



Squeaky Clean Branding

Case: Urhopesu oy

George Rizzo

BACHELOR'S THESIS
Spring 2020

Bachelor's in Business Administration (International Business)
Marketing

ABSTRACT

Tampereen ammattikorkeakoulu
Tampere University of Applied Sciences
Bachelor's in Business Administration (International Business)
Marketing (Branding)

George Rizzo:
Squeaky Clean Branding
Case: Urhopesu oy
Bachelor's thesis 44 pages,
Spring 2020

The main purpose of this thesis was to create brand building programs for a window washing company Urhopesu. Urhopesu has a brand strategy, but one main objective of this thesis was to figure out how to implement that brand strategy as well as further develop it.

The theoretical part of the thesis deals with theory on various aspects of a brand, building a brand and developing a brand. The theoretical part as a whole also serves as a basis for the research part of the thesis as well as building a brand in general. Based on the theoretical part of the thesis as well as research results, guidelines (brand building programs) and further development for a brand were made.

The research part of the thesis used secondary data as the sole data collection method. The secondary data used was qualitative data collected in interviews. This data helped to give an understanding of Urhopesu's brand, customers, employees and competitors.

Based on the information in the theoretical part and research results, guidelines (brand building programs) and brand development suggestions were made. The research was conducted by considering how to implement a brand strategy.

Key words: branding, brand identity, brand building, brand strategy, urhopesu

CONTENTS

1	INTRODUCTION	4
2	BRAND DEFINITIONS	6
	2.1 Definition	6
	2.2 Brand Identity.....	6
	2.3 Brand Image	8
	2.4 Brand Equity	9
	2.5 Brand Leadership	11
	2.6 Brand Strategy.....	15
3	THEORETICAL FRAMEWORK: BRAND IDENTITY PLANNING MODEL	16
	3.1 Strategic Brand Analysis	17
	3.2 Brand Identity System	18
	3.3 Brand Identity Implementation System.....	22
4	CASE: URHOPESU OY	26
	4.1 Commissioner: Urhopesu oy.....	26
	4.2 Urhopesu's brand strategy	27
	4.2.1 Introduction	27
	4.2.2 Research results.....	28
	4.2.3 Conclusions	30
5	RESEARCH RESULTS: BRAND IMPLEMENTATION GUIDELINES	33
	5.1 Urho brand identity elaboration	33
	5.2 Internal and External brand building	35
	5.2.1 Brand building solutions for Urho	36
	5.3 Tracking brand building success.....	40
	5.3.1 Important measures for Urho to track	40
6	CONCLUSIONS	43
	REFERENCES	45

1 INTRODUCTION

Brand implementation is the topic of this thesis. Brand implementation plays an important role in a successful business and it encompasses many aspects.

The purpose of this thesis is to create brand building programs for the commissioner. The commissioner of the thesis is Urhopesu oy, hereinafter referred to as Urho, a window washing company based in Tampere.

The core objective of the thesis is to find out how to implement a brand strategy. The research is conducted by analyzing secondary data which includes data gathered from literature on branding, online resources and Urho's existing brand strategy. Urho has an existing brand strategy, but it has not been implemented yet. The examination of Urho's brand strategy along with other information gathered on branding is used to create brand building programs.

The thesis begins by examining definitions of a brand, the importance of branding and what branding encompasses. These topics include brand identity, brand image, brand equity, brand leadership and brand strategy.

Once the aforementioned basic brand theory is properly examined, the focus shifts towards the building of a brand. This part will further examine how to build a brand step by step. This section of the thesis will review the *Brand Identity Planning Model* by David Aaker and Erich Joachimsthaler (2000). This part will include the topics of strategic brand analysis, brand identity system and brand implementation.

The next part of the thesis focuses on Urho's and their existing brand strategy. Urho is introduced first, after which their existing brand strategy is examined and reviewed.

Once all theory has been presented and examined, the research results, recommendations and conclusions are presented, including an overview of the thesis. Recommendations include a long-term plan with practical procedures, in

the shape of brand building programs, that can be implemented internally and externally as well as a more in-depth view of the Urho's brand.

The research questions are,

- *How can the brand be communicated (implemented) successfully both internally and externally?*
- *How can the brand strategy be implemented (among various business processes)?*
- *How can we track our brand building success?*

2 BRAND DEFINITIONS

2.1 Definition

The definition of the word brand can vary, depending on who is asked. A brand can be defined in the following way:

“A set of assets (or liabilities) linked to a brand’s name and symbol that adds to (or subtracts from) the value provided by a product or service.” (Aaker & Joachimsthaler 2000, 17.)

In simpler terms this means that a brand encompasses and takes on many forms including various names, terms, symbols, designs and other features that are used to differentiate one’s product or service from others (LumenLearning).

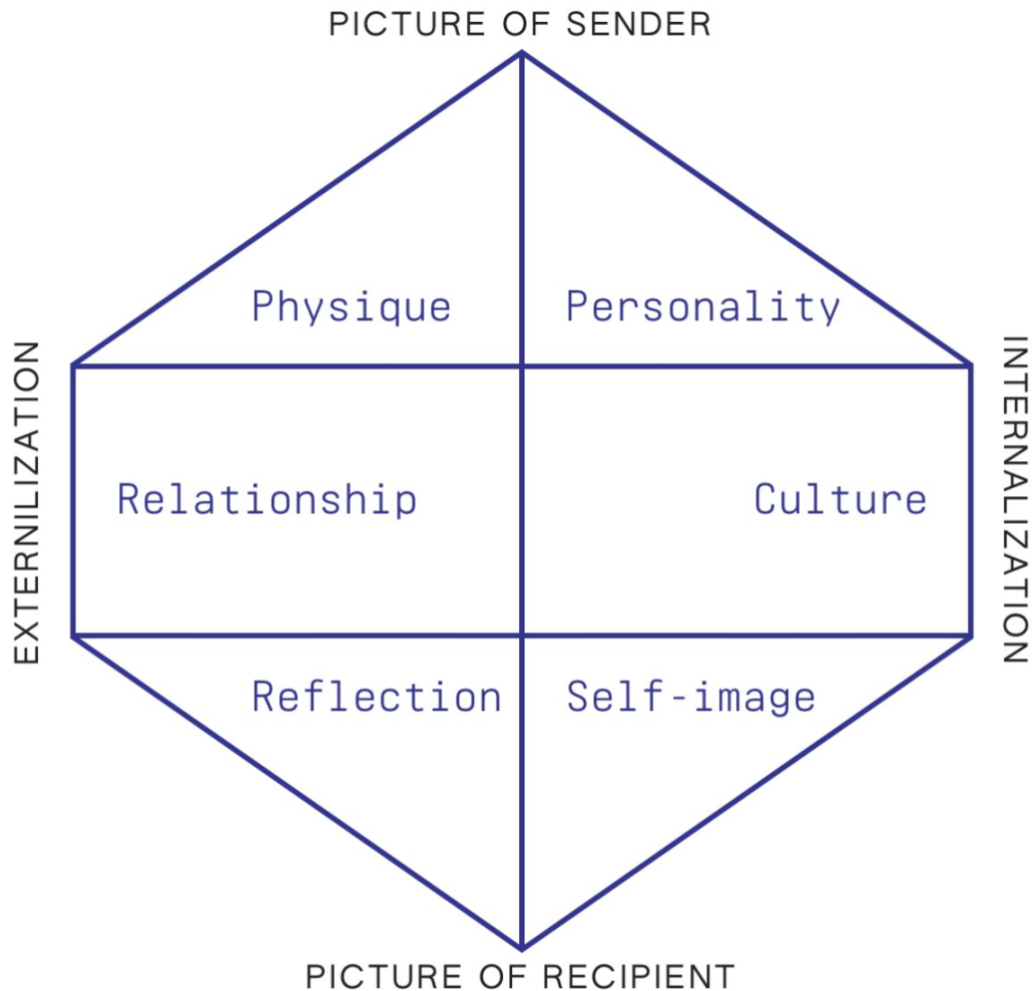
“Brand building not only creates assets but is necessary for the success (and often the survival) of the enterprise.” (Aaker & Joachimsthaler, 2000).

