can be perceived as a relatively affordable product, price is not the main element for RIPS to compete in the market. The company prefers to highlight the special qualities of the product and the value that the product delivers to the customers. In the daily consumer-goods retail sector, the price of RIPS rye snacks is 0,95 euros for the smaller 50 gram package and 1,50 euros for the larger 150 gram package. In the HoReCa sector, the selling price is slightly higher as for instance in Subway restaurants the price of RIPS rye snacks for a 50 gram package is 1,50 euros, when purchased alone. However, it is not unusual that in restaurants the price of products is higher than in retail shops.

For a snack product, the RIPS rye snack is versatile as it can be used in several use occasions. The most common use situations include enjoying the snacks at different seasonal parties, such as New Year's Eve, First of May or Midsummer, at other parties such as birthday parties, or at traditional Finnish crayfish dinner parties. Also some of the most basic ways to consume RIPS rye snacks are enjoying them at home with family or with visiting friends, for instance on week-ends, or when going to the cinema. In addition, the RIPS rye snacks are suitable to be used in salads and soups, similar to croutons. RIPS rye snacks are also suitable to be consumed with beer or with other alcoholic drinks, as the taste of RIPS rye snacks suits naturally with beer and other alcoholic drinks, such as cider. Probably the best combination is the RIPS Salmi flavour with beer.

When considering the user imagery, RIPS rye snacks appeals to many different user groups. Thus it is difficult to define a stereotype of a typical user of RIPS rye snacks. However, CFL has defined the main target customer groups for RIPS rye snacks which reflect the most common user groups. As stated in the target group description, the first group consists of young people aged between 13 to 34 years who can be seen as active and forerunners. They consume snacks regularly and see RIPS rye snacks as "cool". The second main user group consists of adults from 25 to 60 years of age who mostly have families of their own. These adults consume snacks occasionally and for them, RIPS represents a more adult-like option when compared to traditional potato chips or cheese snacks. As this group consists of basic Finnish adults, especially for this group RIPS represents Finland's own snack product, snacks combined with Finnishness because of the rye bread. The third main user group consists of adults, mostly women, aged from 25 to 44. The consumers in this group appreciate healthier options in general and also with snack products. To these individuals, RIPS rye snacks represent a pleasant alternative to traditional greasy potato chips or cheese snacks.

4.3.2 Brand as Organization

The organization behind the RIPS brand is Core Finland Ltd (CFL). As described above, CFL's main customer groups consist of wholesalers, retailers, and the HoReCa sector, and RIPS rye snacks can be ordered from Heinon tukku, Kespro and Meiranova wholesalers. CFL has its own sales representatives who are responsible for the sales of RIPS rye snacks all around Finland. These sales representatives are directly in contact with CFL's business customers and also responsible for the business-to-business marketing, and therefore represent CFL as an organization. The sales representatives have a significant role in representing CFL and it is very important that they establish and maintain a good and satisfactory relationship with the customers and carefully listen to their needs. CFL always strives for providing the best for its customers. This includes providing the best possible customer service, maintaining good relationships with the customers, and keeping the customers satisfied by responding to their needs.

As CFL wants to provide the best for its customers, it wants the RIPS rye snacks to be a quality snack product. For that reason, CFL needs to monitor carefully the manufacturer and supplier, and the quality of the products. CFL has defined the controlling of the quality in its self-control plan. The company is continuously updating this self-control plan, in order to manage the quality issues, as CFL is solely responsible for the quality of RIPS rye snacks. CFL has an objective of continuously enhancing the quality of the products. There are risks in any defects as even one defect may damage the whole reputation of RIPS rye snacks from the customers' perspective.

As an organization, CFL wants to be perceived as reliable. The change of manufacturer to Balsnack has been a good decision for CFL, as the cooperation with Balsnack has been successful. Due to the change of manufacturer, CFL can now completely guarantee the delivery of the products, as there used to be problems with the previous Russian manufacturer, for instance with product availability. Logistics is equally important, which is operating successfully. As an organization, CFL wants its customers to have a successful business and assists them in different ways, in order for them to make profit. CFL has succeeded in prolonging the storage time of RIPS rye snacks from 6 months to 9 months, which has received positive feedback. From the retailer's perspective, the prolonged storage time reduces the risk to purchase RIPS rye snacks into the selection. (Turkama 2009)

One of the ways in which CFL is assisting its retailer customers in their business, is promoting RIPS rye snacks for the retail shops' customers. CFL actively markets RIPS rye snacks at free samplings in retailer shops where consumers are able to try the product for free. CFL strives for promoting RIPS rye snacks as much as possible for the K-chain retailers and their customers, as the K-chain retailers are an important customer group for CFL. In the K-chain grocery shops, CFL continuously arranges product samplings and sales promotions. The RIPS packages are packed in good-looking and colourful boxes which can be put on the snack shelf as such, or placed on top of each other, resulting in the optimal use of space on the snack shelf. As an organization, CFL also has an objective to continuously develop its product line, by improving the existing products and also by introducing new flavours and new product categories. This can be seen as an advantage for the retailers.

CFL wants to be reliable as an organization to its customers, but also as a cooperation partner. CFL has already established cooperation agreements with other business organizations, such as Subway and the beer brand Koff. From the consumer's perspective, CFL as the organization behind the brand RIPS rye snacks is invisible. CFL markets and sells different types of brands in addition to RIPS rye snacks which are not related to each other. Currently CFL as an organization is visible only to its corporate customers which purchase the products into their selection. In the future this situation may possibly be different and CFL as the organization of RIPS rye snacks might be more visible to the consumers. However, this is not currently the case. (Turkama 2009)

4.3.3 Brand as Person

In the brand identity part of the theory section in this thesis, the Big Five model is presented, which relates to the different brand personality features. As presented above, the Big Five consists of five personality factors: sincerity, excitement, competence, sophistication and ruggedness, which can be further divided into facets and several different personality fea-

tures. As the Big Five explain more than 90 percent of the observed differences between brands, it served as the basis for defining and identifying the brand personality features for RIPS rye snacks. Mr. Joonas Turkama, the CEO of CFL, named the personality features among the Big Five which best describe and characterise RIPS rye snacks and the identity of RIPS.

According to Joonas Turkama, in the sincerity personality factor, the personality features which best describe RIPS rye snacks are honest, wholesome, genuine and original. Honesty refers to the fact that RIPS rye snacks can be promoted and presented as such, as what it really is, and with pride. Honesty also relates to the Finnishness of RIPS rye snacks as Finns are often perceived as honest. Wholesome as a personality feature suits well for RIPS rye snacks, as it is most importantly a healthy snack. In other words, wholesome refers to the healthiness of RIPS. Wholesome means healthy, and also refers to promoting health and well being, which RIPS rye snacks represents too. Healthiness is one of the main features which are emphasized in the brand identity and marketing communication of RIPS rye snacks. CFL also wants RIPS to be perceived as genuine and original as RIPS is the first Finnish rye snack product in the Finnish snack market, developed and launched by CFL. These two features can be seen as a part of the brand identity of RIPS rye snacks, even though competitors would launch similar products in the market in the future. In addition, originality is emphasized in the RIPS rye snacks package, as in the margins of the package is written "the original rye snacks".

In the excitement personality factor of the Big Five model, the personality features which are the most natural to RIPS rye snacks are: daring, flashy, spirited, young, outgoing, lively, cool, imaginative, fun, unique, innovative, and aggressive. Daring, flashy, fun, unique, and also aggressive refer to the nature of RIPS rye snacks, as it is a new and innovative snack product in the Finnish snack market, and also to its alluring and colourful packages. However, they refer in particular to the advertising and promotional style which has been used with the RIPS rye snacks. One example of this is the various rock festival events where RIPS rye snacks have been promoted in exceptional ways, such as shooting RIPS rye snack packages into the festival audience from the stage. The personality features spirited, outgoing, lively and cool refer to for instance the healthiness of the RIPS rye snacks and also to a healthier lifestyle in general. These personality features also characterise some of RIPS' target groups. Imaginative, unique and innovative refer to the new type of snack product in the Finnish snack market that RIPS represents. In RIPS rye snacks, CFL has succeeded in combining good taste and natural crunchiness of a snack with healthiness. The RIPS rye snack provides something new and different to Finnish consumers as it provides rye, a traditional and familiar food ingredient in Finland, in a new and different form. Uniqueness also refers to the fact that CFL wants RIPS rye snacks to be unique as a brand and as a product, even in a situation when new competitors would enter the market with a similar product.

In the competence personality factor, Mr. Joonas Turkama did not find any personality features which characterise RIPS rye snacks. He also named personality features glamorous and sexy, in the Sophistication personality factor, as describing the brand personality of RIPS rye snacks. However, in the case of RIPS rye snacks, the feature “glamorous” does not mean traditional glamour but instead refers to stylishness as glamorous also means stylish. The RIPS rye snack is a stylish snack brand, which can be seen for instance in stylish packaging and advertising campaigns.

Other personality features which emerged from the Big Five model as matching with the brand personality of RIPS rye snacks were: active, athletic, masculine, tough, and strong, in the Ruggedness personality factor. RIPS rye snacks certainly is more masculine than feminine as a brand and by its nature, even though RIPS appeals to both male and female consumers. The personality features of active, athletic, tough and strong, relate again much to the healthiness of RIPS rye snacks and to a healthier lifestyle in general. Active and athletic also relate to some of the target customer groups of RIPS, for instance the target group of young and active people, as described above. Tough and strong refer to for instance the strong personal and distinctive style and the idea of RIPS rye snacks. They also match with the physical composition of RIPS rye snacks as a product, as the snacks are hard rather than soft to bite and crunch.

Even though these 23 different personality features in the Big Five model all describe and characterise RIPS, among these personality features, there are certain features which are emphasized most in the brand identity of RIPS. Certain key features can be defined, which are emphasized the most in the brand identity of RIPS. Wholesome is the most important key feature which can be seen also in the other elements of the brand identity. The other key features emphasized in the brand identity are: glamorous which refers to stylish, lively, genuine and original, and also innovative and imaginative.

When considering the primary elements leading the brand personality for RIPS rye snacks, they can be mostly found in the product characteristics of RIPS. Other factors affecting the brand personality of RIPS rye snacks are, for instance, the events which CFL sponsors with RIPS, symbols and age of the brand, and also country of origin. CFL is a young company in the market and accordingly, RIPS is a very young and simultaneously a new brand in the Finnish snack market. As one of the brand personality features of RIPS rye snacks is young and youthful, being a young brand and new in the market supports that personality feature. Even though RIPS rye snacks are manufactured in Estonia by an Estonian snack manufacturer, CFL wants to emphasize the Finnishness of RIPS rye snacks. User imagery also slightly affects the

brand personality of RIPS, although the target groups are different and there are various different “typical users” for RIPS.

4.3.4 Brand as Symbol

The original logo of RIPS rye snacks, which was printed on the initial package, was a mere logo containing a star-shaped figure with the letters of the name RIPS and a colouring of yellow, orange and red. When CFL made changes to the initial package of RIPS rye snacks, it wanted to make the labelling in the new package very clear and to emphasize more the fact that RIPS rye snack is made of rye and that it is a rye-based snack. The changes were made to the original logo and package simultaneously. The original logo of RIPS rye snacks was extended, and the current logo contains big-bolded black letters of the word “ruis”, which means rye in Finnish, in addition to the yellow, orange, and red-coloured star figure and the name RIPS with bolded letters, which was the initial logo. Beside the word “ruis”, next to the letter “s”, is vertically written the word “snack” to clarify that RIPS rye snacks is a snack product.



Figure 10: The old and current logo of RIPS rye snacks

The colourful part of the current logo, which contains the star figure and the name RIPS, symbolizes snack products. The colouring, the font style and the star figure are elements which are commonly used in visual marketing in the snack industry, especially with traditional potato chips and cheese snacks. This is the image which CFL wants to create with RIPS rye snacks in the consumer’s mind, with the difference that RIPS rye snacks are made of rye bread. In addition to snack products, the colour combination of red, orange and yellow also express speed, fun and excitement, which are in other words the opposite of boring. Another major part of the logo, the word “ruis” written in big bolded letters, and the word “snack” written vertically with smaller letters on the right side of the logo, symbolize the traditional rye ingredient and the crunchiness of rye bread. The letters in the words “ruis” and “snack” are coloured in black and the bolded letters in the word “ruis” are partly highlighted with white colour. In addition to the traditional rye ingredient and the crunchiness of a rye bread, this part of the logo also symbolizes Finnishness and ruggedness. (Turkama 2009)

It is important to include all these different elements in the current logo as an entity, as they all symbolize RIPS rye snacks and the different qualities of RIPS rye snacks. Currently there are no other snacks marketed by CFL under the name RIPS than the rye snacks. Therefore, this logo which is now used suits well for the brand, and represents well the brand of RIPS rye snacks. It is unlikely that in the near future there would be any other type of snacks than rye snacks under the name RIPS. In the case that in the future CFL would launch another type of snack product under the name RIPS, for instance "RIPS beetroot snacks", this current logo would still be suitable for RIPS rye snacks, as it is a logo representing the RIPS rye snacks brand. (Turkama 2009)

When considering the brand name RIPS, or officially "RIPS ruis snack", the name RIPS originally comes from a combination of two words: "ruis" which means rye in Finnish, and "sipsit" or "sips" which means chips in Finnish, referring to traditional potato chips. Even when a person does not know the origin of the name RIPS, he or she is still able to associate the name with rye snacks when seeing the product or the package of RIPS rye snacks. RIPS is a suitable name for a rye snack product, due to the resemblance of the name to the word chips, or to the word "sips" or "sipsit", in Finnish, and also the initial letter "r" referring to "ruis" meaning rye in Finnish. (Turkama 2009)

CFL also has a slogan for RIPS rye snacks brand: "Terveellisemmän napostelun puolesta" in Finnish, which can be translated as "For healthier snacking". CFL has used the slogan for RIPS rye snacks before, for instance, in certain marketing materials and on some other occasions. However, in recent marketing activities, this slogan has not been used. As the slogan has not been used for a certain period of time, it is likely the target groups are not at all familiar with it, even if they were familiar with the RIPS rye snacks brand. The joint advertising campaign with Subway fast-food restaurant chain was arranged with a theme called "kevyempää naposteltavaa" which means "lighter snacks" in English. During the campaign, the original slogan was not used at all. Due to the inconsistency of the use of the slogan in past activities, it might be favourable for CFL to consider the slogan, whether to use one or not and in what form. (Turkama 2009)

4.4 Conducting the Research

The process of conducting the research included designing the research questionnaire, collecting the data, and analysing the results. The questionnaire for the research survey was carefully designed based on the theoretical background of brand identity and other brand theory. After collecting the data, the data was analysed with SPSS for Windows program.

4.4.1 The Research Questionnaire

In addition to the theoretical background, the questionnaire is also based on the brand identity of RIPS rye snacks which is described above, as the research examines the brand image of RIPS rye snacks, and the purpose is also to compare the brand image of RIPS with the brand identity of RIPS. In an ideal situation, the brand image and the brand identity are alike. In addition to the first four general questions in the beginning and the last three final questions in the questionnaire, the other questions can be categorized based on the different brand identity perspectives which are relevant in this particular research: brand as product, brand as person, and brand as symbol.

The questionnaire does not include any questions based on the brand as organization perspective, as the brand as organization perspective is not relevant when considering this particular research. This research and the questionnaire are designed for consumers who are not familiar with CFL, the organization behind the brand. CFL as organization is not visible to consumers and does not promote itself as an organization to them. For this reason, questions based on the brand as organization perspective are not included in the questionnaire. However, in the case that this research would be conducted among the business-to-business customers of CFL, questions based on the brand as organization perspective would definitely be included in the questionnaire and would form a relevant and an important part of the research.

As the research was conducted in Finland for Finnish consumers, the questionnaire needed to be translated also into Finnish, to conduct the research. In length, the questionnaire contains twelve questions. Each question needed to be carefully considered, and among several questions were chosen only the most relevant ones for this research. Twelve research questions was the ultimate limit, as otherwise the questionnaire would have been too long and large, in order to maintain the respondent's interest when completing the questionnaire. On the other hand, had the questionnaire been only one page long, the number of questions would have been too few, in order to collect all the necessary information.

When conducting a quantitative survey research, the appearance of the questionnaire is important as it can determine the respondent's willingness to complete the questionnaire. The questionnaire was designed to look as attractive as possible for the respondent and the layout of the questionnaire is clear. In order to make the appearance of the questionnaire more vivid and interesting, a colourful RIPS logo was placed on the first page, and with a question concerning the official logo of RIPS rye snacks is a colourful picture of the logo. In addition, most of the questionnaires were printed on colourful printing paper. In the beginning of the questionnaire is presented the following foreword for the respondent: "Dear Respondent, We are conducting an image research concerning our brand named "RIPS rye snack". The re-

search results will be published as a larger synopsis, which means that not any single respondent can be recognized in any possible way among the research results. Each response is important for the research to succeed. Thank you very much in advance for your response!" See Appendix 1: Research Questionnaire English, and Appendix 2: Research Questionnaire Finnish, for the research questionnaires in English and in Finnish.

4.4.2 Initial Questions

Before the first five questions, the following instructions are presented to the respondent: "Please circle the number in front of the right option (choose only one)." The first four questions are closed questions with ready provided options, which are easy and simple to answer and also more general in style. Other reasons for using these closed types of questions in the beginning are, for instance, that the statistical handling and processing of the information would be easier and faster, and also to avoid possible errors. In questions one to five, the respondent is asked to circle only one option for an answer available.

In the first two questions, the respondent is asked about 1. Sex and 2. Age. The respondent is requested to answer by circulating either "1= Male or 2= Female in the first question, and in the second question the right age group. The age groups are divided into six groups, where: "1= Under 20 years, 2= 20 to 29 years, 3= 30 to 39 years, 4= 40 to 49 years, 5= 50 to 59 years, and finally, 6= 60 years or more".

The third question is related to the respondent's lifestyle and consuming habits. In the third question, the respondent is asked how often approximately he or she consumes snack products. Question number three asks: "3. How often do you approximately consume snack products?" The respondent is requested to choose one option of the four different options provided: "1= Once a week or more frequently, 2= Once every two weeks, 3= Once a month, or, 4= More rarely than once a month". This is a relevant question as the user groups of RIPS rye snacks are different and contain different types of users.

The fourth question measures the brand awareness of RIPS rye snacks among consumers. The question is asks if the respondent is already familiar with RIPS rye snacks, meaning that the respondent has ever heard of RIPS rye snacks before: "4. Are you already familiar with RIPS rye snacks?" Besides answers "1= Yes" and "2= No" the respondent can choose "3= Don't know" which can be a good alternative when the person is uncertain or cannot remember if he or she has heard of RIPS rye snacks before.

4.4.3 Brand as Product Related Questions

Due to the type of product category which RIPS rye snack represents, a snack product eaten as snack food, product-related associations and the brand as product perspective are an important and relevant part of the brand identity of RIPS rye snacks. For this reason, the questionnaire contains several questions based on the brand as product perspective.

Question number five is the first question based on the brand as product category. In the fifth question, the respondent is asked which flavour is the best flavour of RIPS rye snacks. Question number five asks: "5. In your opinion, which RIPS flavour is the best?" In addition to choosing "1= Garlic, 2= Salami, 3= Cheese, or, 4= Jalapeno", the respondent is provided with an additional option: "5= I haven't tasted all RIPS flavours". This option is useful in a case where the respondent does not have enough time or interest to taste all of the different flavours. The flavours of RIPS rye snacks have been tested prior to their launch with Finnish consumers and the flavours which the consumers liked the most were chosen. For this reason, it can be assumed that the flavours are all favourable to the consumers. Each individual still has his or her own preferences.

The sixth question is also based on the brand as product perspective and it is related to the use occasions of RIPS rye snacks. In the sixth question, the respondent is requested to choose two different use occasions which, in the respondent's opinion, best suit RIPS rye snacks. The sixth question asks: "6. Which of the following use occasions would be the most preferable for you for consuming RIPS rye snacks? Choose the two which you consider to be the most preferable, and rank them by writing number 1 in the box in front of the most preferable option, and number 2 in the box in front of the second most preferable option."

There are altogether seven different alternatives to choose from: "At home with family and friends", "At a party", "In the movies", "On the First of May, Midsummer or New Year's Eve, or the like", "With soups or salads", "With alcohol", and finally, "None of the above". In addition to choosing the two most preferable options for use occasions, the respondent is requested to check the box next to each option number one with the alternative the respondent prefers first, and number two with the alternative the respondent prefers second. The purpose of this type of question is that it enables gaining eventually more information from the respondents for the research, when the respondents rank the two alternatives in order, in the way they prefer them. Another advantage of this type of question structure is that it is easier to analyze after collecting the data. The structure of the next question, question number seven, is similar. The seventh question is related to the brand as person perspective and it is described in more detail below.

Question number eight is for the most part also based on the brand as product perspective. The eighth question consists of seven different statements concerning RIPS rye snacks. For each statement, the respondent is requested to choose an option according to a scale from 1 to 5, where number one means "completely disagree", number two "somewhat disagree", number three "undecided" which is useful when the respondent is uncertain about his or her opinion, number four "somewhat agree", and number five means "completely agree". The respondent is requested to circle the number from the scale which in the respondent's opinion best responds to the claim. The eighth question is expressed as follows: "8. Below is presented different statements concerning RIPS rye snacks. Choose the option that most closely matches your opinion on each statement by circling the number from the scale of 1-5, in which: 1= Completely disagree, 2= Somewhat disagree, 3= Undecided, 4= Somewhat agree, 5= Completely agree."

In the eighth question, the scale which is used is named the Likert scale. The reason for using the Likert scale in this question is that it enables gaining much information in a compact form. The Likert scale can be defined as a "Method of ascribing quantitative value to qualitative data, to make it amenable to statistical analysis. Used mainly in training course evaluations and market surveys, Likert scales usually have five potential choices (strongly agree, agree, neutral, disagree, strongly disagree) but sometimes go up to ten or more. A numerical value is assigned to each potential choice and a mean figure for all the responses is computed at the end of the evaluation or survey. The final average score represents overall level of accomplishment or attitude toward the subject matter. Named after its inventor, the US organizational-behavior psychologist Dr. Rensis Likert (1903-81)." (BusinessDictionary.com 2010)

The first statement states that "RIPS rye snack differentiates successfully among competing snack products in the market." This statement is included in the questionnaire, as one of the elements in the brand identity of RIPS is that it differentiates in the market when compared to most other competing snack products, with its rye ingredient. Even if the supply of genuinely healthy snacks in the market increased in the future, RIPS would still aim at being different and differentiating among competitors.

The second claim states that "RIPS is a snack product for the Finnish taste", as the country of origin element is an essential part of the brand as product dimension for RIPS rye snacks. CFL as a Finnish company has created RIPS rye snacks for Finnish taste, with its traditional Finnish food ingredient rye. It is important that RIPS rye snack is perceived as a Finnish snack.

The third claim refers to the packaging of RIPS rye snacks, by stating that: "The appearance of RIPS rye snack package is alluring". This statement concerning the package was included, as CFL has carefully considered the packaging of RIPS rye snacks and has also aimed at creat-

ing an alluring and good-looking package for RIPS. Packaging is an important element when considering the brand identity of RIPS rye snacks in the brand as product perspective.

In the fourth claim it is stated that "The relation between price and quality is good with RIPS rye snacks". This claim also was included in the question, as CFL wants RIPS rye snacks to be seen as a quality snack. In addition, CFL sees RIPS as a quality snack product which is provided for the customers at relatively low prices, which means that the relation between price and quality is good with RIPS rye snacks. It is important to note that as the research is conducted in the daily consumer-goods retail sector, the statement in this question can provide information only regarding the relation between price and quality in the retail sector. In the restaurant and bar sector, for instance in Subway fast food restaurants, the price of RIPS rye snacks is slightly higher.

The fifth statement is related to the brand as symbol perspective, by stating that "The name "RIPS" describes well a rye-based snack product". Therefore, this statement is discussed in more detail below. The sixth statement is simple and gives a general overview of RIPS rye snacks as a product, as it states simply that "RIPS is a good product". With this statement, the respondent can express his or her general opinion towards RIPS rye snack as a product by choosing an option from the scale, from "completely disagree" to "completely agree", or anything in between. The seventh statement, which is the final statement, is related to the flavour selection of RIPS rye snacks. The seventh statement states that "The flavour selection of RIPS rye snacks is sufficient". The current selection consists of four different flavours, as the newest flavour Jalapeno has been added to the selection. It is possible and even likely that in the future new flavours will be added to the selection.

4.4.4 Brand as Person Related Questions

The seventh question is related to the brand as person perspective. In the seventh question, the respondent is requested to choose two different personality features which, in the respondent's opinion, best suit RIPS rye snacks. In addition to choosing the two most suitable features for describing RIPS rye snacks, the respondent is also requested to check the box next to each alternative, number one with the alternative the respondent prefers first, and number two with the alternative the respondent prefers second. The seventh question is expressed as follows: "7. Which of the following features, in your opinion, best suit for RIPS rye snacks? Choose the two which you consider to be the most suitable, and rank them by writing number 1 in the box in front of the most suitable feature, and number 2 in the box in front of the second most suitable feature."

The respondent has altogether 23 different personality features to choose from. These 23 different personality features can all be found in the brand identity description of RIPS rye snacks. All of these brand personality features listed in the questionnaire describe and characterise RIPS rye snacks and the identity of RIPS. These personality features were originally selected by Joonas Turkama, the CEO of CFL, as he named those personality features among the Big Five Model which best describe and characterise RIPS rye snacks and the identity of RIPS.

For RIPS rye snacks, the different personality features presented in the questionnaire include: honest, wholesome, genuine, original, daring, flashy, spirited, young, outgoing, lively, cool, imaginative, fun, unique, innovative, aggressive, glamorous, sexy, active, athletic, masculine, tough, and strong. Even though each one of these personality features describe and characterise RIPS rye snacks, the respondent is requested to choose two personality features which the respondent prefers the most for RIPS rye snacks. The purpose is to examine which personality features are the most preferred from the consumers' perspective, and which of these personality features best define the brand image of RIPS rye snacks. The questionnaire does not contain any other questions related to the brand as person perspective, as the seventh question covers all the relevant elements related to the brand as person perspective.

4.4.5 Brand as Symbol Related Questions

Two different elements related to the brand as symbol perspective, the name and the logo, are examined in this research. In the eighth question consisting of the different statements concerning RIPS rye snacks, the fifth statement is related to the brand as symbol perspective. The fifth statement in the eighth question states that "The name "RIPS" describes well a rye based snack product", to which the respondent can answer by choosing from the scale: either "Completely disagree", "Somewhat disagree", "Undecided", "Somewhat agree", or "Completely agree". The consumers are not told that the name RIPS originally comes from a combination of two words: "ruis" and "sipsit" or "sips". It is likely that a person is able to associate the name with rye snacks when seeing the product or the RIPS rye snacks package, even without knowing the origin of the name. However, it is important to examine the real effect of the name "RIPS" on consumers.

In the ninth question, the respondent is asked about the most powerful associations concerning the logo of RIPS rye snacks. The ninth question is a mixed-form type of question where the answer options are ready provided, except for the last option which is in an open-question form. The reason for presenting the question in this kind of form is to ensure that the respondent is able to consider any possible answer. The ninth question is presented as follows: "9. What comes to your mind the most powerfully about the logo of RIPS rye snacks (image be-

low)? Choose only one option by circling the number in front of the option." After considering the logo and its mind associations, the respondent is requested to choose only one of the seven different options provided. These seven different options include: "Finnishness", "Rye bread", "Chips", "Snack products", "Speedy", "Crunchy", and the last option "Other, what". The last alternative is useful in a situation where, in the respondent's opinion, none of the first six alternatives are suitable associations for the RIPS rye snacks logo. In that case, the respondent can choose the seventh alternative and write in the empty space whatever comes to the respondent's mind about the logo of RIPS rye snacks. The first six options provided are all based on the real brand identity of RIPS rye snacks from the brand as symbol perspective, and they all characterise the RIPS logo. The logo symbolizes each one of these different elements, including Finnishness, rye bread, chips, snack products, speed, and crunchiness.

Even though the logo of RIPS rye snacks symbolizes each one of these elements, the respondent is requested to choose only one element which comes to the respondent's mind the most powerfully about the logo, either one of the six alternatives provided or some other element which comes to the respondent's mind. The purpose is to examine which elements regarding the RIPS rye snacks logo are the most dominant from the consumers' perspective. As the research examines the brand image of RIPS rye snacks, clarifying the most dominant elements regarding the RIPS logo from the consumers' perspective helps to define the current brand image of RIPS rye snacks. Another reason for requesting the respondent to choose only one alternative concerning the logo of RIPS rye snacks is that it supports the respondent to more carefully consider the answer and the different alternatives, when making the choice.

4.4.6 Final Questions

The last three questions are again similar to the initial questions more general in style. In addition, these final questions summarize the questionnaire in general concerning the respondent's overall opinion towards RIPS rye snacks. In the tenth question, the respondent is asked if he or she would recommend RIPS rye snacks to his or her acquaintances. The acquaintances refer to the respondent's friends, family members, and any other people the respondent knows. The tenth question is expressed as follows: "10. Would you recommend RIPS rye snacks to the people you know?" The answer options provided include "Yes", "No", and "Don't know". The options the respondent chooses for this question help to reveal the respondent's true opinion towards RIPS rye snacks, and also whether the respondent is impressed about RIPS rye snacks or not. For instance, a positive answer "Yes" to this question reveals and indicates that the respondent genuinely likes RIPS rye snacks, or otherwise the respondent would certainly not recommend RIPS rye snacks to others.

The two final questions in the end of the questionnaire are open questions. The eleventh question is similarly general and summarizing in its style and the respondent's answer to this question also helps to reveal the respondent's true and overall opinion towards RIPS rye snacks. In the eleventh question, the respondent is requested to give a traditional school grade for RIPS rye snacks, ranging from 4 to 10, number four being the poorest and number ten being the best grade. The eleventh question is expressed as: "11. I would give RIPS rye snacks a school grade of (4-10)" In the twelfth and the final question, the respondent is requested to express the wanted changes in RIPS rye snack products: "12. What would you like to change in RIPS rye snacks?" The respondent is free to write in a line below the question whatever comes to the respondent's mind for an answer. As all the other questions in the questionnaire are closed and structured, an open question in the end gives the respondent freedom to express an opinion in the respondent's own words.

4.4.7 Collecting the Data

The actual research was conducted and the data was collected during several promotional occasions in November 2009, and in February and March 2010. Already in the beginning when the research was being planned, it was decided that the research would be conducted and the research data would be collected during sales promotions in retail shops, where the consumers would be able to taste the products for free. Most of the sales promotions were held in K-chain supermarkets around the area of Helsinki, Espoo and Vantaa. Only one of the promotions took place in a special event in the Active Life Village of Laurea Otaniemi in Espoo, which was attended by guests from different companies from the surrounding areas near Tapiola, Espoo. After collecting the data, the results were analyzed with the SPSS for Windows program. The research results are analyzed and described in detail further below.