The main argument necessary to understand the importance of branding is based on the availability of options for customers to choose from and the overwhelming reality of competition for businesses. In today’s marketplace, differences between similar products and services are very limited and therefore the tipping point of decision-making for customers may lie within the attitudes and opinions held about a business (brand). (Smithson, 2015.)

2.2 Brand Identity

Brand identity is an important part of building a brand. A brand needs an identity to describe it and therefore it is important to take time to figure out what type of identity will best describe and portray the brand in question. The brand identity is an image and value that a business gives to customers and itself alike as well as

attempts to differentiate itself from competitors (Bergström & Leppänen 2009, 244-245).



Kapferer's Brand Identity Prism

Figure 1. Kapferer's Brand Identity Prism (Kapferer, 2008)

Figure 1 found above is Kapferer's *Brand Identity Prism Model*, which breaks down brand identity into six key elements. These six elements help to further understand what a brand identity encompasses as well as gives it structure. According to Kapferer: "*Strong brand are capable of weaving all aspects [of the prism] into an effective whole in order to create a concise, clear, and appealing brand identity.*"

The first element is physique, which is made up of physical characteristics of a brand. (Kapferer 2008, 182-183.) This includes visual cues and features which can make a brand identifiable, for example Apple's iPhone, which has distinctive physical characteristics: modern and sleek. (Lombard, 2018.)

The second element is personality, which has for a long time played a central role in branding, mainly because a brand with a strong personality is memorable. (Kapferer 2008, 183-184.)

The third element is culture, which according to Kapferer (2008) is a set of values that set a foundation for a brand. This can for example be a car brand like Ferrari, which is connected to its country of origin and its tradition of sports cars. (Lombard, 2018.)

The fourth element is relationship. A brand is a relationship between a business's co-workers, a business and other businesses it cooperates with and a business and its customers. (Kapferer 2008, 185)

The fifth element is self-image, which means how customers and employees view themselves in relation to a brand (Kapferer 2008, 186-187). By associating with certain brands, one can see themselves a certain way, which can be a great advantage to businesses that send out a clear message of what they are about. (Lombard, 2018.)

The sixth element is reflection. Reflection refers to how a business (brand) portrays its target audience and what the beliefs and attributes of that target audience or target market are. (Lombard, 2018.)

2.3 Brand Image

Brand image is a customer's experience of a brand and is controlled by customers. Brand image is a set of beliefs held about a certain brand by its customers. It is a mix of associations that customers link to a certain brand. It is how a brand is perceived by customers. Brand image signifies what you have

now as a brand, compared to brand identity which signifies where you want to be. (Investopedia, 2015.)

Brand image is the sum of all that a business does. It is built up of all offered products/services, internal and external communication, customer service and so forth. (MidaGon 2011.)

Brand image plays a key role in purchase decisions. People buy based on perceptions and a set of known options, because they don't know how to buy the unknown. If a brand image is strong enough, even if customers have problems with that brands products or services, it won't turn them away. (MidaGon 2011.)

To be able to create a positive brand image in marketing, the strengths of a brand, unique and favorable associations that consumers hold, all need to be unified. A business should focus on communicating these positive characteristics and attributes to customers. The success of the creation of a positive brand image is far more important than single marketing tasks, because brand image affects the minds of customers and ultimately creates an image that they hold about a brand. (Keller 2008, 56.)

Managing brand images is important, but in the next chapter the importance of building brand equity will show the order of priorities when speaking about brand equity versus brand image.

2.4 Brand Equity

According to Aaker and Joachimsthaler (2002, 17), brand equity is defined as *“the brand assets (or liabilities linked to a brand’s name and symbol that add to (or subtract from) a product or service.”*

Brand equity works hand in hand with brand image but should not be confused as the same thing. Brand equity is strategic and the basis for competitive advantage and long-term profitability. Brand image on the other hand is tactical and drives short-term results. (Aaker & Joachimsthaler 2000, 9.)

These assets of brand equity can be defined by four dimensions:

1. Brand awareness
2. Perceived quality
3. Brand associations
4. Brand loyalty (Aaker & Joachimsthaler 2000, 17.)

These four dimensions of brand equity assets guide brand development, management and measurement (Aaker & Joachimsthaler 2000, 17).

Brand awareness affects perceptions and even taste, though it has often been undervalued as an asset. As mentioned in the *Brand image* subchapter, people like the familiar and tend to choose familiarity over the unknown. According to Aaker and Joachimsthaler (2002, 17), people are even prepared to ascribe all kinds of positive attitudes to familiar brands (products and services).

Perceived quality is the perception of the quality of a brand's products or services. It is a special asset in the sense that it influences brand associations in many contexts and has been seen to affect profitability based on empirical research measured by ROI and stock return. (Aaker & Joachimsthaler 2000, 17.)

Brand associations are anything that connects a customer to a brand. According to Aaker and Joachimsthaler (2002, 17), these associations “*include user imagery, product attributes, use situations, organizational associations, brand personality, and symbols.*” Because of this, brand management involves making decisions about what associations are best to develop and creating programs that will support the linking of those associations to a brand. (Aaker & Joachimsthaler 2000, 17.)

Brand loyalty is linked to having loyal customers, which is a key goal for every brand. The idea is to strengthen the size and intensity of each loyalty segment (customer segment) (Aaker & Joachimsthaler 2000, 17.)

2.5 Brand Leadership

According to Aaker and Joachimsthaler (2002, 7), the brand leadership model is taking over the classic brand management system. The difference between the two is that the classic brand management system is tactical, reactive and focused on short-term financials and the brand leadership model is strategic, visionary and is focused on brand equity measures. Strategic management involves setting forth what the brand should stand for, taking into account all relevant parties and communicating the brand identity consistently, efficiently and effectively. Within the brand leadership model, the brand manager is involved in both creating and implementing the business strategy, because both the business strategy and brand strategy need to operate under, and support the same vision, values and culture. (Aaker & Joachimsthaler 2000, 7-8.)

Within the shift from:

1. a tactical to strategic management model,
2. a limited to a broad focus and
3. a sales to brand identity as the driver of strategy,

there are many aspects to take into consideration (Aaker & Joachimsthaler 2000, 7-8). In the following chapters, these aspects will be explained in some depth.

1. From tactical to strategic management

Higher in the organization

The brand manager needs to be experienced and higher in the organization. According to Aaker and Joachimsthaler (2002, 8), too often a brand manager under the classic brand management model has been part of an organization for a short time (2-3 years) as well as been inexperienced.

Within the brand leadership model, a brand manager must be higher in the organization with a long-term job horizon. Usually this means that the brand manager is either the head of marketing professional or even the CEO. (Aaker & Joachimsthaler 2000, 8.)

Focus on brand equity as the conceptual model

As explained in the earlier chapters, brand equity is strategic (unlike brand image which is tactical), and the basis for competitive advantage and long-term profitability. Brand equity must be closely monitored (by top management) and building brand equity is a key goal of the brand leadership model. (Aaker & Joachimsthaler 2000, 9.)

Brand equity measures

According to Aaker and Joachimsthaler (2002, 9), the brand leadership model says that the focus on short-term sales and profit figures should be replaced by the development of brand equity measures, which are explained in the subchapter 2.4 Brand Equity.

2. From a limited to a broad focus

Multiple products and markets

A key management issue in the brand leadership model is determining the scope of products and markets of an organization. For this to be possible the focus of the brand manager must be broadened to cover different contexts. This means developing brand communication efforts that meet the needs of different markets and products while simultaneously keeping all brand communication unified. This can mean allowing the development of multiple brands, but even so, there must be unifying links between them, also known as cross-market and cross-product synergies. (Aaker & Joachimsthaler 2000, 9-10.)

The product scope includes the products linked to a brand and the management of the brand extensions. The product scope depends on what type of brand is in question. For some brands, a broad variety of products and markets is an important part of brand equity, but for others a strong set of associations with specific types of products and markets will better bring value to the brand. (Aaker & Joachimsthaler 2000, 9-10.)

The market scope of an organization means how far a brand is been stretched across different markets. The stretching can be vertical or horizontal. (Aaker & Joachimsthaler 2000, 9-10.) According to Julie Young (2019), vertical markets are specific to a single industry, trade, profession or other group with specialized needs. This means organizations and customers that are interconnected around a niche. Horizontal markets are the opposite of vertical markets. Horizontal markets are more general and seek to meet the needs of a wide demographic across a wide variety of industries or markets. (Young, 2019.)