The purpose was to collect as representative a sample as possible, including the different consumer groups, such as different age groups. The sampling was made in random order. In other words, the respondents for the research questionnaire were selected randomly, which means that not every consumer who came to taste the RIPS rye snacks was requested to participate in the research. In practice, anyone could participate in the research. These randomly selected consumers were asked if they would be willing to complete a questionnaire concerning the RIPS rye snacks and to participate in the research. Some of the consumers who were asked were not willing to participate in the research. In order to make the participation in the research more appealing, the respondents also had a possibility to participate in a raffle, when completing the questionnaire. Among the participants a few large product packages were raffled containing RIPS rye snacks and other products marketed by CFL. In addition, at the event arranged in Laurea Otaniemi, the participants were given one free package of RIPS when participating in the research.

Since the research examines the brand image of RIPS rye snacks perceived by consumers, one of the main elements is taste. In order to successfully complete the research, it was important that the respondents were able to taste all the different flavours of RIPS rye snacks including the new Jalapeno flavour. It was also presumed that many of the consumers were not familiar with RIPS rye snacks and thus had never tasted RIPS rye snacks before. In order for these consumers to have an opinion towards RIPS rye snacks and for them to be able to participate in the research, they needed to be able to try the products themselves. In addition, the supermarkets as a research environment were ideal as they are visited by all different types of consumer groups, including all age groups. In the supermarkets, it was possible to reach to the potential target groups who buy snack products in general. The supermarkets as an environment enabled to perceive a cross section of the different consumer groups. For these reasons, it was decided that the best way to conduct the research and collect the data would be on the occasion of a sales promotion with free product samples.

First in November 2009, CFL arranged sales promotions for RIPS rye snacks in K-citymarket Sello and in K-Supermarket Mankkaa, in Espoo. In February and in March 2010 the other sales promotions were arranged in K-citymarket supermarkets in Vuosaari, Helsinki, and in Koivukylä, Vantaa. In the beginning of March 2010, the last sales promotion took place at a special event in the Active Life Village of Laurea Otaniemi, in Espoo, where CFL had its own stand for RIPS rye snacks. The event was named "Aktiivisuutta Arkeen-Työhyvinvointitapahtuma 2010" and it was attended by employees of different companies situated nearby around the Espoo area. The theme of the event was health and well-being in the workplace and thus it was suitable for RIPS rye snacks as a healthy snack. The attendees could participate in the research by completing the questionnaire, besides tasting the products. Most of the respondents completed the questionnaire independently; however, some of the respondents needed assistance with the questions in the questionnaire. The most assistance was needed with the sixth and seventh question.

In the supermarkets of the K-chain, the promotions were arranged in the snack departments. A small display table was placed close to the snack shelves and on the table were placed the RIPS packages, product samples for tasting purposes, and the questionnaires. As the promotions were arranged in the snack departments, the place was suitable for attracting those consumers who were looking for snacks and thus consumed snack products in general, either regularly or occasionally. The product samples were distributed to everyone who was willing to taste RIPS rye snacks, even though not everyone was asked to participate in the research.

5 Analysis of the Results

The research results were analysed with SPSS for Windows program. The research findings for each question are presented below. Finally, the dependencies between certain variables are discussed.

5.1 Initial Questions

The initial four questions in the questionnaire examined the age, sex, and consumption frequency of snacks of the respondents, and also the brand awareness. When considering the different age groups among the respondents, the majority of the respondents were either in their twenties or in their forties. Also, the large majority of the respondents were women.

5.1.1 Questions 1. Age and 2. Sex

The largest age group among the respondents consisted of younger consumers, aged between 20 to 29 years. The second largest age group consisted of middle-aged consumers, aged between 40 to 49 years. The original purpose was to gain responses from all the different age groups, which was successfully accomplished as the responses were collected from each age group. Altogether, nearly 30 percent of the respondents were in the biggest group, aged from 20 to 29 years, and more than 20 percent of the respondents were in the second biggest group, aged from 40 to 49 years.

The smallest age group among the respondents was the youngest group of consumers, aged less than 20 years, totalling slightly less than 8 percent of the respondents. The second smallest age group among the respondents was the oldest group of consumers, aged 60 years or more, totalling slightly more than 11 percent of the respondents. The rest of the age groups were represented as follows: consumers aged between 30 to 39 years totalled slightly more than 14 percent of the respondents, and consumers aged between 50 to 59 years totalled slightly more than 13 percent of the respondents. See Appendix 3: The Distribution of Variables "Age", "Sex" and "The Best Flavour", for the tables.

Altogether, 73, 3 percent of the respondents were female and the remaining 26, 7 percent of the respondents were male. The fact that the sample contains more female than male respondents does not affect the analysis of the results. The reason for this is that the number of male respondents is large enough for comparisons to be made between male and female respondents regarding the tested variables. One possible reason for having more female respondents than male respondents might be that women often tend to do the grocery shopping for their families in a supermarket and are often in charge of the purchase decisions concerning

foods, at least more than men. Another possible reason might be that women are more eager to participate in different researches and surveys. When considering the different target groups of RIPS, the sample is quite comprehensive. Even though RIPS rye snacks appeal to many different types of consumer groups, CFL has defined the main target customer groups for RIPS rye snacks, reflecting the most common user groups. One of the major target groups consist of young consumers, aged between 13 to 34 years. As the largest respondent group is aged between 20 to 29 years and the sample also includes respondents from both younger and older age groups, it can be said that the sample is suitable in relation to the target group. Another major target group consists of adults, mostly with a family, aged from 25 to 60 years, and the third major target group consists of mostly women aged from 25 to 44 years of age. When considering these facts, it can be said that the sample is suitable in relation to the major target groups of RIPS.

5.1.2 Question 3. How often do you approximately consume snack products?

Question number three examines the respondent's lifestyle concerning the consumption frequency of snack products. The results reveal that the majority of the respondents consume snacks more rarely than once a month. Altogether, more than 40 percent of the respondents stated that they consume snacks more rarely than once a month. Those consumers who stated that they consumed snacks approximately once a month formed the second largest group, totalling nearly a quarter of the respondents. Those consumers who stated that they consume snacks approximately once every two weeks totalled nearly one fifth of the respondents. Minority of the respondents stated that they consume snacks once a week or more frequently, totalling slightly more than 15 percent of the respondents. Figure 11 below presents the findings in a bar chart.

As the majority of the responses were collected during sales promotions in supermarkets, the major purpose was also to reach and gain responses from those consumers who consume snacks regularly. It is thus a little surprising that a large majority of all the respondents consume snacks more rarely than once a month, or approximately once a month. One reason for this might be that those mothers and fathers who came to buy snacks were buying them for their children or other family members, and they might not themselves consume snacks very often. Another reason might be that most of the sales promotions were arranged during a weekend, on Friday or Saturday. Both Friday and Saturday are the days of the week when consumers most likely buy snack products to be enjoyed during the weekend, even those consumers who necessarily may not consume snacks on a weekly basis. It is also possible that some of the consumers who participated in the research were merely passing by the snack department coincidentally and were not looking for snacks in particular to purchase.

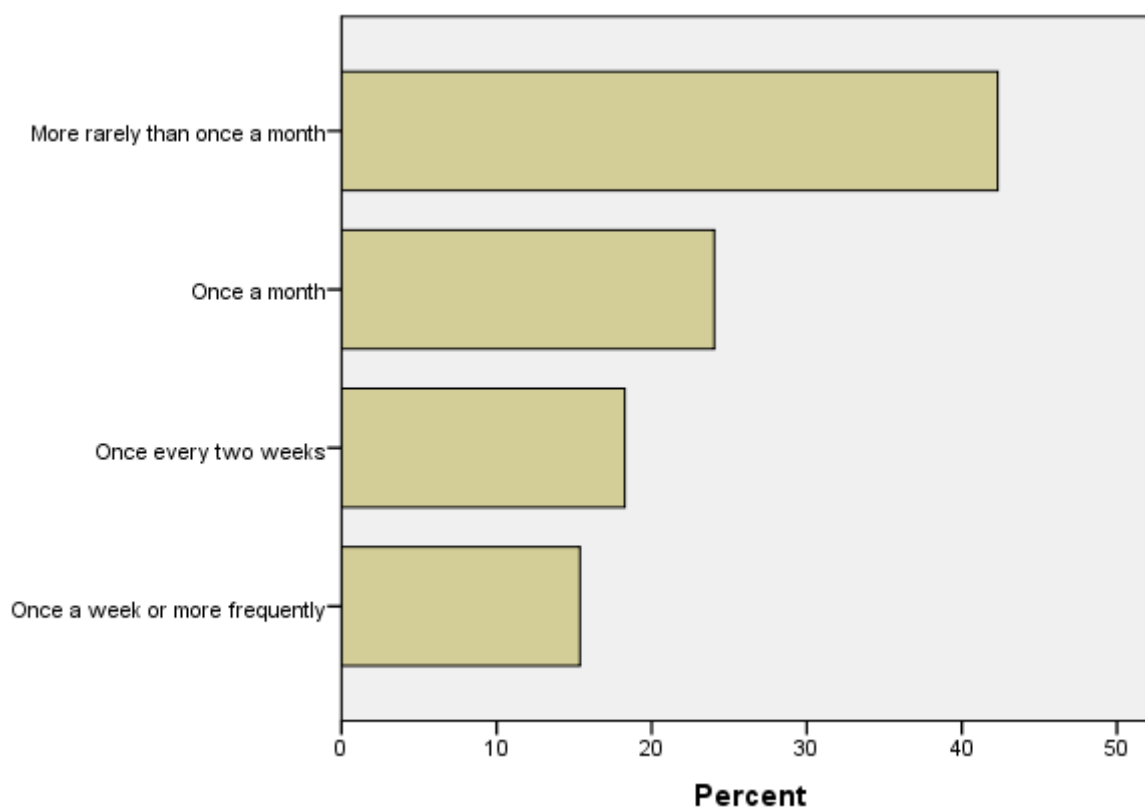


Figure 11: The consumption frequency of snacks among the respondents

5.1.3 Question 4. Are you already familiar with RIPS rye snacks?

The fourth question examines the brand awareness of RIPS rye snacks among consumers. Since RIPS is a relatively new brand in the Finnish snack market, it was originally presumed that large majority of the respondents would not recognize it, and would answer "No" to the question. The results reveal that slightly more than 60 percent of the respondents were not yet familiar with RIPS rye snacks and the brand was unknown to them. Nearly 40 percent of the respondents answered "Yes" and were already familiar with RIPS rye snacks. This can be seen as a positive result as nearly 40 percent is more than was originally expected. Table 2 below presents the accurate figures concerning the responses.

	Frequency	Percent	Valid Percent
Valid Yes	41	39,0	39,0
No	64	61,0	61,0
Total	105	100,0	100,0

Table 2: Brand awareness of RIPS: Are you already familiar with RIPS rye snacks?

5.2 Brand as Product Related Questions

The research questionnaire includes three different questions related to the brand as product perspective. These questions examine the subjects of taste, use occasions, differentiation, country of origin element, packaging, price and quality, and selection.

5.2.1 Question 5. In your opinion, which RIPS flavour is the best?

The fifth question is related to the brand as product perspective and it examines the consumers' preferences concerning the different flavours of RIPS rye snacks. The results reveal that Garlic was the most popular RIPS flavour as it was chosen in 28, 6 percent of all the responses. The second most preferred flavours were both Salami and Cheese which both gained an equal number of responses, totalling 23, 8 percent for Salami and 23, 8 percent for Cheese of all the responses. Jalapeno was preferred by 17, 1 percent of the respondents which received the smallest number of responses of the four flavours. Only 6, 7 percent of the respondents chose the option "I haven't tasted all RIPS flavours" which was very few. Despite the fact that there are differences among the preferences of the consumers concerning the flavours, the differences are still relatively small. In all, the responses were divided quite evenly between the four flavours.

Taste is an important element in a snack product and it is important that the consumers like the taste of the flavours. Prior to their launch, all the RIPS flavours have been tested in advance with Finnish consumers. For this reason, it was presumed that each of the four flavours would be preferable for the consumers. It is clear that each individual has his or her own preferences and taste is always subjective and personal depending on the individual. As the responses were divided quite evenly between the four flavours, it indicates that all four flavours were liked by the respondents, individual choices depending on the respondent. Certainly none of the flavours was clearly rejected by the consumers, as the responses were divided between all four flavours. The even division of the responses indicates that the current RIPS flavours are favourable to consumers, and that CFL has succeeded in choosing a good combination of flavours for RIPS rye snacks. See Appendix 3: The Distribution of Variables "Age", "Sex" and "The Best Flavour", for the tables.

5.2.2 Question 6. Which of the following use occasions would be the most preferable for you for consuming RIPS rye snacks?

Use occasions are related to and form a significant part of the brand as product perspective. The sixth question examines the most preferred use occasions for RIPS rye snacks, as seen by

consumers. The respondents were given the following instructions for expressing their opinions towards the most preferable use occasions: "Choose the two which you consider to be the most preferable, and rank them by writing number 1 in the box in front of the most preferable option, and number 2 in the box in front of the second most preferable option."

The most popular use occasion was clearly the option "At home with family and friends", as in more than 56 percent of all the responses this option was ranked as number one. Another popular use occasion ranked as number one was clearly the option "With soups or salads", which was ranked as the first choice in more than 18 percent of all the responses given. The remaining options received only a few rankings as number one: "At a party", "In the movies", and "On the First of May, Midsummer or New Year's Eve, or the like" each received less than 10 percent of the responses. "With alcohol" was chosen in slightly more than 8 percent of the responses, ranked as first choice. Only in slightly more than 2 percent of all the responses the option "None of the above" was selected as the first choice.

The second most preferable use occasion for RIPS rye snacks was the option "On the First of May, Midsummer or New Year's Eve, or the like" as in more than 21 percent of the responses it was ranked as number two. The other remaining options received nearly an equal number of rankings as the second choice; at least the differences were small. For the second most preferable use occasion, "At home with family and friends", "At a party", "In the movies", "With soups or salads", and "With alcohol" each received responses ranging from 11 percent to nearly 19 percent of all the responses, ranked as number two. "With soups or salads" was clearly the second most selected option for the second most preferable use occasion. Only in slightly more than one percent of the responses "None of the above" was ranked as the second choice. See Appendix 4: "The Most and the Second Most Preferable Use Occasions" for the bar charts.

In order to perceive an even more complete overview of the most preferred use occasions, they can be viewed by combining the results (multiple responses). Table 3 below presents a synopsis of all the responses given, combining the responses for the most preferable use occasions and the second most preferable use occasions. The table presents, which use occasions received the most selections all in all, regardless if they were ranked as "1" or "2". In all, a clear majority of the respondents chose the use occasion for RIPS rye snacks to be at home with family and friends, either as their first or second choice, totalling nearly 40 percent of all the responses. Another use occasion which was frequently selected either as first or second choice was with soups or salads, totalling nearly 20 percent of all the responses given. In all, the other use occasions were selected somewhat equally, as can be seen from the table below. In total, in only less than two percent of the responses the option "None of the above"

was selected as first or second choice. It is a good result as it means that most of the respondents perceived the provided options as suitable use occasions for RIPS rye snacks.

		Responses	
		N	Percent
The most preferable use occasions	At home with family and friends	67	38,5%
	At a party	20	11,5%
	In the movies	16	9,2%
	On the First of May, Midsummer or New Year's Eve, or the like	19	10,9%
	With soups or salads	32	18,4%
	With alcohol	17	9,8%
	None of the above	3	1,7%
	Total	174	100,0%

Table 3: Summary of the most selected use occasions, either as first or second choice

5.2.3 Question 8. Different statements concerning RIPS rye snacks

Since the seventh question "Which of the following features, in your opinion, best suit for RIPS rye snacks?" is related to the brand as person perspective, it is analyzed further below, separately from the brand as product-related questions. The eighth question is mostly related to the brand as product perspective, which is presented with the following instructions: "Below is presented different statements concerning RIPS rye snacks. Choose the option that most closely matches your opinion on each statement by circling the number from the scale of 1-5, in which: 1= Completely disagree, 2= Somewhat disagree, 3= Undecided, 4= Somewhat agree, 5= Completely agree." This five-point scale can also be characterised as a scale ranging from negative to neutral to positive, where "1= Completely disagree" and "2= Somewhat disagree" describe a negative opinion towards the statement presented, "3= Undecided" describes a neutral opinion, and "4= Somewhat agree" and "5= Completely agree" describe a positive opinion towards the statement presented. See Appendix 5: "The Different Statements Concerning RIPS rye snacks" for the tables for each statement.

The first statement states that "RIPS rye snack differentiates successfully among competing snack products in the market".

In all, the overall response to this statement was positive, as a clear majority of all the respondents had chosen either "Somewhat agree" or "Completely agree". "Somewhat agree" was chosen in 41 percent of all the responses given. "Completely agree" came close to 40 percent (38, 1 percent) of all the responses. A small number of the responses were neutral, as

in 13, 3 percent of the responses the option "Undecided" was chosen. Only a small minority of the respondents had chosen "Somewhat disagree", totalling 7,6 percent of all the responses given. None of the respondents had chosen "Completely disagree", which is a positive result.

In the second statement, it is stated that "RIPS is a snack product for the Finnish taste".

Again, the results concerning this statement can be interpreted as very positive, as large majority of all the respondents had chosen either "Somewhat agree" or "Completely agree", in all more than 80 percent of the respondents. "Somewhat agree" was chosen by the majority, totalling 41, 9 percent of the responses given. "Completely agree" was chosen in 40 percent of the responses, which is relatively equal. Again, the neutral and negative options received few responses. "Undecided" was chosen in 9, 5 percent of the responses, "Somewhat disagree" was chosen in 6, 7 percent of the responses, and "Completely disagree" was chosen in only 1, 9 percent of the responses given.

The third statement states that "The appearance of RIPS rye snack package is alluring".

The third statement examines the respondents' opinion towards the packaging of RIPS rye snacks. The overall results concerning this statement can be seen as positive, as a clear majority of the respondents somewhat agreed that the appearance of the RIPS rye snack package is alluring. "Somewhat agree" was chosen in 49, 5 percent of the responses, which is nearly a half of all the responses given. In addition, "Completely agree" was chosen in 14, 6 percent of the responses. This means that a large majority of the responses were positive opinions towards the package. However, the attractiveness of the RIPS rye snacks package generated also negative and neutral opinions. "Undecided" was chosen in 19, 4 percent of the responses, and "Somewhat disagree" was chosen in 16, 5 percent of the responses. None of the respondents had chosen "Completely disagree" which can also be seen as a positive result.

In the fourth statement, it is stated that "The relation between price and quality is good with RIPS rye snacks".

Again, the results for this statement can be seen as positive as a majority of the responses were positive opinions, either "Somewhat agree" or "Completely agree". Clear majority of the respondents chose the option "Somewhat agree", totalling 41, 9 percent of all the responses. Other positive responses of "Completely agree" totalled 17, 1 percent of the responses. Even though a large majority of the responses were positive, the second largest group of responses was neutral. "Undecided" was chosen in 31, 4 percent of the responses. Only a small number of the responses were negative opinions, which can be also seen as a

positive result. "Somewhat disagree" was chosen in 8, 6 percent of the responses, and "Completely disagree" was chosen in only 1 percent of the responses.

There might be several reasons for so many respondents choosing "Undecided", which indicates uncertainty towards either the quality or the price of RIPS rye snacks. When having a clear opinion on both quality and price, it is likely that the respondent is able to form an opinion towards the relation between them. One main reason might be that the respondent has not formed a clear perception about the quality of RIPS rye snacks. In the marketing communication activities and during the sales promotion, the message about a quality snack might not have been clear enough. Also, it is possible that the respondent was not convinced enough about the quality of the snacks after trying the products. As far as price is concerned, even though there was a large price label on the table during the sales promotions when the research was conducted, it is possible that it was unnoticed by many respondents. From the brand identity point of view, RIPS rye snacks can be seen as a quality snack with a relatively low price, which results in a good relation between price and quality. The good relation between price and quality should probably be emphasized more in the marketing communication activities for RIPS, in order to clarify it even more to the target groups.

The fifth statement states that "The name "RIPS" describes well a rye based snack product".

The fifth statement is related to the brand as symbol perspective, and is discussed more in detail below with other questions related to the brand as symbol perspective. However, it can be stated briefly that the results can be interpreted as positive, as large majority, altogether more than 70 percent of the respondents, had chosen either "Completely agree" or "Somewhat agree".

In the sixth statement, it is stated that "RIPS is a good product".

The sixth statement examines the respondents' overall opinion towards RIPS rye snacks. The results for this statement can be seen as very positive, as large majority chose either "Somewhat agree" or "Completely agree", totalling altogether more than 80 percent of all the responses. "Somewhat agree" was chosen in 51 percent of the responses, whereas "Completely agree" was chosen in 36, 5 percent of the responses. In all, it is a very positive result that more than 80 percent of the respondents agreed in some way that RIPS rye snacks is a good product. The remaining neutral and negative options received few responses. "Undecided" was chosen in 6, 7 percent of the responses. Of the negative options, "Somewhat disagree" received 4, 8 percent of the responses, and "Completely disagree" received only 1 percent of all the responses.

The seventh statement states that "The flavour selection of RIPS rye snacks is sufficient".

In the seventh statement, the respondents' opinion towards the flavour selection of RIPS rye snacks is examined. Again, the results concerning this statement can be seen as positive, as a clear majority of the respondents chose the option "Completely agree", totalling close to 50 percent (46, 6 percent) of all the responses. In addition, "Somewhat agree" was chosen in 35 percent of the responses. A small number of the responses were neutral, as "Undecided" was chosen in 10, 7 percent of the responses. In all, very few of the responses were negative, as "Somewhat disagree" was chosen in 6, 8 percent of the responses and "Completely disagree" was chosen in only 1 percent of the responses. Figure 12 below presents a synopsis of the results concerning each statement.

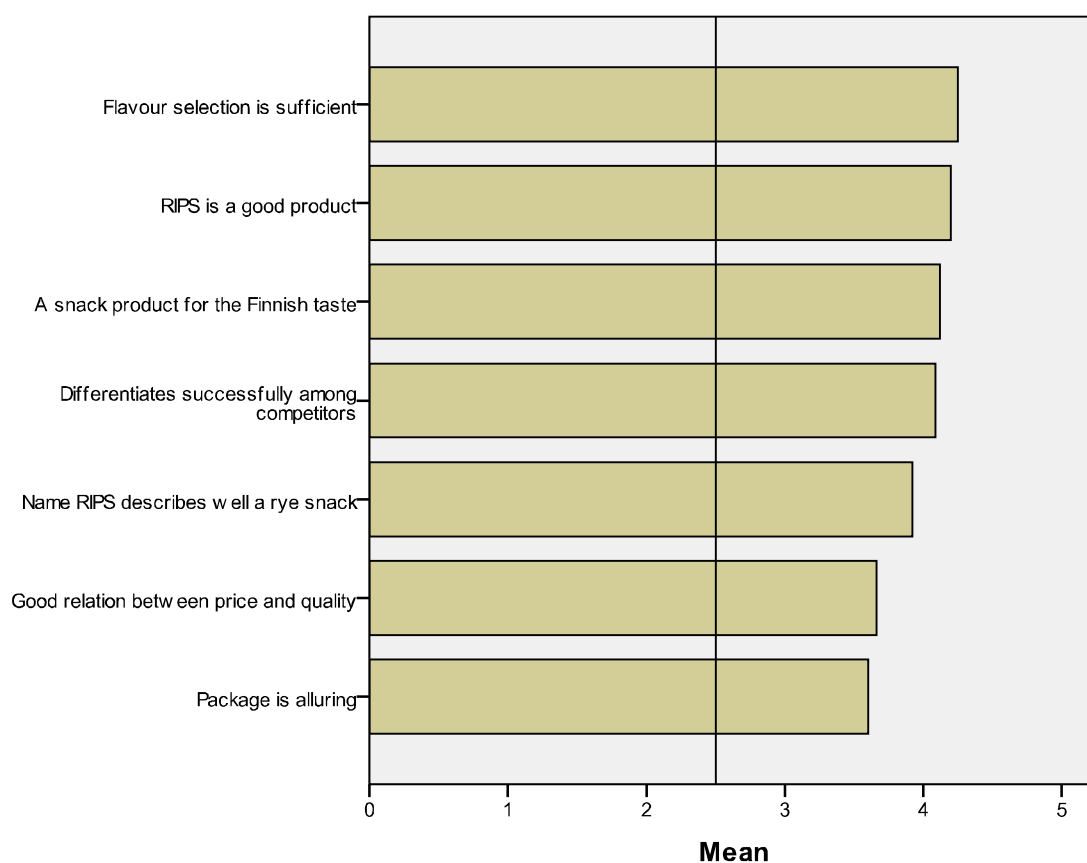


Figure 12: Responses for the different statements concerning RIPS rye snacks

5.3 Brand as Person Related Questions

The seventh question is related to the brand as person perspective, asking the respondents about the different personality features related to RIPS rye snacks. The research questionnaire does not include other questions related to the brand as person perspective.

5.3.1 Question 7. Which of the following features, in your opinion, best suit for RIPS rye snacks?

The respondents were given the following instructions for expressing their opinions towards these most suitable features: "Choose the two which you consider to be the most suitable, and rank them by writing number 1 in the box in front of the most suitable feature, and number 2 in the box in front of the second most suitable feature." See Appendix 6: "The Most Suitable and the Second Most Suitable Features" for the table with accurate figures.

The most suitable feature for RIPS rye snacks as seen by the consumers was clearly "wholesome", which was ranked as first choice in more than 30 percent of the responses (30, 9 percent), being the largest group of responses. Other features which were clearly more popular for the first choice than the other features, were "fun" with 10, 3 percent and "Genuine" with 9, 3 percent of all the responses given. The other personality features received few rankings as the first choice. The other personality features were ranked as the first choice only in small percentages of the responses, ranging from 1 percent to 7, 2 percent of the responses.

The second most suitable feature for RIPS rye snacks as seen by the consumers was "genuine", which was ranked as second choice in 15, 4 percent of all the responses. Other clearly popular options for the second most suitable feature were "imaginative" with 13, 2 percent of the responses and again "wholesome" which gained 12, 1 percent of all the responses given. Again, the other personality features received few rankings as number two. The other personality features were ranked as the second choice in only small percentages of the responses, ranging from 1, 1 percent to 8, 8 percent of all the responses given.

Again, by combining the results (multiple responses) of both the most suitable features and the second most suitable features for RIPS rye snacks, it is possible to see an even more complete overview of the respondents' selections in all. In Table 4 below are combined all the responses given for the most suitable features and the second most suitable features, regardless if they were ranked as "1" or "2". Combining the results gives an overview of the personality features which were the most frequently selected. In all, a clear majority of all the respondents selected the feature "wholesome" either as their first or second choice, totalling more than 20 percent of the responses. Another frequently selected feature was "genuine" which was selected in slightly more than 12 percent of the responses, either as first or second choice.

		Responses	
		N	Percent
The most suitable features	Honest	8	4,3%
	Daring	7	3,7%
	Outgoing	9	4,8%
	Fun	15	8,0%
	Masculine	3	1,6%
	Wholesome	41	21,8%
	Flashy	1	,5%
	Lively	5	2,7%
	Unique	5	2,7%
	Tough	8	4,3%
	Genuine	23	12,2%
	Spirited	3	1,6%
	Cool	8	4,3%
	Innovative	9	4,8%
	Active	1	,5%
	Strong	4	2,1%
	Original	11	5,9%
	Young	8	4,3%
	Imaginative	16	8,5%
	Athletic	3	1,6%
Total	188	100,0%	

Table 4: Summary of the most selected features, either as first or second choice

5.4 Brand as Symbol Related Questions

The brand as symbol perspective is examined both in the fifth statement of the eighth question, and in the ninth question of the questionnaire. In the eighth question, which presents the different statements concerning RIPS rye snacks, the fifth statement states that "The name "RIPS" describes well a rye based snack product". The brand name RIPS is an important element of the brand as symbol perspective, and the way the consumers perceive the name has much significance.

5.4.1 Question 8. The fifth statement: "The name "RIPS" describes well a rye based snack product"

The results can be interpreted as positive as again a large majority, altogether more than 70 percent of the respondents, had chosen either "Completely agree" or "Somewhat agree", that the name RIPS describes well a rye-based snack. "Completely agree" was chosen altogether in 37, 3 percent of the responses, being the largest group of responses. "Somewhat agree" was chosen in 35, 3 percent of the responses. Negative options "Somewhat disagree"

and “Completely disagree” were chosen more frequently than the neutral option “Undecided”. This indicates that the name RIPS has a tendency to generate either positive or negative opinions in terms of its suitability for the RIPS rye snacks brand. “Undecided” as the neutral option received 10, 8 percent of the responses, whereas “Somewhat disagree” was chosen in 13, 7 percent of the responses and “Completely disagree” was chosen in 2, 9 percent of the responses. See Appendix 5: “The Different Statements Concerning RIPS rye snacks” for the table with accurate figures.

5.4.2 Question 9. What comes to your mind the most powerfully about the logo of RIPS rye snacks?

The ninth question of the questionnaire is related to the brand as symbol perspective concerning the logo of RIPS rye snacks, as it is perceived by consumers. In the ninth question the respondent is asked to give an opinion concerning the logo which is presented in a colourful picture below the question. The respondent was requested to choose only one option provided.

The largest group of the respondents chose “Rye bread”, totalling more than 25 percent of all the responses given. After “Rye bread”, the second most popular option was “Snack products” which was chosen in more than 19 percent of the responses. The third most popular option was “Finnishness”, totalling slightly over 15 percent of the responses. Besides “Rye bread”, the other options were selected somewhat equally. There are no large percentage differences between the other options. The only exception is with the option “Other” which was chosen in only less than 4 percent of the responses. Table 5 below presents the results for each option.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Finnishness	16	15,2	15,4	15,4
	Rye bread	28	26,7	26,9	42,3
	Chips	11	10,5	10,6	52,9
	Snack products	20	19,0	19,2	72,1
	Speedy	14	13,3	13,5	85,6
	Crunchy	11	10,5	10,6	96,2
	Other	4	3,8	3,8	100,0
	Total	104	99,0	100,0	
Missing	System	1	1,0		
Total		105	100,0		

Table 5: The most powerful association concerning the logo

The additional option "Other, what" was chosen in 3, 8 percent of the responses. With this option, the respondent was requested to express in his or her own words whatever association the RIPS rye snacks logo generated and whatever came to the respondent's mind about the logo. As the respondents were Finnish consumers and the research was conducted in Finnish, the original responses to this open-question option were also expressed in Finnish. The answers included the following comments: "Kömpelö", "Radio Rock", "Voimakas", "Jääkiekko", "Rock-konsertti", "Riihimäen Palloseura = RiPS", "Rokkaava", and "Ruis Rock".

The comments can be translated as follows: "Clumsy", "Radio Rock" which refers to a Finnish radio station for rock music, "Strong", "Ice hockey", and "Rock concert". The comment "Riihimäen Palloseura = RiPS" refers to a local football association in Riihimäki and the abbreviation of the name is identical to RIPS (rye snacks). However, very few people know this name for the local association and thus the similar name has little significance. The last two comments can be translated as "Rocking" which refers to rock music, and "Ruis Rock" which is a Finnish yearly rock festival. It is interesting that a majority of these freely expressed comments are related to rock music in different ways. It matches with the brand identity of RIPS rye snacks in part, as RIPS has often been promoted in different rock festival events such as Ruis Rock, where it has been a co-partner of the event. It is unknown if these individual respondents have attended rock festivals in the past where RIPS rye snacks have been promoted, where they might have seen a promotion of RIPS rye snacks. However, it is their primary association of the RIPS rye snacks logo. In other words, what first came to their minds about the logo of RIPS rye snacks was related to rock music.