Complex brand architectures

According to Aaker and Joachimsthaler (2002, 10), a classic brand manager rarely manages brand extensions and sub brands, but a brand leadership manager on the other hand does, which causes the need for flexibility because of more complex brand architectures.

Category focus

According to Aaker and Joachimsthaler (2002, 10-11), the classic brand management system sees value in having competing brands within categories under the same organization, which means having individual brands to cover different market segments within a market category. Aaker and Joachimsthaler (2002, 10-11) have listed potential problems within this type of thinking and have explained why organizations should consider grouping brands instead of having multiple individual brands.

The first argument is based on the fact that retailers use information technology and databases to manage categories of products, so they expect suppliers to do the same. This also means that multicontinental retailers want a single contact person for a category of products, because they are better prepared to capture synergies across countries. (Aaker & Joachimsthaler 2000, 10-11.)

The second argument is based on increasingly cluttered markets within which sister brands within the same category are not able to be distinct, therefore

creating market confusion, cannibalization and inefficient communication. (Aaker & Joachimsthaler 2000, 10-11.)

Based on the aforementioned arguments it is apparent that by grouping brands within the same categories, managing them is easier. Under the brand leadership model, the focus shifts from single brands to product categories. Stronger synergies and a larger collective impact are possible when the brands within a category work together. (Aaker & Joachimsthaler 2000, 10-11.)

Global perspective

According to Aaker and Joachimsthaler (2002, 12), the brand leadership model takes on a global perspective. This includes figuring out what elements of a brand should be common globally and which need to be adapted. Once again, the goal is to gain synergy and efficiency across the whole organization. (Aaker & Joachimsthaler 2000, 12.) Global perspective is not discussed further, because it is not relevant in the case of Urho.

Communication team leader

The brand leadership model stresses that the brand manager must be the owner of the brand strategy and the communication team leader, which means directing all communications efforts using an assortment of options. These options include but are not limited to: the Web, direct marketing, promotions, publicity and sponsorships. Depending on the context (market), a broad scope of communication options may be necessary to gain synergy, efficiency and impact. The challenges that a communication team leader or brand manager faces are figuring out what effective media options to use and how to coordinate communication across organizations and individuals. This encompasses both internal and external communication. (Aaker & Joachimsthaler 2000, 12-13.)

Internal and external communication

Within the brand leadership model communication has more of an internal focus, because only once the brand strategy is accepted and inspiring within the

organization, can it be effective externally. Though the brand leadership model has an internal focus, it still holds the classic external focus on influencing customers. The idea is that the flow of efficient and effective communication, culture and values starts within the organization. (Aaker & Joachimsthaler 2000, 13.)

2.6 Brand Strategy

According to Susan Gunelius (2011), brand strategy is an important tool for a successful organization and is a long-term development plan created to achieve an organization's goals. Brand strategy involves researching the organization, competitors and customers as well as serving as the basis for brand identity (Aaker & Joachimsthaler 2000, 40-44). A brand strategy is helpful when starting up, because it answers questions such as what to sell, to whom and why as well as how an organization aims to be perceived by customers and what an organizations values, promises and purpose are. (Gunelius, 2011.)

3 THEORETICAL FRAMEWORK: BRAND IDENTITY PLANNING MODEL

According to Aaker and Joachimsthaler (2000, 40) building a brand includes three main steps which are: strategic brand analysis, brand identity system and brand implementation. These three steps overlap, work together and are all active in the development of the *Brand Identity Planning Model* (Aaker & Joachimsthaler 2000, 40.) Figure 2, which can be found below is an overview of the Brand Identity Planning Model.

Aaker's Brand Identity Planning Model

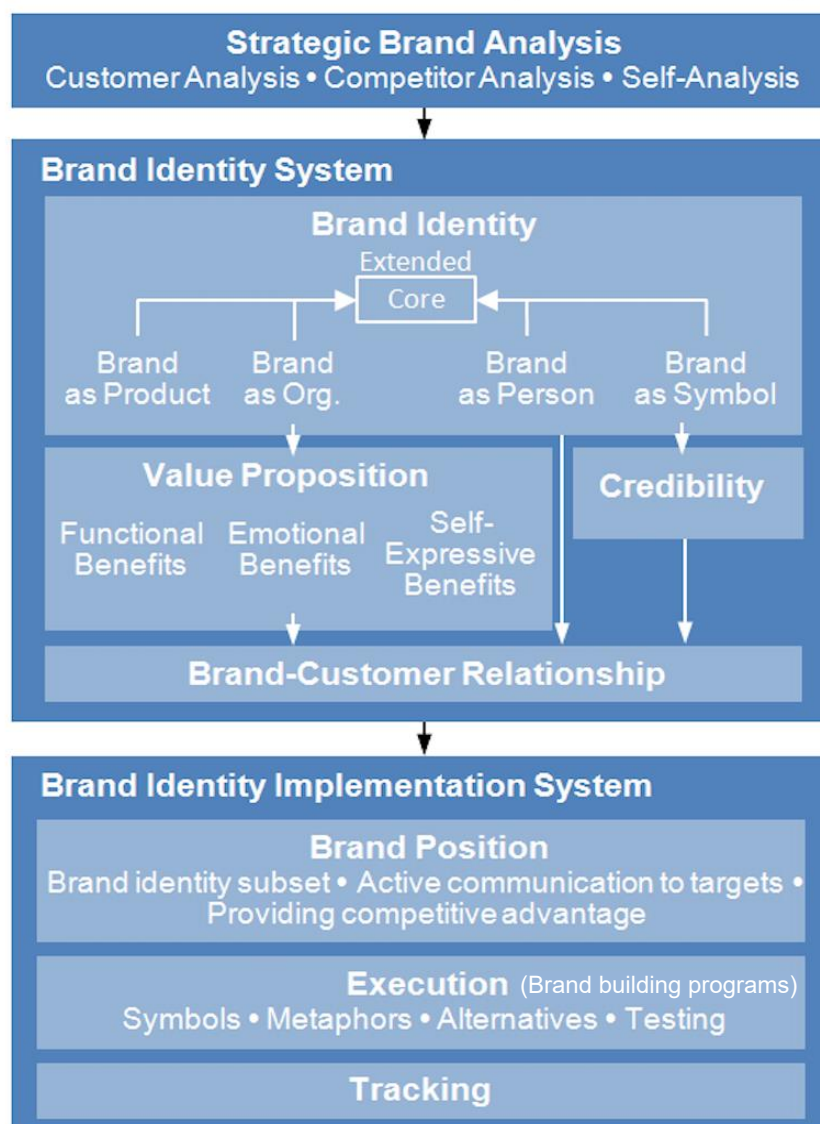


FIGURE 2. Brand Identity Planning Model (Aaker & Joachimsthaler, 2000)

The three steps are presented in more depth in the following subheadings. Note that because Urho already has had research and analysis done for its brand and

created the basis for a brand book (brand strategy), the author has chosen to keep the chapter 3.1 *Strategic Brand Analysis* short and simple, without going into much depth. The main focus of this thesis revolves around the ideas presented in the chapters on *Brand Identity System* and *Brand Identity Implementation System*, because they are more relevant to brand building in the case of Urho.

3.1 Strategic Brand Analysis

According to Aaker and Joachimsthaler (2000, 40) *Strategic Brand Analysis* is the first step towards building a brand and it is the basis for further research and development. This is the data collection part of building a brand and it includes three topics. The three topics and relevant subtopics are shown below and are directly quoted from Aaker and Joachimsthaler (2000, 44) Brand Leadership book.

“

1. *Customer Analysis*
 - a. *Trends*
 - b. *Motivation*
 - c. *Unmet needs*
 - d. *Segmentation*

2. *Competitor Analysis*
 - a. *Brand image/identity*
 - b. *Strengths, strategies*
 - c. *Vulnerabilities*
 - d. *Positioning*

3. *Self Analysis*
 - a. *Existing brand image*
 - b. *Brand heritage*
 - c. *Strengths/strategies*
 - d. *Organization values* “(Aaker & Joachimsthaler, 2000, 44.)