5.5 The Final Questions

The three final questions are summarizing questions in their style. The tenth and the eleventh questions examine the respondent's overall opinion concerning RIPS rye snacks. The twelfth final question is an open question where the respondent is able to express in his or her own words the changes wanted, and also any other comments about RIPS rye snacks.

5.5.1 Question 10. Would you recommend RIPS rye snacks to the people you know?

To this question, the answer "Yes" can be seen as positive and "No" as negative. The third option "Don't know" is neutral, but with this question it mostly indicates uncertainty. The tenth question is revealing and helps to clarify the respondent's true opinion concerning RIPS rye snacks.

The results for the tenth question can be interpreted as very positive. In total, 81, 9 percent of the respondents chose the option "Yes", stating that they would recommend RIPS rye

snacks to other people. As this was a large majority of the respondents, it indicates that the overall opinion towards RIPS rye snacks is positive. It can be assumed that a person has to genuinely like something in order to recommend it to others. Correspondingly, a person will most likely not recommend a product or a service to others if the person did not genuinely like it, or at least perceive it as good. Only 2, 9 percent of the respondents answered "No" which can also be seen as a positive result. "Don't know" was chosen by 15, 2 percent of the respondents, which indicates that they were uncertain about recommending RIPS rye snacks to others. See Appendix 7: "Recommendation and School Grade" for the table.

5.5.2 Question 11. I would give RIPS rye snacks a school grade of (4-10)

In the eleventh question the respondent is asked to give a traditional school grade for RIPS rye snacks, ranging from 4 to 10, where 4 expresses the lowest grade and 10 the highest grade. Again, the results can be interpreted as very positive, as a large majority of the respondents gave RIPS a school grade of 8 or higher, totalling 81, 6 percent of the responses. When considering the grading, generally the grade 8 can be seen as good, and grades 9 and 10 can be seen as excellent. In 14, 6 percent of the responses RIPS rye snacks was given a grade of 7, which can be seen as a satisfactory grade. Very few respondents gave RIPS a low grade. In only 3, 8 percent of the responses, RIPS was given a grade of 5 or 6, which were the lowest grades given for RIPS. See Appendix 7: "Recommendation and School Grade" for the table.

5.5.3 Question 12. What would you like to change in RIPS rye snacks?

Although each of the responses is individually expressed, many of the responses are similar in their subject, and thus can be categorised into certain groups. As the research was conducted in Finnish, the original responses to this open question were also expressed in Finnish.

Altogether 46 respondents answered the twelfth question by expressing a comment. Of those 46 respondents, 35 wanted to change something in RIPS rye snacks. Five of the respondents answered "I do not know" to the question, and other five of the respondents answered "Nothing", to which one of the respondents had added: "Because the product feels good as it is". It can be concluded that these ten respondents who answered either "Nothing" or "I do not know", did not want to change anything in RIPS rye snacks. In addition, one of the respondents had commented simply "Surprisingly good" from which it can also be concluded that the respondent did not want to change anything in RIPS rye snacks.

Altogether nine of the responses were related to the flavour selection of RIPS rye snacks. Of these, seven of the respondents had answered "More flavours", meaning that they wanted to increase the flavour selection of RIPS rye snacks. In addition, one of these seven respondents

had also commented "bigger packages", and another of these seven respondents had still commented "hardness level", meaning that the composition of the snack should be softened. The other responses related to the flavour selection were suggestions for new flavours: "Could there be for instance a dill flavour?" and "e.g. flavour bacon". In addition to these, a few of the respondents wanted to change the price to a lower level, as three of the respondents answered "a lower price".

Some of the respondents also wanted to change the taste of the current flavours. The responses included the following comments: "More of taste", "Taste", "Tasted like a dried rye bread", "The aftertaste of a convenience food" and "Garlic doesn't have taste at all!". In one of the responses, a comment "Salt? Less? Taste?" was expressed, which can be interpreted that the respondent wanted to decrease the amount of salt in the snacks. Also another response included a comment related to the saltiness: "The taste of the Salami is maybe too salty". The reason for these comments is probably that in some of the RIPS rye snack packages the flavour is not always evenly divided between the snacks. This might cause some of the snacks in the package to be tasteless whereas some of the snacks might have a too strong taste. It would be favourable for CFL to enhance this taste issue of the snacks. Besides these comments related to the taste of the snack, in one of the responses, the composition of the snack wanted to be changed. The respondent answered simply "soften", referring to the composition of the snack.

In seven of the responses, the respondents wanted to change either the size or the shape of the snack. Five of these respondents answered "Bigger size". In addition, one of them had commented also that "they are now too small". The comments related to the shape of the snack included: "Appearance of the snack, to more elongated" and "could be slightly thinner". Some of the respondents wanted to change also the size of the package, as three of the responses included a comment "Bigger package". During the promotional events when the research was conducted, only the smaller 50 gram packages were available. Those particular retailers had only the smaller 50 gram packages of RIPS rye snacks in their selection. CFL can meet this need of consumers for a bigger package, as RIPS rye snacks are available also in 150 gram packages. However, CFL should convince more retailers to purchase the bigger 150 gram packages of RIPS rye snacks in their selection.

In summary it can be said that the changes most wanted to RIPS rye snacks were to: increase the flavour selection, enhance the quality of the current taste of the flavours, soften the composition of the snack, provide bigger packages, enlarge the size of the actual snack, and lower the price. The other responses were different individual comments which could not be grouped. These responses included the following comments: "A dip sauce should be added to the selection", "The package should be more environmentally friendly", "Cheese flavour

should be lactose-free!", and "The snacks should be more generally and better available!" In addition, one of the respondents wanted to change the name of the snack to "Raksu".

5.6 Dependencies between Variables

After analysing the basic results for each research question, the next phase is to examine the possible dependencies between the variables. In this research, the variables sex, age, and consumption frequency form the group of independent variables. Other remaining variables can be seen as the dependent variables. The three independent variables sex, age, and consumption frequency explain the variations of the other dependent variables. When analysing the results with the SPSS for Windows program, dependencies were found with certain variables which seemed to correlate. Below are discussed those relations between variables which seemed to correlate, according to the results found with the SPSS program. In each analysis, the Spearman's correlation coefficient is used, as all the variables used in the analysis are ordinal in their level.

5.6.1 Sex in Relation to the Most Preferable Use Occasions

First it was examined how sex influences the respondents' opinions. Surprisingly, it was found that sex did not seem to influence considerably the opinions of the respondents. For example, with the most preferred use occasions for RIPS rye snacks, the opinions of male and female respondents did not differ significantly (See Table 6).

		Sex		
		Male	Female	Total
Most preferable use occasion	At home with family and friends	13 52,0%	40 59,7%	53 57,6%
	Party, movies, First of May, Midsummer, New Year's Eve, with alcohol	6 24,0%	16 23,9%	22 23,9%
	With soups or salads	6 24,0%	11 16,4%	17 18,5%
	Total	25 100,0%	67 100,0%	92 100,0%

Table 6: Differences between men and women, concerning the most preferable use occasions

When examining the relation between sex and the most preferable use occasions for RIPS rye snacks, with the original options for use occasions, some of the original classes were modified. Certain original options "At a party", "In the movies" "On the First of May, Midsummer or New Year's Eve, or the like" and "With alcohol" were combined into the same class, and

“None of the above” was removed. The reason for this is that in those particular classes, there were too few responses in order to conduct a correct analysis and comparison. According to the Chi-Square test conducted, there were no significant differences between male and female respondents (p -value= 0,686) in their choice for use occasions. See Appendix 8: “Dependencies between Variables, Statistical Tests” for the Chi-Square test table.

5.6.2 Sex in Relation to the Statements Concerning RIPS Rye Snacks

Another example can be seen with the eighth question which presents the different statements concerning RIPS rye snacks. With the eighth question, it was also examined if sex influenced the respondent's opinion concerning the different statements.

Ranks

	Sex	N	Mean Rank	Sum of Ranks
Differentiates successfully among competitors	Male	28	48,48	1357,50
	Female	77	54,64	4207,50
	Total	105		
A snack product for the Finnish taste	Male	28	50,00	1400,00
	Female	77	54,09	4165,00
	Total	105		
Package is alluring	Male	27	54,69	1476,50
	Female	76	51,05	3879,50
	Total	103		
Good relation between price and quality	Male	28	52,23	1462,50
	Female	77	53,28	4102,50
	Total	105		
Name RIPS describes well a rye snack	Male	26	45,56	1184,50
	Female	76	53,53	4068,50
	Total	102		
RIPS is a good product	Male	27	53,54	1445,50
	Female	77	52,14	4014,50
	Total	104		
Flavour selection is sufficient	Male	27	43,22	1167,00
	Female	76	55,12	4189,00
	Total	103		

Table 7: Differences between male and female respondents: Statements concerning RIPS rye snacks

It was found that with the first six statements: “RIPS rye snack differentiates successfully among competing snack products in the market”, “RIPS is a snack product for the Finnish taste”, “The appearance of RIPS rye snack package is alluring”, “The relation between price and quality is good with RIPS rye snacks”, “The name “RIPS” describes well a rye based snack

product", and with "RIPS is a good product", sex did not seem to significantly influence the respondent's opinion (See Table 7).

However, with the seventh statement "The flavour selection of RIPS rye snacks is sufficient", clearer differences were found between male and female respondents. According to the Mann-Whitney test, there is a difference between male and female respondents in their responses to this statement. In the table, it seems that there are differences in the first, the fifth and the seventh statement: "RIPS rye snack differentiates successfully among competing snack products in the market", "The name "RIPS" describes well a rye based snack product" and "The flavour selection of RIPS rye snacks is sufficient". With these three statements, women seem to have a more positive opinion in relation to these variables. However, only the results of the seventh variable (the seventh statement "The flavour selection of RIPS rye snacks is sufficient") can be generalised to be valid among the population with adequate certainty ($p\text{-value}=0,055$). Based on this, it can be inferred that there is a difference between male and female respondents in relation to the seventh statement. See Appendix 8: "Dependencies between Variables, Statistical Tests" for the Mann-Whitney test table.

5.6.3 Age and Brand Awareness

Age is another independent variable influencing the respondents' opinions. After sex, the influence of age was also examined in relation to other variables. It was found that age was the independent variable that seemed to have the most influence on the opinions of the respondents. When compared to sex and consumption frequency, age was the most influential independent variable.

	Age						Total
	Under 20 years	20 - 29 years	30 - 39 years	40 - 49 years	50 - 59 years	60 years or more	
Yes	3 37,5%	19 61,3%	4 26,7%	7 28,0%	5 35,7%	3 25,0%	41 39,0%
No	5 62,5%	12 38,7%	11 73,3%	18 72,0%	9 64,3%	9 75,0%	64 61,0%
Total	8 100,0%	31 100,0%	15 100,0%	25 100,0%	14 100,0%	12 100,0%	105 100,0%

Table 8: Brand awareness in different age groups

Brand awareness was one of those dependent variables clearly influenced by age. Brand awareness was examined in the fourth question: "Are you already familiar with RIPS rye snacks?" According to the Chi-Square tests, it can be said with 98 percent certainty that the

age of the respondent influences brand awareness. Brand awareness means in this case if the respondent can recognize the brand. Table 8 presents the different age groups and their responses to the fourth question "Are you already familiar with RIPS rye snacks?" As it can be seen from the table below, in the age group of 20 to 29, the brand awareness is the highest when compared to the other age groups. These younger consumers in their twenties seemed to be better familiar with RIPS rye snacks than the consumers of the other age groups. See Appendix 8: "Dependencies between Variables, Statistical Tests" for the Chi-Square tests table.

5.6.4 Age in Relation to the Statement "The appearance of RIPS rye snack package is alluring"

With the eighth question presenting the different statements concerning RIPS rye snacks, age seemed to be influencing the respondents' opinions in some of the statements. It was found that there were differences between different age groups in their opinions concerning the third statement of the eighth question: "The appearance of RIPS rye snack package is alluring".

	Age						Total
	Under 20 years	20 - 29 years	30 - 39 years	40 - 49 years	50 - 59 years	60 years or more	
Somewhat disagree	0 0,0%	4 12,9%	2 13,3%	5 20,0%	3 25,0%	3 25,0%	17 16,5%
Undecided	2 25,0%	3 9,7%	4 26,7%	5 20,0%	6 50,0%	0 0,0%	20 19,4%
Somewhat agree	4 50,0%	12 38,7%	8 53,3%	15 60,0%	3 25,0%	9 75,0%	51 49,5%
Completely agree	2 25,0%	12 38,7%	1 6,7%	0 0,0%	0 0,0%	0 0,0%	15 14,6%
Total	8 100,0%	31 100,0%	15 100,0%	25 100,0%	12 100,0%	12 100,0%	103 100,0%

Table 9: Perceptions of different age groups towards "The appearance of RIPS rye snack package is alluring"

Table 9 presents the age groups and their responses to the statement. From the table it can be seen that the consumers aged less than 29 years perceive the package as the most alluring, when compared to the other age groups. In addition, the consumers in the age group of 60 years or more perceive the RIPS rye snack package as more alluring. In the age group of 50 to 59 years, the package was perceived as the least alluring. It can be said that, as the correlation coefficient is $r = -0,306$, the older the respondent is the less alluring he or she perceives the RIPS rye snack package. The results can be generalised to be valid among the population

with more than 99 percent certainty ($p\text{-value}=0,002$). The only exception to this is the age group of 60 years or more, which differs clearly in its results from the behaviour of the other age groups.

5.6.5 Age in Relation to the Statement "The relation between price and quality is good with RIPS rye snacks"

Another statement in the eighth question which age seemed to influence was the statement concerning price and quality: "The relation between price and quality is good with RIPS rye snacks". In order to make a correct comparison between the age groups, certain age group classes and certain options from the Likert scale needed to be combined for this analysis. The reason is again that there were too few responses in certain groups. Especially, too few respondents had chosen "Completely disagree", in order to make a successful comparison and analysis. The response options were modified to simply "Disagree", "Undecided" and "Agree". Also, the age groups were combined into three larger groups of "Under 30 years", "30 to 49 years" and "50 years or more".

Table 10 below presents the combined age groups with their responses to the statement "The relation between price and quality is good with RIPS rye snacks". Based on the table below, it can be said that the younger consumers aged less than 30 years seem to agree the most that the relation between price and quality is good with RIPS rye snacks. The older consumers aged 50 years or more did not perceive the relation between price and quality to be as good, when compared to the younger age groups. As the correlation coefficient is $r = -0,240$, it can be stated that the older the respondent is the less he or she agrees that the relation between price and quality is good with RIPS rye snacks.

		Age classes combined			
		Under 30 years	30-49 years	50 years or more	Total
Good relation between price and quality combined classes	Disagree	2 5,1%	2 5,0%	6 23,1%	10 9,5%
	Undecided	9 23,1%	17 42,5%	7 26,9%	33 31,4%
	Agree	28 71,8%	21 52,5%	13 50,0%	62 59,0%
	Total	39 100,0%	40 100,0%	26 100,0%	105 100,0%

Table 10: Perceptions of the combined age groups towards "The relation between price and quality is good with RIPS rye snacks"

5.6.6 Age in relation to the Most Powerful Association about the Logo

In the ninth question of the questionnaire, the respondent was requested to express what came to the respondent's mind the most powerfully about the logo of RIPS rye snacks. One of the options was in the form of an open question which is discussed in detail above. The respondents' choices for the other options which were ready provided, age seemed to influence. Again, certain age group classes needed to be combined, in order to make a successful comparison and analysis. Similarly, there were too few responses in certain groups to make a correct comparison. Again, the age groups were combined into three larger groups of "Under 30 years", "30 to 49 years" and "50 years or more".