3.2 Brand Identity System

Once the strategic brand analysis has been developed, the next step is the brand identity system. Within the brand identity system, a brand strategist aims to create and maintain a set of associations to link to a brand identity. These associations serve as promises made to customers and are used by a business to implement all brand building efforts (Aaker & Joachimsthaler 2000, 43.)

“In order to be communicated effectively, a brand identity needs to be punchy, memorable, focused, and motivating” (Aaker & Joachimsthaler, 2000, 93.)

Because a brand identity includes associations that serve as promises made to customers, these associations also serve as the building blocks to creating relationships with customers as well as become part of a business’s value proposition.

(Aaker & Joachimsthaler, 2000, 43.)

As shown in Figure 2, brand identity includes 4 perspectives and relevant categories, which are also listed below:

Brand as Product: *product scope, product attributes, quality/value, uses, users and country of origin.*

Brand as Organization: *organization attributes and local versus global.*

Brand as Person: *personality and customer/brand relationships.*

Brand as Symbol: *visual image, metaphors and brand heritage (Aaker & Joachimsthaler, 2000, 44.)*

When building a brand identity, breaking it down into smaller parts as shown above can be useful, but as noted by Aaker and Joachimsthaler (2002, 43), an organization will rarely associate with all categories, but can find relevance in some.

According to Aaker and Joachimsthaler (2002, 43), brand identity also includes a core identity, external identity and a brand essence. A brand identity typically requires six to twelve dimensions to fully describe a brand's aspiration and because of this it can be helpful to focus mainly on the core identity (Aaker and Joachimsthaler, 2002, 43).

The core identity holds the most important elements of a brand identity and it should reflect the brand strategy and values of an organization. An important aspect of the core identity is that at least one element should differentiate an organization from its competitors. The core identity should not have to change very much over time as it encompasses the way an organization wants to be perceived by customers. This creates a clear focus for both an organization and its customers. The elements within the core identity are also often broad concepts like quality, value and innovation and therefore leave space for interpretation. (Aaker & Joachimsthaler 2002, 43-45.)

The extended identity holds all the elements of a brand identity that are not included in the core. This means more specific elements like symbols, organizational positioning and brand personality. The extended identity gives texture and specificity to the brand as a whole and can be taken in different direction depending on the relevant context. (Aaker & Joachimsthaler 2002, 44-45.)

According to Aaker and Joachimsthaler (2002, 45-46) The brand essence is:

“A single thought that captures the soul of the brand.”

A brand essence is a statement that captures the focus of a brand, more concisely than core identity. The brand essence should resonate with customers and be the key to an organizations value proposition. The idea of a brand essence is not to take pieces of the core identity and mash them up into a short sentence, but more so to take a slightly different perspective that can still successfully capture a large part of what the core identity stands for. A brand essence also needs depth, differentiation from competitors as well as the ability to create

inspiration for both the organization and its customers. A brand essence statement can also be somewhat poetic and can be understood in many different ways. When this is done right it can resonate with a broader demographic. (Aaker & Joachimsthaler 2002, 45-47.)

According to Steve Harvey (2019), *“Once you define brand essence for your organization, you can use it as “ground zero” for the rest of your reputation-building strategy”*. Harvey (2019) goes on to say that once a brand essence is created, the core of an organization’s strategy is defined. In more simple terms, brand essence is equal to adding together goals, values and what an organization does in practice. Having a strong core and brand essence creates the possibility for better marketing, appeal to higher expectations and maintain consistency. (Harvey, 2019.)

Harvey (2019) also discusses the following practical questions when considering the strength of a brand essence:

1. *“Is it unique?”*
2. *Are you focused?*
3. *Is it experimental?*
4. *It is meaningful?*
5. *Is it consistent?*
6. *Is it authentic?*
7. *Is it sustainable?*
8. *Is it scalable?”* (Harvey, 2019)

A brand essence can take on different forms, but it should not be confused with a tagline. A brand essence, as mentioned earlier, is the key to an organizations value proposition and it represents the brand identity. Unlike a tagline a core function of a brand essence is used for internal communication within an organization. A tagline on the other hand has an external function and is used to connect with customers in more specific situations like with the marketing of a product. (Aaker & Joachimsthaler 2002, 47.)

The next topic which is connected to brand identity system and is created as a by-product of a brand essence and a brand identity is *value proposition*. According to Alexandra Twin (2019),

“A value proposition refers to the value a company promises to deliver to customers should they choose to buy their product”.

Another definition for value proposition according to Michael Skok (2013),

“A value proposition is a positioning statement that explains what benefit you provide for who and how you do it uniquely well”.

According to Aaker and Joachimsthaler (2002, 45-46), a value proposition can have three types of benefits: functional, emotional and self-expressive. Functional benefits are sort of the base benefits of a product or service, which means that it merely covers the functional aspect of buying a product or service, for example window washing services provide clean windows. In addition to functional benefits, emotional and self-expressive benefits are a bonus, and some organizations are capable of providing them but not all. (Aaker & Joachimsthaler 2002, 49.)

Emotional benefits are about the ability of a brand to make a customer feel a certain way when buying their product and/or using their product. Emotional benefits add richness and depth to an owner of a brands products. (Aaker & Joachimsthaler 2002, 49.) Aaker and Joachimsthaler (2002, 49) also claim that the strongest brands or identities usually include emotional benefits like how Volvo cars provide a feeling of safety and Levi Jeans provide a feeling of ruggedness and strength.

Self-expressive benefits are about the ability of a brand to help customers fulfill their self-expressive needs. This means that by owning and using a brands product, a customer gains the ability to develop and express a certain type of self-image. Self-expressive benefits can be for example, by wearing Ralph Lauren clothing a customer can express a self-image of being sophisticated or by driving

a Lincoln car a customer can express a self-image of being successful and in control. (Aaker & Joachimsthaler 2002, 49.)

Aaker and Joachimsthaler (2002, 49) also provide a useful list of things to consider when creating an effective brand identity, which are the following:

1. *“Avoid a limited brand perspective*
2. *Link to a compelling functional benefit whenever possible*
3. *Ignore constructs that are not helpful*
4. *Generate deep consumer insight*
5. *Understand competitors*
6. *Allow multiple brand identities*
7. *Make the brand identity drive the execution*
8. *Elaborate the brand identity”*

3.3 Brand Identity Implementation System

According to Aaker and Joachimsthaler (2002, 42), *Strategic Brand Analysis*, *Brand Identity System* and *Brand Identity Implementation System* are interconnected, which means that even though they are technically three steps in the *Brand Identity Planning Model*, it is difficult to separate strategy from execution. The execution of the *Brand Identity Planning Model* within the *Brand Identity Implementation System* works to define the strategy in practice as well as test it out for validity. (Aaker & Joachimsthaler 2002, 42-43.)

According to Aaker and Joachimsthaler (2002, 41-42), *Brand Identity Implementation System* includes four components which are presented in the following chapters.

1. Brand Identity Elaboration

Brand identity elaboration is about adding richness, depth and clarity to a brand identity. By doing so it can help to create a more understandable brand identity which can allow for a well-rounded brand personality, which is one by-product of

a brand identity. When going into more depth, more specificity and elaboration is key, to be able to create a well-rounded, non-contradicting brand identity with a clear direction and aspirational image. (Lombard, 2018., Aaker & Joachimsthaler 2002, 71-72.) As another tool for brand identity elaboration as well as brand positioning, Kapferer's Brand Identity Prism (Kapferer, 2008) presented in chapter 2.2 could be helpful. According to Aaker and Joachimsthaler (2002, 71.72), there are four exercises which are found in the following figure below.