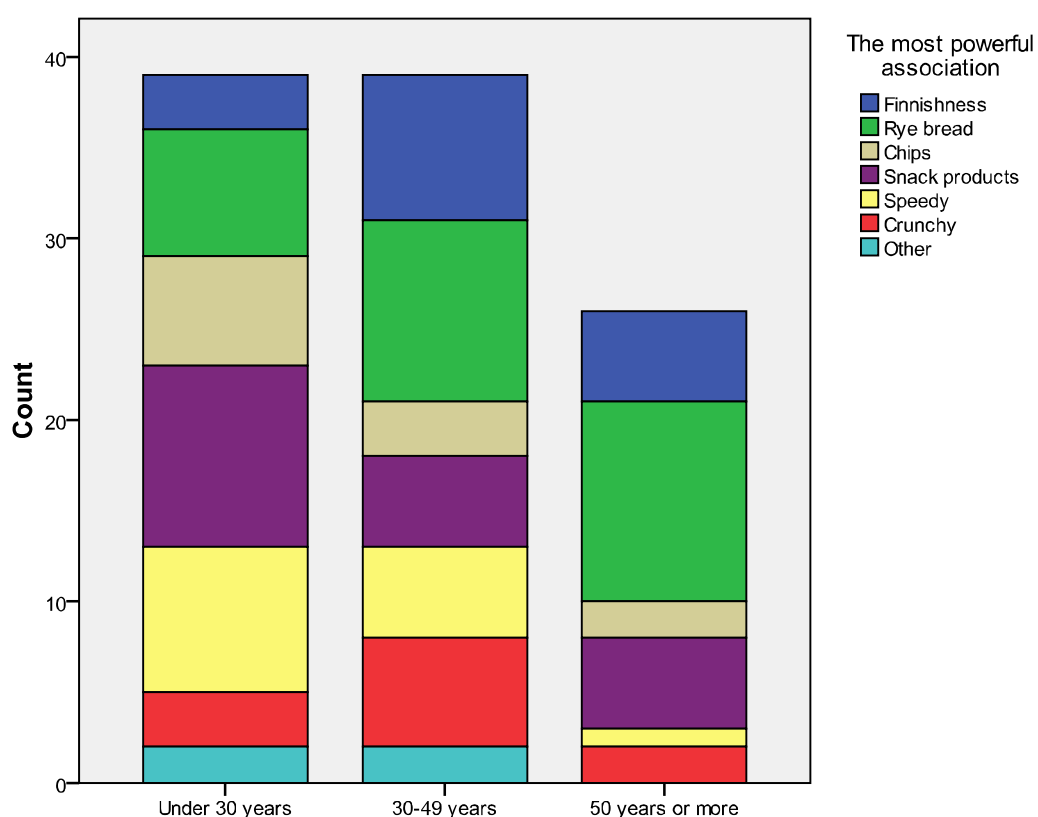


Figure 13: Different age groups and their most powerful association about the RIPS logo

Figure 13 presents the different age groups and their choices for the most powerful association about the logo of RIPS rye snacks. It can be seen from the chart below that in the youngest group of consumers aged less than 30 years, the options "Speedy", "Snack products" and "Chips", were the most frequently chosen options. The combination of these three options selected diminishes in the older age groups, and they are the least frequently chosen in the oldest age group of 50 years or more. Correspondingly, the options "Finnishness" and "Rye

bread" were the most frequently chosen options in the oldest group of consumers aged 50 years or more. In the age group of 30 to 49 years, the combination of these two options chosen was slightly less frequent. The combination of the options "Finnishness" and "Rye bread" was the least frequently chosen in the youngest age group of under 30 years. Thus it can be said that the younger the respondent is, the more he or she associates the logo with "Speedy", "Snack products" and "Chips". And correspondingly, the older the respondent is, the more he or she associates the logo with "Finnishness" and "Rye bread".

5.6.7 Consumption Frequency as an Independent Variable

According to the research findings, consumption frequency seemed to slightly affect the respondents' opinions. When considering consumption frequency in relation to the statement "The appearance of RIPS rye snack package is alluring", it was found that these two variables correlate. As the correlation coefficient is $r = -0,217$, it can be said that the variables correlate but the correlation between them is not very strong. The reason for the correlation coefficient being negative can be found in the encoding of the options in the questionnaire. However, it can be inferred with over 97 percent certainty ($p\text{-value} = 0,028$) that the results are statistically significant. Even though the correlation between the variables is not very strong, it seems that those respondents who consume snacks more frequently also perceive the package to be more alluring. Correspondingly, those respondents who consume snacks more rarely seem to perceive the package as less alluring.

When considering consumption frequency in relation to the statement "The flavour selection of RIPS rye snacks is sufficient", the variables seem to correlate with each other, even though the correlation is not very strong, as the correlation coefficient is $r = 0,249$. Based on the results, those respondents who consume snacks more rarely seem to agree more that the flavour selection of RIPS rye snacks is sufficient. Correspondingly, those respondents who consume snacks more frequently seem to perceive the flavour selection to be less sufficient. However, it can be inferred with over 98 percent certainty ($p\text{-value} = 0,012$) that the results are statistically significant.

6 Conclusions

Based on the research conducted, it can be stated that the overall brand image of RIPS rye snacks is positive and favourable. This can be concluded based on most of the research questions and their responses. With the eighth question presenting the different statements concerning RIPS rye snacks, all the seven statements were positive statements. To each of these statements - covering different elements from differentiation, suitability for Finnish taste, attractiveness of the package, and good relation between price and quality, to the brand

name suitability, goodness of the product, and the flavour selection - large majority of the respondents answered either "Somewhat agree" or "Completely agree". Also to the more general questions, the majority of the responses were very positive. Large majority of the respondents stated that they would recommend RIPS rye snacks to others, and also gave RIPS a school grade of 8 or higher. However, CFL should possibly consider also the suggestions for changes made by the small number of the respondents. At least, they might generate new ideas for future product developments. In all, it can be said that the brand image and the brand identity of RIPS rye snacks mostly seem to match, when considering the different elements and perspectives. Below is presented a comparison of the brand image and the brand identity of RIPS, based on the different brand identity perspectives. Being a young brand in the market, a positive brand image at this stage provides good prerequisites for creating a strong brand in the market in the future.

Brand awareness among the consumers could be higher. However, it was originally presumed that RIPS rye snacks might not be much known among consumers yet, as RIPS is a relatively new brand in the Finnish snack market. Based on this presumption, it can be seen as a relatively positive result that nearly 40 percent of the respondents were already familiar with RIPS rye snacks. Nearly 40 percent of the respondents is more than was originally expected. When considering the table presenting the position of an image, which is presented in the theoretical section, it can be said that RIPS is still in square A, which refers to unknown. However, with more marketing communication efforts, it is very possible for RIPS to move into square C, where the brand is known well by a small customer group and has a positive image, or into square D, where the brand is widely known and has a positive image. The younger consumers aged from 20 to 29 years were the most familiar with RIPS, which means that CFL has succeeded in reaching a part of its younger target customers with its marketing communication efforts. When considering the concept of a brand, or more specifically a genuine brand, there is still much brand building work to be done with RIPS rye snacks. However, CFL has all the prerequisites for building a strong brand with RIPS, as the response in the market has been favourable and positive.

6.1 The Brand Image of RIPS Compared to the Brand Identity of RIPS

This comparison is based on the research findings, and the comparison is made from brand as product, brand as person, and brand as symbol perspectives. The brand as product perspective includes the elements of differentiation, user imagery, country of origin, taste, selection, packaging, price and quality, and use occasions. The brand as person perspective includes the different brand personality features, and the brand as symbol perspective includes the elements of logo and brand name.

6.1.1 The Brand as Product Perspective

From the consumers' perspective RIPS rye snacks differentiates in the market, as a clear majority of the consumers either somewhat agreed or completely agreed that RIPS rye snack differentiates successfully among competing snack products in the market. From the brand identity perspective, RIPS is unique and very different from most other competing snack products in the market due to the rye ingredient, and provides something new to consumers. Even though the supply of healthy snacks and even rye-based snacks increased in the future and it likely will, RIPS would still aspire to differentiate in the market. Considering this differentiation element, the brand image seems to match with the brand identity of RIPS rye snacks.

The brand as product perspective also included user imagery. When considering the age and sex of the respondents, in relation to the main target user groups of RIPS, the sample was somewhat comprehensive. In all, all different age groups were represented in the research. The largest respondent group was the group of young consumers aged between 20 to 29 years, and the second largest age group consisted of middle-aged consumers, aged between 40 to 49 years. The smallest group of the respondents was aged less than 20 years. Also, a large majority of the respondents were women. From the brand identity perspective, RIPS rye snacks appeals to many different types of user groups. The main target groups of RIPS consist of: young active people aged between 13 to 34 years who consume snacks regularly and see RIPS as "cool", mostly Finnish adults with a family aged from 25 to 60 years who consume snacks occasionally and who see RIPS as a more adult-like snack for every Finn due to the rye ingredient, and finally, mostly women aged from 25 to 44 years who appreciate healthier options in consuming.

It can be concluded that this research did not reach many of those consumers who consume snacks regularly, as majority of the respondents stated that they consume snacks more rarely than once a month, and the second largest group of respondents stated that they consume snacks approximately once a month. Only a minority of the respondents consumed snacks once a week or more frequently. Majority of the respondents were not yet familiar with RIPS rye snacks. However, the overall image of RIPS was still very positive, as perceived by majority of the respondents. When considering these facts and also the age and sex of the respondents, it can be assumed that CFL has succeeded in defining the suitable target user groups for RIPS rye snacks.

From the perspective of the country of origin element, large majority of the consumers somewhat or completely agreed that RIPS rye snacks is a snack product for Finnish taste. Also, the third most selected association for the RIPS logo was "Finnishness". Especially the

older consumers had frequently selected "Finnishness", as well as "Rye bread", as the most powerful association for the logo. From the brand identity perspective, the RIPS rye snacks brand has been created for Finnish taste, due to the rye ingredient. Thus the brand image can be said to match with the brand identity, considering the country of origin element.

The taste of the snacks and the flavour selection can be seen as a significant part of the brand identity of RIPS from the brand as product perspective. Originally it was assumed that each of the four flavours were favourable for consumers. It was found that Garlic was the most favourable flavour among consumers, and the second most popular flavours were both Salami and Cheese. However, despite the individual preferences, the responses were divided quite evenly between the four flavours. Thus it can be concluded that all four flavours were liked by the respondents, as certainly none of the flavours was clearly rejected by the consumers. In addition, a large majority of consumers mostly completely agreed or somewhat agreed that the flavour selection of RIPS rye snacks is sufficient. In the change suggestions for RIPS, a small number of consumers suggested more flavours for RIPS, and also for enhancing the current taste of the flavours and the composition of the snacks. CFL should also take into consideration these suggestions for RIPS rye snacks.

From the brand identity perspective, the current flavours of RIPS rye snacks are favourable for consumers as they have been tested with Finnish consumers prior to their launch. The selection of the current flavours is somewhat versatile with four different flavours, although it is possible that in the future new flavours will be added to the selection. Due to the even division of the responses for the current flavours, and the large majority agreeing that the flavour selection is sufficient, it can be concluded that the current RIPS flavours are favourable to consumers, and that CFL has succeeded in choosing a good combination of flavours for RIPS rye snacks. Thus it can be said that the brand image and the brand identity of RIPS rye snacks match, when considering the current flavours and the flavour selection.

Packaging is an important element of the brand as product perspective in the brand identity of RIPS rye snacks. In all, a large majority of all the consumers either somewhat agreed or completely agreed that the appearance of RIPS rye snack package is alluring. There were some differences between the age groups though, as the younger consumers of less than 29 years perceived the package as the most alluring, when compared to the other age groups. The tendency seemed to be that the older the respondent, the less alluring he or she perceived the RIPS rye snack package. Also a small number of the consumers suggested bigger packages for RIPS. From the brand identity perspective, CFL has carefully considered the packaging. The package design and the labelling on the package are clear, colourful and alluring and the message on the package is noticeable and clear. The package sizes include both 50 gram and 150 gram packages. Therefore, CFL can meet the need of the consumers for big-

ger packages, but also the retailers need to be convinced to purchase the bigger 150 gram packages in their selection. However, it can be said that the brand image and the brand identity of RIPS rye snacks correspond with each other when considering the packaging.

From the brand identity perspective, the relation between price and quality is good with RIPS rye snacks, as CFL perceives RIPS as a quality snack product which is provided for customers at relatively low prices. However, price is not the main element for RIPS to compete in the market and CFL prefers to highlight the special qualities of the product and the value it delivers to the customers. A large majority of the consumers either somewhat agreed or completely agreed that the relation between price and quality is good with RIPS rye snacks. A relatively small group of the respondents were uncertain about the good relation between price and quality with RIPS rye snacks. The younger consumers aged less than 30 years, seemed to agree the most that the relation between price and quality is good with RIPS rye snacks. The older the respondent, the less he or she seemed to agree that the relation between price and quality is good with RIPS rye snacks. In addition, a small number of consumers made a suggestion for a lower price level. Therefore, CFL should emphasize even more the good relation between price and quality in the marketing communication activities for RIPS, in order to clarify it even more to the target groups. However, when considering the price versus quality factor, the brand image and the brand identity of RIPS rye snacks mostly seem to match.

From the brand identity perspective, the RIPS rye snack is versatile as a product due to its many use occasions. The most preferred use occasions for RIPS from the consumers' perspective were clearly at home with family and friends and with soups or salads, which were the most frequently ranked as the first choice. The other use occasions had few rankings as the first choice. The second most preferable use occasions for RIPS as seen by the consumers were clearly on the First of May, Midsummer or New Year's Eve or the like, and again, with soups or salads, which were the most frequently ranked as the second choice. The other use occasions were somewhat equally ranked as the second choice. In all, clearly the most selected use occasions were at home with family and friends and with soups or salads, either as the first or the second choice. After these two options, the other use occasions were somewhat equally selected.

From the brand identity perspective, each of the different use occasions for RIPS rye snacks provided in the questionnaire are defined in the brand identity of RIPS. In addition to different seasonal parties and other parties, the use occasion "At home with family and friends" is defined in one of the target group descriptions for RIPS. In the marketing communication activities, the suitability of RIPS with soups and salads is also promoted. In addition, RIPS is sold in the restaurant and bar sector and promoted in festivals, due to its suitability with beer

and other alcohol drinks. For some reason, "With alcohol" was not frequently selected by consumers when compared to the other use occasions. However, only very few individual respondents stated that none of the provided use occasions were suitable for RIPS rye snacks, which means that a large majority of the respondents preferred some of the use occasions provided. Thus it can be concluded that when considering the different use occasions, the brand image and the brand identity of RIPS rye snacks seem to mostly match.

6.1.2 The Brand as Person Perspective

As defined in the brand identity of RIPS rye snacks, there are several personality features which characterise RIPS rye snacks. Of the original Big Five model, 23 different personality features were found, which describe and characterise RIPS each in their own way. Among these different personality features, there are certain features which are emphasized the most in the brand identity of RIPS. Wholesome is the key feature which can be seen also in the other elements of the brand identity. The other more emphasized features in the brand identity of RIPS are: glamorous referring to stylish, lively, genuine and original, and also innovative and imaginative.

From the consumers' perspective, a majority of the respondents perceived wholesome to be the most suitable feature for RIPS rye snacks. Also fun and genuine were frequently selected as the first choice, for the most suitable feature for RIPS. The other personality features provided received few rankings as the first choice. The second most suitable feature for RIPS rye snacks as seen by the consumers was again genuine, imaginative, and again wholesome. The other personality features provided had only few rankings as the second choice. In all, the most frequently selected features for RIPS rye snacks either as the first or the second choice were wholesome and genuine. It can be concluded that with the feature wholesome, the brand image and the brand identity of RIPS correspond very well with each other. When considering the other features, the brand image and the brand identity of RIPS rye snacks seem to partially match.