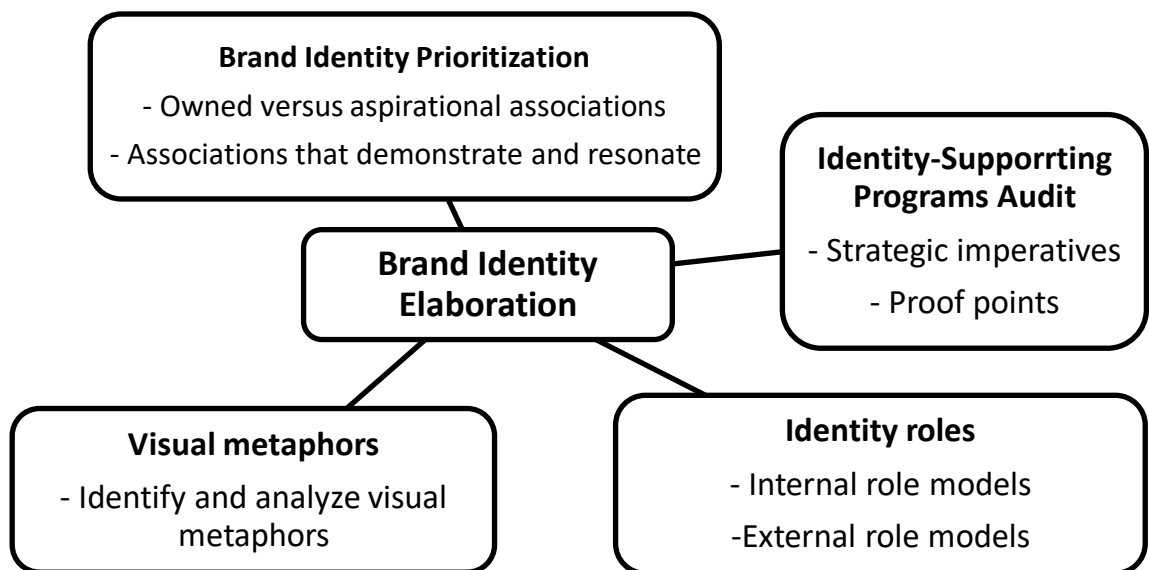


Figure 3. Brand Identity Elaboration, Aaker and Joachimsthaler (2002, 72)

2. Brand Position

According to Aaker and Joachimsthaler (2002, 44), brand position is the part of brand identity and value proposition that is communicated to customers. Another definition for brand position or brand positioning by BJ Bueno, (2019) is the process in which a brand is positioned in a certain way in the mind of an organization's customers. A brand position should clearly communicate the advantage an organization has over its competitors, which also includes the differentiation of an organization compared to its competitors.

3. Brand building Programs

Brand building is the main theme of the thesis, as the author's aim is to create brand building programs for the commissioner. These themes will be further discussed in chapter 5, after the commissioner's brand strategy is reviewed.

Brand building programs includes all communication between an organization (brand) and its audience (customer). A common mistake is thinking that brand building programs are nothing more than advertising, but Aaker and Joachimsthaler (2002, 42) claim that brand building programs are much more than mere advertising and can include a variety of things like promotions, publicity, packaging, direct marketing, flagship stores, sponsorships and the use of the Web.

4. Tracking

The final step of the brand identity implementation system is the tracking of brand building programs. A framework structure used for tracking includes the following,

1. brand loyalty measures
 - a. price premium
 - b. customer satisfaction
2. perceived quality/leadership measures
 - a. perceived value
 - b. leadership/popularity
3. association measures
 - a. perceived value
 - b. brand personality
 - c. organizational associations
4. awareness measures
5. market behavior measures
 - a. market share
 - b. market price/distribution coverage (Aaker & Joachimsthaler 2002, 42.)

According to John Tyreman (2019) tracking brand building programs (brand success) is crucial for an organization to understand how successfully it has

communicated its brand. Because a brand has many parts, the list above is helpful for understanding the different ways of tracking brand building success. Depending on the type of organization and its strengths and weaknesses, some measures may be more important and relevant than others (Tyreman, 2019).

4 CASE: URHOPESU OY

4.1 Commissioner: Urhopesu oy

Urhopesu oy (Urho for short) is a limited liability company in Tampere, Finland, established in 2017. Urho has a CEO (Jaakko Huura), a total of six employees that work in the field which includes cleaning and window washing and two employees that work in management. Urho has one office in the center of Tampere. Urho's customers include both businesses and consumers, but mainly provides window washing and cleaning services to local businesses in the center of Tampere. Urho mainly operated in Tampere, but also provides services to nearby cities and towns like Pirkkala, Kangasala and Ylöjärvi.

The main purpose of this thesis is rebranding Urhopesu by examining its new brand strategy and creating new brand building programs. Since the base research of Urho, its competitors and its customers has already been done, the main focus of this thesis is focused on finding solutions for implementing the brand strategy. Much of Urho's brand will change with the help of this thesis and its solutions to implementing the new brand strategy. Urho's slogan, mission, vision and values may change a bit, but as of right now they are still the following and they are presented below.

The mission, values and vision presented above are taken straight from Urho's website. Chapter 4.2 which covers Urho's brand strategy will give more depth and insight into Urho's brand. In Chapter 5 the author will also attempt to take all the information presented in chapter 4 and give it even more depth and elaboration as well as a more understandable narrative.

Mission (missio)

"Tyytyväisillä työntekijöillä parempaa palvelua, lopputuloksena iloisia asiakkaita."

Translation: Satisfied employees for better service and happy customers

Urho has always cared about providing its employees with a positive work environment. Urho has also understood that whatever is accepted and supported within its internal culture can then be translated to external environments, for example satisfied employees can equal satisfied customers.

Values (arvot)

“Selkeys, erikoistuminen ja urhous”

Translation: Clarity, specialization and boldness (bravery)

Urho likes things to be clear and easy to understand and believes that professionalism is attainable by being bold, brave and specializing in what you think is important.

Vision (visio)

“Positiivisesti tunnetuin Tampereella.” (Urhopesu.fi)

Translation: Positively most recognized in Tampere.

Urho aims to be the most positively known in Tampere, through efficient and effective working styles, leaving everyone happy.

4.2 Urhopesu’s brand strategy

4.2.1 Introduction

In February 2020 Kautto & Konstig oy created a brand strategy for Urho. The idea was to gain on understanding of Urho’s history, present situation and to create a strategy for the future (Kautto & Konstig oy, 2020). The brand strategy would also serve as the basis for further development, including brand implementation which is the goal of this thesis. The brand strategy is reviewed below.

“We interviewed different stakeholders about their experiences with Urho, particularly to do with window washing and cleaning. Based on the interviews, we assembled an understanding of the current state of Urho's customer experience and brand and evaluated the kind of changes that would be required. Although a brand is peoples collective experience of a company, the company can create its own target goal image of itself. This target goal image serves as a compass to match the company's own vision and customer experience.” (Kautto & Konstig oy, 2020).

4.2.2 Research results

According to the present situation, the brand experience mainly leans on Jaakko (CEO of Urhopesu) as the face of Urho as well as on the cheery young employees' bold working style. This means the initial brand experience is therefore formed from the attitudes and working styles of Urho. Urho is also liked because of its employees happy and forthright attitudes as well as its fair pricing.

Urho has also been able to gain value because of its open business model, meaning the ability to handle odd jobs within the cleaning industry, but outside of window washing. The idea is that Urho is service-oriented, meaning the want to serve without it necessarily being the exact advertised service, window washing. (Kautto & Konstig oy, 2020).

Customer segments include:

- street-level (ground floor) businesses in Tampere center (year-round)
- business offices in Tampere and nearby cities/towns (year-round)
- Consumers in Tampere and nearby cities/towns (seasonal)

Business segments are seen as one group and consumers as another, based on the values and perceptions held by each segment. As mentioned above, the business segment is a year-round service, meaning that Urho's services are

needed throughout the year by businesses. On the other hand, the consumer segment is seasonal, meaning Urho's services are mainly needed in the spring and summer seasons by consumers. (Kautto & Konstig oy, 2020)

Business customers are both stores, and offices and they have similar needs. They buy window washing services often, some many times per month and some less frequently. Clean windows create value for their employees as well as customers, and for many business owners, it is also a topic of pride. (Kautto & Konstig oy, 2020)

Businesses also want to create strong long-term relationships and trust that Urho will take care of their windows without any additional input or work from them, because they have more important things to do. Throughout the conducted research, it became apparent that business customers basically wanted to forget about window washing all together. Many said their worst nightmare would be that their employees or customers noticed their windows were dirty, because dirty windows communicated an idea of untidiness and other negative feelings. (Kautto & Konstig oy, 2020)

Another point that many businesses made was that they appreciated a go-getter attitude and a want to help with other things but did not expect any extra service from Urho for free. They also noted that they would like to know who is responsible for washing their windows if they wanted to make any changes or if any problems occurred. Business customers also said that honesty and straightforwardness are important values to them. (Kautto & Konstig oy, 2020)

Consumer customers are homeowners or renters who live in the Pirkanmaa region, but mainly Tampere. They buy window washing services once or twice a year, around the spring-summer-fall seasons or for a specific reason like a wedding or graduation party. The main reasons why they buy the service rather than doing it on their own is usually because they are too lazy or they simply don't know how. (Kautto & Konstig oy, 2020)

Consumers are very particular about what they get for their money. They value trustworthiness above all else, because letting strangers into their homes is a big

deal for many. The quality of work and professionalism is also very important to consumers. Consumers don't expect Urho's employees to start up conversations or much else, they only expect a good attitude and quality results. (Kautto & Konstig oy, 2020)

Consumers value functional benefits like clear honest pricing and locality and emotional and self-expressive benefits like inspiring stories, youthfulness and positive attitudes. (Kautto & Konstig oy, 2020)

Urho employees value the team spirit and energy of Urho. They are also ready to hold responsibility and they have a strong work ethic. Urho's employees are young people around the ages of 17 to 23. Most are also students, which means they are not interested in long-term jobs. Urho's employees have seen the need for improvement within Urho's management as well as with organizing day-to-day operations. (Kautto & Konstig oy, 2020)

4.2.3 Conclusions

According to Kautto & Konstig, "*Urhopesu is Tampere's most honest window washing company that cares for its customers.*" They also say that for Urho, honesty and determination means fair pricing, quality work and respect for customers. Urho's story is based on young and courageous entrepreneurs and its brand image of assertive and determined work should be further implemented within Urho's culture. (Kautto & Konstig oy, 2020)

Urho is also not a "bulk" cleaning service, nor does it operate on giving discounts. Urho's style, service and story speaks to businesses and consumers with purchasing power. Urho's story and service are also closely linked to Tampere and the Pirkanmaa region, and Urho does not have any aspirations to grow beyond that area. (Kautto & Konstig oy, 2020)

Through the research conducted, it became obvious that window washing, and cleaning alike takes trust and honesty to work. Customers need to have trust to let strangers into their home, trust that jobs are done well with excellence, trust

that services aren't overpriced, trust that they are getting their money's worth and so on. The next chapters will include a lot of trust/honesty topics.

The next part is about Urho's brand characteristics. Brand characteristics are found within a brand identity as seen in Chapter 3, Figure 2. As presented in Figure 2, a brand identity can be broken down into pieces which can make it easier to demonstrate and explain the brand identity by considering it from different points of view. This means considering the brand as an organization, product, person and symbol. The following are Kautto & Konstig's ideas for Urho's brand characteristics. Each characteristic is marked with its type but note that the following characteristics could be put under multiple types.

Urho's brand characteristics according to existing brand strategy include the following,

1. Urho is a trustworthy partner (Urho as organization)

- a. *Businesses: A business can trust that their windows are always clean*
- b. *Consumers: Urho respects homes and privacy. Jobs are done as agreed.*

2. Urho has high-quality standards (Urho as symbol)

- a. *Businesses: Clean windows are a topic of pride.*
- b. *Consumers: Window washing can be done by oneself, so professional help must yield professional results.*

3. Urho is easy and simple (Urho as product)

- a. *Businesses: Urho is proactive and makes sure businesses have nothing to worry about*
- b. *Consumers: Clear pricing*

4. Urho is cheerful, helpful and holds a positive work ethic that is recognized by customers. (Urho as person)

(Kautto & Konstig oy, 2020)

Urho's new brand statement: Urho provides Tampere's most honest and carefree window washing. (Kautto & Konstig oy, 2020)

Urho's new slogan: Tampere's most honest window washing. (Kautto & Konstig oy, 2020)

5 RESEARCH RESULTS: BRAND IMPLEMENTATION GUIDELINES

The research conducted for this thesis was based on secondary data, which for the most part is brand theory and Urho's brand strategy conducted by Kautto & Konstig. The purpose of the thesis was to figure out how to implement Urho's brand strategy and create brand building programs. Research questions are the following as also mentioned in the Introduction chapter,

- *How can the brand be communicated (implemented) successfully both internally and externally? (brand building programs)*
- *How can the brand strategy be implemented among various business processes?*
- *How can we track our brand building success?*

As mentioned in the previous chapter, some problems identified by Kautto & Konstig (2020) included the lack of management and unclear communication strategies. Internal brand building programs must therefore be solutions to these problems. To review, brand building programs include all communication efforts between the brand and its audience. In the following chapters, both internal and external brand building programs are considered, and the results and ideas are explained and discussed.

Before internal and external brand building, some development ideas and views of the author are presented about Urho's brand identity with the hope to give it more depth and therefore also give further support, understanding and opportunity to brand building in the chapters that follow.

5.1 Urho brand identity elaboration

The ideas presented in this chapter are the authors own but are based on Figure 3. "Brand Identity Elaboration" presented in Chapter 3.3 and the ideas surrounding it.

As mentioned in Chapter 3.3, brand identity elaboration is about adding richness, depth and clarity to a brand identity. The following Figure 4. is the author's view of the structure of Urho's brand values in the attempt to give depth and clarity to Urho's brand identity. The top four boxes (Integrity, Honesty, Loyalty and Service) are core values and under each core value are extensions to give more depth and clarity.

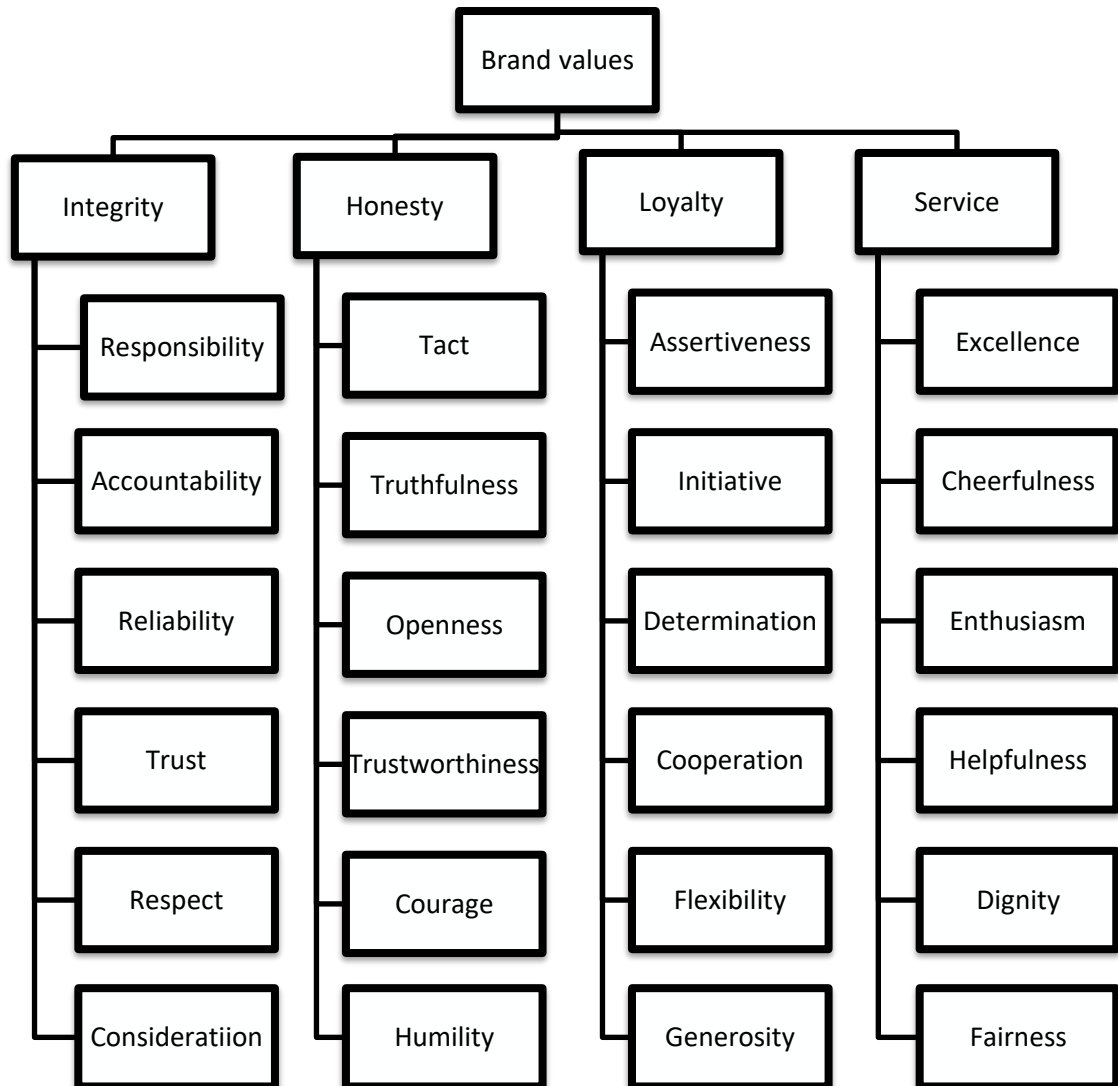


Figure 4. Brand values

As seen above, we can give words our own meaning, for example honesty means tact, truthfulness, openness and so on to Urho. In other words, all things are explained and given meaning with the use of another thing, which means we all decide how we think about things, our opinions about things and our own internal connotations for things. By elaborating on Urho's values, they gain more depth