6.1.3 The Brand as Symbol Perspective

From the brand identity perspective, the logo of RIPS rye snacks symbolizes, for the most part, Finnishness, rye as an ingredient, and crunchiness. Also, the colourful part of the logo symbolizes the world of snack products, such as chips, as well as speed. From the perspective of the brand image of RIPS rye snacks, the majority chose "Rye bread" as the most powerful association concerning the logo. After rye bread, the second most selected option was "Snack products", and the third most selected option was "Finnishness", for the most powerful association concerning the logo. However, in addition to "Rye bread", from the ready provided

options also all the other options were selected and somewhat equally. It was found that the younger the respondent is, the more he or she associates the logo with "Speedy", "Snack products" and "Chips". And correspondingly, the older the respondent is, the more he or she associates the logo with "Finnishness" and "Rye bread".

Most of those few respondents who chose the option "Other", associated the RIPS logo with rock music in different ways. Even though it is not defined in the brand identity of RIPS concerning the logo, it is not an unfavourable association, when considering the fact that RIPS rye snacks have often been promoted in different rock festivals. A very small number of respondents chose the option "Other" for the most powerful association about the logo, which indicates that a large majority of the respondents had similar associations concerning the logo in what the logo represents, as it is defined in the brand identity of RIPS. Thus it can be concluded that for the most part, the brand image and the brand identity of RIPS rye snacks match, when considering the logo.

From the brand identity perspective, the brand name RIPS, or officially "RIPS ruis snack", originally comes from a combination of two words: "ruis" which means rye in Finnish, and "sipsit" or "sips" which means chips in Finnish, referring to traditional potato chips. As defined in the brand identity of RIPS rye snacks, RIPS is a suitable name for a rye snack, due to the resemblance of the name to the word chips, "sips", or "sipsit", in Finnish, in addition to the initial letter "r" referring to "ruis" meaning rye in Finnish. From the brand image perspective, a large majority of the respondents either completely agreed or somewhat agreed that the name RIPS describes well a rye based snack product. Even though the respondents were not told the origin of the name RIPS, majority of them could associate the name with rye snacks. Thus it can be concluded that the brand image and the brand identity of RIPS rye snacks correspond with each other, when considering the brand name.

6.2 Suggestions for Future Research

As this is the first image research conducted for RIPS rye snacks, it can be recommended that the brand image would be researched again in the future, in order to discover the possible changes and developments in the image. It would also be favourable to research the brand awareness of RIPS in the market in the future, in order to discover the developments of the brand awareness in the market, as the brand awareness of RIPS was still relatively low among the target groups. For instance, this same research could be repeated as such among the consumer target groups in the market. Alternatively, this same research could be conducted among the corporate customers of CFL, such as wholesalers, retailers, or the HoReCa sector. When conducting the research among the corporate customers, it would be important to include also the brand as organization related questions in the research.

It is recommended that the same research would be repeated regularly, with the same method, the same target group, and with the same research questions asked. When the same research is repeated regularly, it reveals how the image is developing, the current situation, and the progress that has been made. When researching images, it is much more important to follow the changes and the developments of an image, than a solely once-conducted research presenting a crosscut result of the current image. It depends on the industry how often an image research needs to be repeated. In a more fast-paced industry, such as the daily consumer goods industry, it is recommended to conduct an image research yearly, whereas in slow-paced industries it is sufficient to conduct a research every three years.

(Rope & Mether 2001, 153 - 154)

Another favourable alternative is to conduct the research again with the same subject, but with a qualitative research method. This different research method might provide a more in-depth perspective to the perceptions of the target groups. As CFL strives for building a genuine brand with RIPS rye snacks, or officially "RIPS Ruis Snack", it is important to research the brand image regularly, in order to monitor the progress. Regardless of the research method, the brand image of RIPS should be researched in the future.

References

Aaker, D. 2002. Building strong brands. London: Free Press.

Adams, J., Khan, H., Raeside, R. & White, D. 2007. Research methods for graduate business and social science students. Los Angeles: Response.

Heikkilä, T. 2008. Tilastollinen tutkimus. 7. uudistettu painos. Helsinki: Edita.

Keller, K. 2008. Strategic brand management : building, measuring, and managing brand equity. 3rd edition, Pearson international edition. Upper Saddle River, N.J.: Prentice Hall.

Knapp, D. 2000. The brandmindset : how companies like Starbucks, Whirlpool, and Hallmark became genuine brands and other secrets of branding success. New York: McGraw-Hill.

Kotler, P. & Keller, K. 2005. Marketing management. 12th edition. Upper Saddle River, NJ: Pearson Prentice Hall.

Rope, T. & Mether, J. 2001. Tavoitteena menestysbrandi: onnistu mielikuvamarkkinoinnilla. Helsinki: WSOY.

Unpublished References:

Jumppanen, A. & Turkama, J. 2008. Markkinointisuunnitelman kehittäminen ruis snackseille 2008 : case: HOK-ravintolaketju. Laurea ammattikorkeakoulu. Laurea Leppävaara. Espoo. Opinnäytetyö.

Kiiras, H. 2000. Brandin identiteetti ja imago. Helsingin kauppakorkeakoulu. Helsinki. Pro gradu.

Turkama, J. 2009. Interview of the CEO, 17th February, 20th May & 8th October 2009. Active Life Village, Laurea Otaniemi. Espoo.

Electronic References:

Balsnack. 2009. Accessed 14th March 2009. <http://balsnack.ee/>

BusinessDictionary.com. 2010. Accessed 19th April 2010. <http://www.businessdictionary.com/definition/Likert-scale.html>

CoreFinland. 2010. Accessed 19th April 2010. <http://www.corefinland.fi>

Estrella: Produkter. 2009. Accessed 20th March 2009. <http://www.estrella.fi>

Hellink Lehdistöiedotteet. 2009. Accessed 6th May 2009. <http://www.kauppalehti.fi/5/i/yritykset/lehdisto/hellink/tiedote.jsp?selected=kaikki&oid=20090401/12409250773680>

Linkosuo - Leipomo. 2010. Accessed 26th February 2010. <http://www.linkosuo.fi>

Marketing Power - American Marketing Association. 2010. Accessed 19th April 2010. <http://www.marketingpower.com>

Mixtec - BAR CULTURE. 2009. Accessed 20th March 2009. <http://www.mixtec.fi>

Pringles Suomi. 2009. Accessed 20th March 2009. <http://www.pringles.fi>

RIPS RUIS SNACKS. 2009. Accessed 18th December 2009. <http://www.rips.fi>

Subway Finland. 2009. Accessed 20th March 2009. <http://www.subway.fi>

Taffel | Taffel. 2009. Accessed 20th March 2009. <http://www.taffel.fi>

Terveellisemmät naposteltavat valtaavat elintilaa. 2008. Accessed 15th October 2009.
http://uutiset.ruokatieto.fi/WebRoot/1043198/X_Arkistoitu_uutinen_tai_tiedote.aspx?id=1078952&NewsItem=2438

Transmeri. 2010. Accessed 26th February 2010. <http://www.transmeri.fi/index.phtml?s=439>

Figures, Graphs and Tables

Figure 1: The structure of the thesis	16
Figure 2: The Graveyard Model: Recognition versus Recall	20
Figure 3: Interest and sales curve of a new product.....	25
Figure 4: Interest and sales curve of a brand.....	26
Figure 5: A brand is more than a product	30
Figure 6: An example of image feature co-ordinates.....	49
Figure 7: The position of an image	52
Figure 8: Theoretical framework.....	54
Figure 9: The RIPS rye snacks packages.....	63
Figure 10: The old and current logo of RIPS rye snacks.....	76
Figure 11: The consumption frequency of snacks among the respondents	89
Figure 12: Responses for the different statements concerning RIPS rye snacks	95
Figure 13: Different age groups and their most powerful association about the RIPS logo	107
Table 1: The brand personality scale: The Big Five.....	36
Table 2: Brand awareness of RIPS: Are you already familiar with RIPS rye snacks?..	89
Table 3: Summary of the most selected use occasions, either as first or second choice	92
Table 4: Summary of the most selected features, either as first or second choice..	97
Table 5: The most powerful association concerning the logo.....	98
Table 6: Differences between men and women, concerning the most preferable use occasions	102
Table 7: Differences between male and female respondents: Statements concerning RIPS rye snacks	103
Table 8: Brand awareness in different age groups.....	104
Table 9: Perceptions of different age groups towards “The appearance of RIPS rye snack package is alluring”.....	105
Table 10: Perceptions of the combined age groups towards “The relation between price and quality is good with RIPS rye snacks”	106

Appendixes

Appendix 1: Research Questionnaire, English.....	120
Appendix 2: Research Questionnaire, Finnish.....	123
Appendix 3: The Distribution of Variables "Age", "Sex" and "The Best Flavour" ...	126
Appendix 4: The Most and the Second Most Preferable Use Occasions.....	127
Appendix 5: The Different Statements Concerning RIPS rye snacks	128
Appendix 6: The Most Suitable and the Second Most Suitable Features	131
Appendix 7: Recommendation and School Grade	132
Appendix 8: Dependencies between Variables, Statistical Tests.....	133

Appendix 1: Research Questionnaire, English

Dear Respondent,

We are conducting an image research concerning our brand named "RIPS rye snack". The research results will be published as a larger synopsis, which means that not any single respondent can be recognized in any possible way among the research results. Each response is important for the research to succeed. Thank you very much in advance for your response!

Please circle the number in front of the right option (choose only one).

1. Sex
 - 1 Male
 - 2 Female

2. Age
 - 1 Under 20 years
 - 2 20 – 29 years
 - 3 30 – 39 years
 - 4 40 – 49 years
 - 5 50 – 59 years
 - 6 60 years or more

3. How often do you approximately consume snack products?
 - 1 Once a week or more frequently
 - 2 Once every two weeks
 - 3 Once a month
 - 4 More rarely than once a month

4. Are you already familiar with RIPS rye snacks?
 - 1 Yes
 - 2 No
 - 3 Don't know

5. In your opinion, which RIPS flavour is the best?
 - 1 Garlic
 - 2 Salami
 - 3 Cheese
 - 4 Jalapeno
 - 5 I haven't tasted all RIPS flavours



6. Which of the following use occasions would be the most preferable for you for consuming RIPS rye snacks? Choose the two which you consider to be the most preferable, and rank them by writing number 1 in the box in front of the most preferable option, and number 2 in the box in front of the second most preferable option.

<input type="checkbox"/>	At home with family and friends	<input type="checkbox"/>	With soups or salads
<input type="checkbox"/>	At a party	<input type="checkbox"/>	With alcohol
<input type="checkbox"/>	In the movies	<input type="checkbox"/>	None of the above
<input type="checkbox"/>	On the First of May, Midsummer or New Year's Eve, or the like		

7. Which of the following features, in your opinion, best suit for RIPS rye snacks? Choose the two which you consider to be the most suitable, and rank them by writing number 1 in the box in front of the most suitable feature, and number 2 in the box in front of the second most suitable feature.

<input type="checkbox"/>	Honest	<input type="checkbox"/>	Wholesome	<input type="checkbox"/>	Genuine	<input type="checkbox"/>	Original
<input type="checkbox"/>	Daring	<input type="checkbox"/>	Flashy	<input type="checkbox"/>	Spirited	<input type="checkbox"/>	Young
<input type="checkbox"/>	Outgoing	<input type="checkbox"/>	Lively	<input type="checkbox"/>	Cool	<input type="checkbox"/>	Imaginative
<input type="checkbox"/>	Fun	<input type="checkbox"/>	Unique	<input type="checkbox"/>	Innovative	<input type="checkbox"/>	Aggressive
<input type="checkbox"/>	Glamorous	<input type="checkbox"/>	Sexy	<input type="checkbox"/>	Active	<input type="checkbox"/>	Athletic
<input type="checkbox"/>	Masculine	<input type="checkbox"/>	Tough	<input type="checkbox"/>	Strong		

8. Below is presented different statements concerning RIPS rye snacks. Choose the option that most closely matches your opinion on each statement by circling the number from the scale of 1-5, in which: 1= Completely disagree, 2= Somewhat disagree, 3= Undecided, 4= Somewhat agree, 5= Completely agree.

	Completely disagree	Somewhat disagree	Undecided	Somewhat agree	Completely agree
1. RIPS rye snack differentiates successfully among competing snack products in the market	1	2	3	4	5
2. RIPS is a snack product for the Finnish taste	1	2	3	4	5
3. The appearance of RIPS rye snack package is alluring	1	2	3	4	5
4. The relation between price and quality is good with RIPS rye snacks	1	2	3	4	5
5. The name "RIPS" describes well a rye based snack product	1	2	3	4	5
6. RIPS is a good product	1	2	3	4	5
7. The flavour selection of RIPS rye snacks is sufficient	1	2	3	4	5

9. What comes to your mind the most powerfully about the logo of RIPS rye snacks (image below)? Choose only one option by circling the number in front of the option.



10. Would you recommend RIPS rye snacks to the people you know?

- 1 Yes
- 2 No
- 3 Don't know

11. I would give RIPS rye snacks a school grade of (4-10) _____

12. What would you like to change in RIPS rye snacks?

Thank you very much for your response!

Appendix 2: Research Questionnaire, Finnish

Arvoisa vastaaja,

Teemme mielikuvatutkimusta RIPS ruis snack tuotemerkistämme. Tutkimustulokset tullaan julkaisemaan laajempuna yhteenvetona, jolloin yksittäistä vastaajaa ei millään tavalla tunnista tutkimustuloksista. Jokainen vastaus on tärkeä tutkimuksen onnistumisen kannalta. Suuri kiitos jo etukäteen vastaamisestasi!

Ympyröi oikean vastausvaihtoehdon edessä oleva numero (vain yksi).

1. Sukupuoli
- 1 Mies
2 Nainen
2. Ikä
- 1 Alle 20 vuotta
2 20 – 29 vuotta
3 30 – 39 vuotta
4 40 – 49 vuotta
5 50 – 59 vuotta
6 60 vuotta tai yli
3. Kuinka usein arviolta kulutat snack tuotteita?
- 5 Kerran viikossa tai useammin
6 Kerran kahdessa viikossa
7 Kerran kuukaudessa
8 Harvemmin kuin kerran kuukaudessa
4. Onko RIPS ruis snack sinulle ennestään tuttu?
- 4 Kyllä
5 Ei
6 En osaa sanoa
5. Mikä on mielestäsi paras RIPS maku?
- 1 Valkosipuli
2 Salami
3 Juusto
4 Jalapeno
5 En ole kokeillut kaikkia RIPS makuja



6. Missä seuraavista tilanteista mieluiten nauttisit RIPS ruis snackeja? Valitse kaksi mieluisinta vaihtoehtoa ja laita numero 1 mieluisimman vaihtoehdon ja numero 2 toiseksi mieluisimman vaihtoehdon edessä olevaan valintaruutuun.

- | | | | |
|--------------------------|--|--------------------------|--------------------------------|
| <input type="checkbox"/> | Kotona perheen ja ystävien parissa | <input type="checkbox"/> | Keiton tai salaatin lisukkeena |
| <input type="checkbox"/> | Juhlissa | <input type="checkbox"/> | Alkoholin lisukkeena |
| <input type="checkbox"/> | Elokuissa | <input type="checkbox"/> | En missään edellä mainituista |
| <input type="checkbox"/> | Vappuna, Juhannuksena tai Uudenvuoden aattona tms. | | |

7. Mitkä seuraavista ominaisuuksista sopivat mielestäsi RIPS ruis snackeihin? Valitse kaksi mieluisinta vaihtoehtoa ja laita numero 1 mieluisimman vaihtoehdon ja numero 2 toiseksi mieluisimman vaihtoehdon edessä olevaan valintaruutuun.