and use within brand building. Because honesty means so many things to Urho, honesty can be communicated lots of different ways and linked to many contexts.

5.2 Internal and External brand building

Kady Sandel (2019) says internal branding is about brand strategy and all the planning that goes into building a brand. According to Mike McMillan (2019), internal brand building is about creating a culture within an organization's that communicates, supports and promotes its set of values, vision and mission, in other words its brand. By doing so, employees are able to internalize the brand and can communicate it further to customers, which also means brand building should start inside an organization (From Internal to External). The culture that is created inside an organization should be consistent with its brand, because a positive and consistent brand gives employees incentive and motivation for their work. (McMillan, 2019.)

Honesty is a key value of Urho's identity, but how should it be communicated? According to Sravya Balasa's (2018) Tedx Talk, honesty goes hand in hand with trust and trust is built through honest communication.

Only by trusting someone, can you believe that they are honest and therefore also have the courage and incentive to be honest with them in return (Balasa, 2018). Urho management and Urho employees should have a culture that supports being honest with each other, sharing ideas and views to begin to create trust as well as honest and healthy relationships.

External brand building is about communicating a brand to customers, meaning branding outside of an organization. Once the internal brand and its brand building programs have been successfully started and has built a solid culture that supports an organizations brand, external branding and its brand building programs can begin.

External branding includes everything communicated outside an organization, like an organization's logo, brand colors, website, social media, employees'

personalities and in simpler terms brand identity. External branding is what connects a brand to its customers and affects their perceptions. External brand building programs are the ways in which an organization chooses to communicate its brand to its customers. (Sandel, 2019.)

5.2.1 Brand building solutions for Urho

Brand building program 1: **Feedback**

Urho should implement meetings every other week in person for giving feedback by discussing how things have been going, sharing views and ideas with one another openly and honestly. This could be done both in a group as well as between the HR manager and a single employee. The tool used during these meetings would be the Motorola feedback tool, which includes four questions. These questions are,

1. What went well?
2. What could be improved?
3. What did I learn?
4. What will I take into practice?

I find this tool to be very helpful and especially important for Urho, because most work is done outside of the office with new customers and new situations. These situations pose their own difficulties and for business to run smoothly, employees as well as management should have the ability and opportunity to speak freely and share their opinions with one another. The goal of course being to create more honesty and trust within Urho as well as support employees' belief in the brand. If employees believe in what the brand stands for, they can further communicate the brand to customers.

A feedback tool should also be used with Urho's customers, because Urho provides window washing and cleaning services creating new unique customer experiences every time a job is done. This tool would be beneficial so that Urho can keep up with customers and better understand them. A feedback tool for Urho customers is also imperative for tracking brand building success. A

questionnaire should be sent after every job has been finished. The questions and format could be the following,

How was your experience with us?

Service:

1. Professionalism of our service representative on job? (Rate 1-5 stars)
2. How satisfied are you with the end result? (Rate 1-5 stars)
3. Any improvement/suggestions? (open-ended)

Communication:

4. How satisfied are you with the ease of contacting us? (Rate 1-5 stars)
5. How satisfied are you with the information and/or advice provided? (Rate 1-5 stars)
6. How easy was it to find the information you were looking for? (Rate 1-5 stars)
7. How satisfied are you with the ease of ordering our services? (Rate 1-5 stars)
8. Any improvement/suggestions? (open-ended)

Brand building program 2: Digital communication tool

Urho should have an easy and effective way of communicating. This communication tool should be used both for discussion and sharing information about jobs, ideas etc. Since google calendar is used to organize jobs, google hangouts could be used for communicating as well to keep things easy and simple. This brand building program supports Urho's values of being easy and straightforward.

Brand building program 3: Work Perks

Giving young people the chance to familiarize themselves with working life and self-improvement are important aspects of Urho's mission. Urho should try to give employees opportunities to improve their skills in various fields, not only the obvious window washing and cleaning. These other fields should be identified by employees themselves and could include things anywhere from working life skills

like teamwork, accounting and customer service to other lifestyle skills like sports and creativity. This could be done by implementing work perks, which could take the form of team-building days, where everyone could meet and enjoy an activity together (which has been done in the past) or other options like a gym membership, gift cards, subscriptions to audiobook sites, Spotify etc. The core idea with work perks would be to really cash in on our mission to give young people positive experiences and opportunities.

Brand building program 4: **Metaphors** (associations)

A brand building program to build and support trust and honesty could be done by implementing metaphorical references, for example the use of culturally ubiquitous visual metaphors. This means using metaphors to support and give depth to Urho's brand identity. This also means supporting and affecting what Urho is associated with.

Types of metaphors applicable to Urho should reference Urho's values like honesty, integrity, service, loyalty and so on.

Example: Elephant metaphors

The following elephant metaphors presented below could be used as a caption for a photo on social media or used in some form on a t-shirt or flyer.

1. ***Horton, the elephant*** from Dr. Seuss stories. Horton's motto "*I meant what I said, and I said what I meant, an elephant's faithful, one hundred percent!*" Horton is trustworthy and does not break promises, just like Urho.
2. ***"The elephant in the room"***, a metaphorical idiom, which means "*the obvious problem*". Usually someone says, "let's address the elephant in the room". Urho aims to be helpful, straightforward and service-oriented, so if there are any problems, Urho wants to address them and find solutions.

Brand building program 5: **Narratives**

Most things are explained through narratives. People create narratives for their lives, for example explain why something happened through (even unconsciously) making up a story that supports certain outcomes. People create narratives to understand concepts, ideas, things and to give meaning. People tend to think linearly, because time is often understood as linear, meaning time is seen as a series of events that lead to something including a beginning and an end, therefore life itself holds the same format as a story, beginning: birth and end: death.

Urho could implement more storytelling in its communication, giving its brand identity more depth and making it easier to understand. By telling stories, Urho can give insight and explanations for why it has come to certain outcomes or why it values certain things over others.

Example 1.

Maybe Urho finds honesty to be very important because of the belief that progress is best attained through cooperation, mutual trust and interdependency. Urho's story indeed holds this belief, because Urho started out with a group of friends cooperating and building and a way for everyone to have a job and fulfill their dreams of having their own business.

Example 2.

Urho's mission could be realigned with the idea of giving young people the possibility to gain a positive experience of working life, because Urho believes everyone should be respected, helped and given the opportunity to learn the things that interest them in a positive way.

Urho's values include loyalty which means generosity, cooperation, assertiveness and so on. By setting a goal of giving young people positive experiences of working life it is turning its values into action by being assertive, generous etc.

5.3 Tracking brand building success

To review the process of branding in steps,

1. **Research:** An organization does brand research to better understand the strengths and weaknesses of its brand internally and externally.
2. **Brand building programs:** Once an organization knows the strengths and weaknesses of its brand the focus should shift towards maintaining its successes and strengthening its weaknesses.
3. **Tracking:** The focus shifts to tracking and measuring the success of brand building programs.
4. **Review and begin process again.**

Tracking brand building programs is necessary to understand the level of success of communication efforts. By successfully tracking brand building programs, understanding of causal connections and insight are attainable. This is crucial so that an organization can understand how well it has communicated something and if it has had a positive, negative or even neutral effect.