<input type="checkbox"/>	Rehellinen	<input type="checkbox"/>	Terveellinen	<input type="checkbox"/>	Aito	<input type="checkbox"/>	Alkuperäinen
<input type="checkbox"/>	Rohkea	<input type="checkbox"/>	Räikeä	<input type="checkbox"/>	Pirteä	<input type="checkbox"/>	Nuorekas
<input type="checkbox"/>	Menevä	<input type="checkbox"/>	Eloisa	<input type="checkbox"/>	"Cool"	<input type="checkbox"/>	Kekseliäs
<input type="checkbox"/>	Hauska	<input type="checkbox"/>	Ainutlaatuinen	<input type="checkbox"/>	Innovatiivinen	<input type="checkbox"/>	Aggressiivinen
<input type="checkbox"/>	Tyylikäs	<input type="checkbox"/>	Seksikäs	<input type="checkbox"/>	Aktiivinen	<input type="checkbox"/>	Urheilullinen
<input type="checkbox"/>	Maskuliininen	<input type="checkbox"/>	Kova	<input type="checkbox"/>	Vahva		

8. Ohessa on esitetty RIPS Ruis snackeja koskevia väitteitä. Ympyröi jokaisen väitteen kohdalla käsitystäsi parhaiten vastaava vaihtoehto asteikolla 1-5, missä: 1= täysin eri mieltä, 2= jokseenkin eri mieltä, 3= en osaa sanoa, 4= jokseenkin samaa mieltä, 5= täysin samaa mieltä.

	täysin eri mieltä	jokseenkin eri mieltä	en osaa sanoa	jokseenkin samaa mieltä	täysin samaa mieltä
1. RIPS ruis snack erottuu edukseen muista kilpailevista snack tuotteista	1	2	3	4	5
2. RIPS on snack tuote suomalaiseseen makuun	1	2	3	4	5
3. RIPS ruis snack pakkaus on ulkonäöltään houkutteleva	1	2	3	4	5
4. RIPS ruis snackien hinta-laatu suhde on hyvä	1	2	3	4	5
5. Nimi "RIPS" kuvaa hyvin ruis snack napostelu tuotetta	1	2	3	4	5
6. RIPS on hyvä tuote	1	2	3	4	5
7. RIPS ruis snackien makuvalikoima on riittävä	1	2	3	4	5

9. Mitä sinulle tulee voimakkaimmin mieleen RIPS ruis snackien logosta (kuva alla)? Ympyröi alla olevista vaihtoehdoista vain yksi.



- | | | | |
|---|--------------|---|----------------|
| 1 | Suomalaisuus | 2 | Ruisleipä |
| 3 | Sipsit | 4 | Snack tuotteet |
| 5 | Vauhdikas | 6 | Rapea |
| 7 | muu, mikä | | |

10. Suositteisitko RIPS ruis snackeja tutuillesi?

- 4 Kyllä
- 5 En
- 6 En osaa sanoa

11. Antaisin RIPS Ruis snackille kouluarvosanan (4-10) _____

12. Mitä haluaisit muuttaa RIPS Ruis snack tuotteissa?

Paljon kiitoksia vastauksestasi!

Appendix 3: The Distribution of Variables "Age", "Sex" and "The Best Flavour"

Question 1. Age

Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Under 20 years	8	7,6	7,6	7,6
20 - 29 years	31	29,5	29,5	37,1
30 - 39 years	15	14,3	14,3	51,4
40 - 49 years	25	23,8	23,8	75,2
50 - 59 years	14	13,3	13,3	88,6
60 years or more	12	11,4	11,4	100,0
Total	105	100,0	100,0	

Question 2. Sex

Sex

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	28	26,7	26,7	26,7
Female	77	73,3	73,3	100,0
Total	105	100,0	100,0	

Question 5. In your opinion, which RIPS flavour is the best?

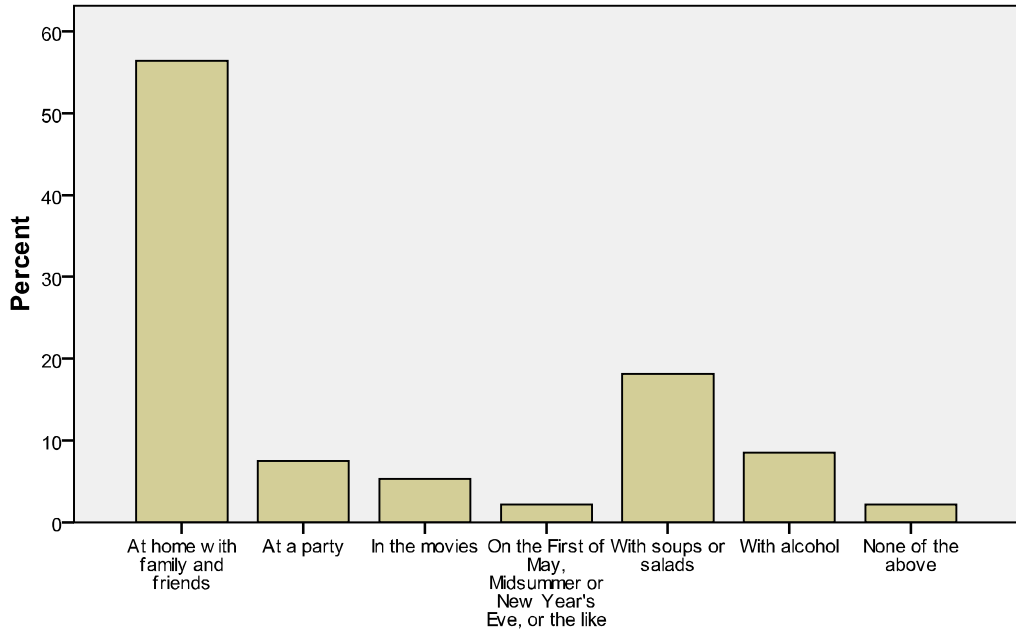
The best flavour

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Garlic	30	28,6	28,6	28,6
Salami	25	23,8	23,8	52,4
Cheese	25	23,8	23,8	76,2
Jalapeno	18	17,1	17,1	93,3
I haven't tasted all RIPS flavours	7	6,7	6,7	100,0
Total	105	100,0	100,0	

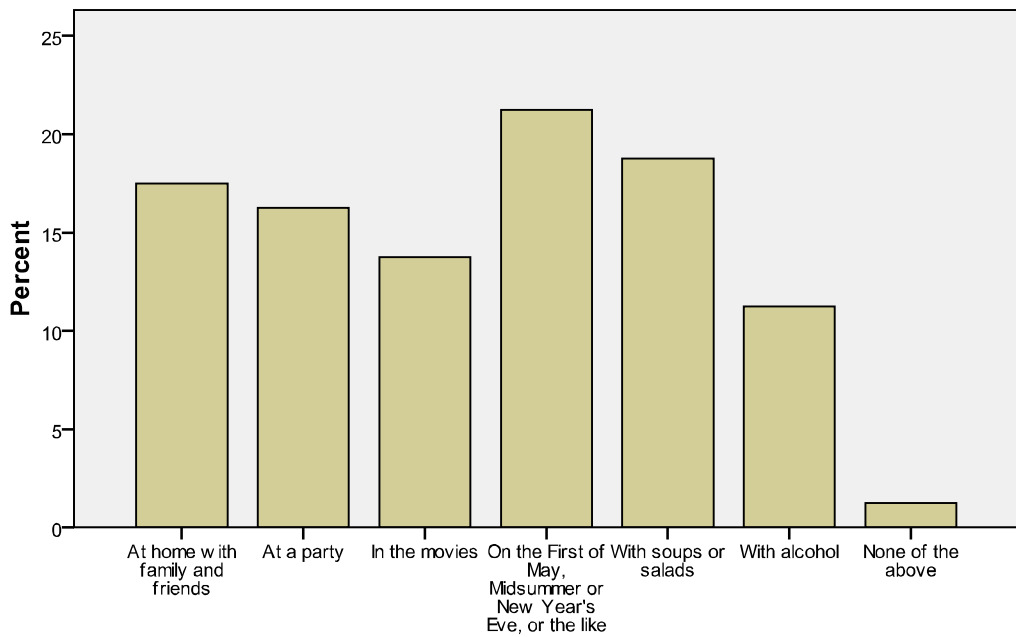
Appendix 4: The Most and the Second Most Preferable Use Occasions

Question 6. Which of the following use occasions would be the most preferable for you for consuming RIPS rye snacks?

The most preferable use occasion



The second most preferable use occasion



Appendix 5: The Different Statements Concerning RIPS rye snacks

Statement 1. RIPS rye snack differentiates successfully among competing snack products in the market

Differentiates successfully among competitors

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Somewhat disagree	8	7,6	7,6	7,6
	Undecided	14	13,3	13,3	21,0
	Somewhat agree	43	41,0	41,0	61,9
	Completely agree	40	38,1	38,1	100,0
	Total	105	100,0	100,0	

Statement 2. RIPS is a snack product for the Finnish taste

A snack product for the Finnish taste

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Completely disagree	2	1,9	1,9	1,9
	Somewhat disagree	7	6,7	6,7	8,6
	Undecided	10	9,5	9,5	18,1
	Somewhat agree	44	41,9	41,9	60,0
	Completely agree	42	40,0	40,0	100,0
	Total	105	100,0	100,0	

Statement 3. The appearance of RIPS rye snack package is alluring

Package is alluring

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Somewhat disagree	17	16,2	16,5	16,5
	Undecided	20	19,0	19,4	35,9
	Somewhat agree	51	48,6	49,5	85,4
	Completely agree	15	14,3	14,6	100,0
	Total	103	98,1	100,0	
Missing	System	2	1,9		
Total		105	100,0		

Statement 4. The relation between price and quality is good with RIPS rye snacks

Good relation between price and quality

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Completely disagree	1	1,0	1,0	1,0
	Somewhat disagree	9	8,6	8,6	9,5
	Undecided	33	31,4	31,4	41,0
	Somewhat agree	44	41,9	41,9	82,9
	Completely agree	18	17,1	17,1	100,0
	Total	105	100,0	100,0	

Statement 5. The name "RIPS" describes well a rye based snack product

Name RIPS describes well a rye snack

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Completely disagree	3	2,9	2,9	2,9
	Somewhat disagree	14	13,3	13,7	16,7
	Undecided	11	10,5	10,8	27,5
	Somewhat agree	36	34,3	35,3	62,7
	Completely agree	38	36,2	37,3	100,0
	Total	102	97,1	100,0	
Missing	System	3	2,9		
Total		105	100,0		

Statement 6. RIPS is a good product

RIPS is a good product

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Completely disagree	1	1,0	1,0	1,0
	Somewhat disagree	5	4,8	4,8	5,8
	Undecided	7	6,7	6,7	12,5
	Somewhat agree	53	50,5	51,0	63,5
	Completely agree	38	36,2	36,5	100,0
	Total	104	99,0	100,0	
Missing	System	1	1,0		
Total		105	100,0		

Statement 7. The flavour selection of RIPS rye snacks is sufficient

Flavour selection is sufficient

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Completely disagree	1	1,0	1,0	1,0
	Somewhat disagree	7	6,7	6,8	7,8
	Undecided	11	10,5	10,7	18,4
	Somewhat agree	36	34,3	35,0	53,4
	Completely agree	48	45,7	46,6	100,0
	Total		103	98,1	100,0
Missing	System	2	1,9		
Total		105	100,0		

Appendix 6: The Most Suitable and the Second Most Suitable Features

Question 7. Which of the following features, in your opinion, best suit for RIPS rye snacks?

The most suitable feature

		Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Honest	7	6,7	7,2	7,2	
	Daring	5	4,8	5,2	12,4	
	Outgoing	6	5,7	6,2	18,6	
	Fun	10	9,5	10,3	28,9	
	Masculine	2	1,9	2,1	30,9	
	Wholesome	30	28,6	30,9	61,9	
	Flashy	1	1,0	1,0	62,9	
	Lively	2	1,9	2,1	64,9	
	Unique	1	1,0	1,0	66,0	
	Tough	3	2,9	3,1	69,1	
	Genuine	9	8,6	9,3	78,4	
	Cool	3	2,9	3,1	81,4	
	Innovative	4	3,8	4,1	85,6	
	Strong	3	2,9	3,1	88,7	
	Original	3	2,9	3,1	91,8	
	Young	4	3,8	4,1	95,9	
	Imaginative	4	3,8	4,1	100,0	
	Total		97	92,4	100,0	
	Missing	System	8	7,6		
Total		105	100,0			

The second most suitable feature

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Honest	1	1,0	1,1	1,1
	Daring	2	1,9	2,2	3,3
	Outgoing	3	2,9	3,3	6,6
	Fun	5	4,8	5,5	12,1
	Masculine	1	1,0	1,1	13,2
	Wholesome	11	10,5	12,1	25,3
	Lively	3	2,9	3,3	28,6
	Unique	4	3,8	4,4	33,0
	Tough	5	4,8	5,5	38,5
	Genuine	14	13,3	15,4	53,8
	Spirited	3	2,9	3,3	57,1
	Cool	5	4,8	5,5	62,6
	Innovative	5	4,8	5,5	68,1
	Active	1	1,0	1,1	69,2
	Strong	1	1,0	1,1	70,3
	Original	8	7,6	8,8	79,1
	Young	4	3,8	4,4	83,5
	Imaginative	12	11,4	13,2	96,7
	Athletic	3	2,9	3,3	100,0
	Total		91	86,7	100,0
Missing	System	14	13,3		
Total		105	100,0		

Appendix 7: Recommendation and School Grade

Question 10. Would you recommend RIPS rye snacks to the people you know?

Would recommend to people

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	86	81,9	81,9	81,9
	No	3	2,9	2,9	84,8
	Don't know	16	15,2	15,2	100,0
	Total	105	100,0	100,0	

Question 11. I would give RIPS rye snacks a school grade of (4-10)

School grade (4-10)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5	2	1,9	1,9	1,9
	6	2	1,9	1,9	3,9
	7	15	14,3	14,6	18,4
	8	52	49,5	50,5	68,9
	9	3	2,9	2,9	71,8
	9	25	23,8	24,3	96,1
	10	4	3,8	3,9	100,0
	Total	103	98,1	100,0	
Missing	System	2	1,9		
Total		105	100,0		

Appendix 8: Dependencies between Variables, Statistical Tests

Sex in Relation to the Most Preferable Use Occasions: Chi-Square Tests

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	,754 ^a	2	,686
Likelihood Ratio	,728	2	,695
Linear-by-Linear Association	,692	1	,405
N of Valid Cases	92		

a. 1 cells (16,7%) have expected count less than 5. The minimum expected count is 4,62.

Sex in Relation to the Statements Concerning RIPS Rye Snacks: Mann-Whitney Test

	Differentiates successfully among competitors	A snack product for the Finnish taste	Package is alluring	Good relation between price and quality	Name RIPS describes well a rye snack	RIPS is a good product	Flavour selection is sufficient
Mann-Whitney U	951,500	994,000	953,500	1056,500	833,500	1011,500	789,000
Wilcoxon W	1357,500	1400,000	3879,500	1462,500	1184,500	4014,500	1167,000
Z	-,981	-,656	-,585	-,165	-1,250	-,229	-1,922
Asymp. Sig. (2-tailed)	,327	,512	,559	,869	,211	,819	,055

a. Grouping Variable: Sex

Age and Brand Awareness: Chi-Square Tests

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	7,930 ^a	2	,019
Likelihood Ratio	7,909	2	,019
Linear-by-Linear Association	5,228	1	,022
N of Valid Cases	105		

a. 0 cells (,0%) have expected count less than 5. The minimum expected count is 10,15.