For example, an organization launches a marketing campaign which is expensive and time-consuming and was a complete waste because it either had a neutral effect or a negative effect or even worse, it was tracked incorrectly, leaving the organization thinking that it went well when in reality they were tracking it incorrectly and wasting their time and money.

Another key to tracking, is focusing on specific measures that are important for a specific brand. The next chapter will present important measures for Urho to track.

5.3.1 Important measures for Urho to track

Brand loyalty

Brand loyalty is about having a loyal customer base, meaning that customers buy a brand's products and services again and again even though that organization may not be the cheapest etc. In Urho's case, brand loyalty is important to focus

on as well as track because Urho wants to build strong and long-lasting relationships with its customers. Also, Urho is not the cheapest window washing service; therefore, Urho's business thrives on customer loyalty and in a broader sense the success of its brand building efforts.

Brand loyalty can be tracked by keeping good records of customers and measuring how many are return customers (purchase more than once). More information can be attained by sending out questionnaires and asking customers the following,

1. How likely are you to use Urho services again?
2. How likely are you to recommend Urho services to others?

Brand Trust

Honesty and trust are important elements of Urho's brand identity as well as Urho's slogan "*Tampere's most honest window washing*", so focusing on and tracking customers level of trust is crucial to maintaining Urho's brand image as well as brand loyalty. A questionnaire for better understanding the level of trust that customers have in Urho could include the following,

1. Do you trust Urho?
2. How did Urho gain your trust?
3. How can Urho keep your trust?

Perceived Quality

Perceived quality is important for Urho to understand what customers and others think of Urho, meaning the level of respect and value that people see in Urho. This is important, because though many have probably seen Urho employees on the job around the city center of Tampere, that doesn't mean that they see value and have respect for Urho. Many people may ask questions and stop and watch while Urho employees are the job, especially in the center of town. When this happens, people are able to form opinions about Urho based on those situations

alone. Because this is a very true reality for Urho, it is crucial to take perceived quality into account for a few different reasons, which are the following,

1. Better understand people's views of Urho
2. The power that Urho's employees hold in affecting perceptions
3. The importance of linking Urho's employees work ethic alongside Urho's brand values

6 CONCLUSIONS

Urhopesu oy plans on implementing a new brand strategy. For implementing a new brand strategy Urhopesu wanted clear guidelines and solutions on how to do it.

The main research questions were:

- *How can the brand be communicated (implemented) successfully both internally and externally?*
- *How can the brand strategy be implemented (among various business processes)?*

The objective of the research was figure out how to implement a brand strategy, which was done by researching, reviewing and analyzing theory on brand building and branding in general as well as analyzing, developing and reviewing Urho's brand strategy.

Answers to the research questions were successfully found as a result of the research conducted. The brand can be communicated successfully through both internal and external brand building programs, which this thesis successfully created a handful of. The brand strategy can be implemented by creating a culture within Urho that supports its mission, values and vision as well as by using brand building as the main force for development and decision-making for Urho.

Though the topics of the thesis and recommendation made are good and can be implemented into Urho strategy, more research and realignment will be necessary in the future. The current brand strategy as well as this thesis will serve as a good basis for further research and improvement.

By analyzing Urho's brand strategy, it was also possible to further develop it as well as give more depth and clarity to Urho's brand identity. Ways of tracking brand building efforts were also created for Urho's context, which sums up the guidelines necessary for brand implementation.

Throughout the research conducted in this thesis it has become apparent that it would be beneficial and even crucial for Urho to assign a brand manager within management that would oversee brand building full time. Though Urho is still a relatively small company, without clear and focused efforts, brand building will not be successfully.

For beginning the implementation of the brand strategy and brand building programs in this thesis, Urho could begin by first assigning a brand manager. After a brand manager has been assigned, the website should be updated and an guide to understanding Urho's brand should be written up, which would include the key aspects of Urho's brand. Once all this is done, each brand building program can be further implemented across Urho's processes and brand building will begin to find its place within Urho's culture.

For the most part, the research results could be applicable in other contexts as well, so the thesis was also able to add to the general theory of branding. Though the thesis encompasses the answers that it sought after it also created its own limits due to time and context, but the topics of this thesis are part of a very large body of theory, which could be researched even further.

For future research it could be beneficial to better understand and gain insight about the cleaning industry, its various markets as well as competitors. This would allow Urho to learn more about the possibilities of the cleaning industry in the case that it wanted to branch out as well as the ability to better differentiate itself from its competitors.

In conclusion, brand implementation can allow an organization to run effectively and efficiently as well as set out a clear path for development and decision-making. This includes its own advantages and disadvantages, but with accurate information and the right attitude, disadvantages can be turned into possibilities. A clear and concise brand seems to be a more and more necessary element for successful business in today's world. Brand building is all about long-term thinking and if it is done correctly it takes a lot of time and even more effort.

REFERENCES

Bergström, S & Leppänen, A. 2009. Yrityksen asiakasmarkkinointi. Helsinki: Edita Publishing oy.

Gunelius, S. 2011. Introduction to Brand Strategy – Part 1: What is Brand Strategy. Read 15.3.2020. <https://aytm.com/blog/introduction-to-brand-strategy-part-1/>

Harvey, S. 2019. What is brand essence. Read 19.3.2020. <https://fabrikbrands.com/what-is-brand-essence/>

Investopedia. 2015. How do Brand Image and Marketing Affect Market Share?. Read on 15.3.2020. <https://www.investopedia.com/ask/answers/032615/how-does-brand-image-and-marketing-affect-market-share.asp>

Kapferer, J-N. 2008. The New Strategic Brand Management: Creating and Sustaining Brand Equity Long Term. 4.Painos. Lontoo and Philadelphia: Kogan Page

Kautto & Konstig. 2020. Urhopesu Brändikirja.

Keller, K. L. 2008. Strategic Brand Management: Building, Measuring, and Managing Brand Equity.3.painos. Upper Saddle River, New Jersey: Prentice Hall.

Lombard, C. 2018. The Brand Identity Prism and how it works. Read 14.3.2020. <https://howbrandsarebuilt.com/blog/2018/12/21/the-brand-identity-prism-and-how-it-works/>

MidaGon. 2011. Brändimielikuva kohdilleen – käyttäydy, älä (vain) välitä! Read 15.3.2020. <https://www.midagon.com/fi/brandimielikuva-kohdilleen-kayttaydy-ala-vain-vaita/>

Skok, M. 2013. 4 steps to building a compelling value proposition. Read 19.3.2020. <https://www.forbes.com/sites/michaelskok/2013/06/14/4-steps-to-building-a-compelling-value-proposition/#2e36cc634695>

Smithson, E. 2015. What is branding and why is it important for your business. Read 20.3.2020. <https://www.brandingmag.com/2015/10/14/what-is-branding-and-why-is-it-important-for-your-business/>

Twin, A. 2019. Value proposition. Read 19.3.2020. <https://www.investopedia.com/terms/v/valueproposition.asp>

Tyreman, J. 2019. Brand tracking is easier than you think. Read 8.4.2020. <https://hingemarketing.com/blog/story/brand-tracking-is-easier-than-you-think>

Urhopesu.fi. Read 25.3.2020. <https://www.urhopesu.fi/>

Young, J. 2019. Vertical markets. Read 14.3.2020. <https://www.investopedia.com/terms/v/verticalmarket.asp>

Pinterest. Brand identity planning model. 1996. https://www.google.com/search?q=brand+identity+planning+model&sxsrf=ALeKk02i5fpREDO5jvKda_hlyg8MOGCSTQ:1583257081883&tbm=isch&source=iu&ctx=1&fir=gnMoQdkAGnFoQM%253A%252CWKGLBjIhZNSPEM%252C_&vet=1&usg=AI4_-kSFKBexgbPfu6xD4FIEwgPpoba3TQ&sa=X&ved=2ahUKEwjVn9Cf7P7nAhUs4KYKHxzGDkYQ9QEwAXoECAUQAaw#imgsrc=AXV5RACNC75yAM

Lumen learning. Read 10.4.2020. <https://courses.lumenlearning.com/boundless-marketing/chapter/branding/>

