Stakeholders view on organizational brand positioning Case: CoSpace Porvoo

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This thesis is a study about how brand equity is achieved in a co-working community with analyzing the various stakeholder views on organizational brand positioning.

The theoretical framework part of the thesis explains how brand identity, or intended brand, of the company can be different from the brand image, or perceived brand, by the stakeholders. This gap between intended and perceived brand can result in weaker brand equity. According to the framework designed by the author based on the literature review, the ways to reduce the gap is either increasing brand awareness through communication or enhance brand meaning through customer experience. Brand identity is divided into four aspects that enable the comparison of tangible and intangible brand associations.

The empirical part of the study is made on case CoSpace Porvoo. CoSpace Porvoo is a co-working company based in Porvoo with growth ambitions. The aim of the study is to understand the stakeholder perception of CoSpace Porvoo brand versus the intended brand of CoSpace Porvoo. The empirical study methods used are qualitative interviews and website and social media reviews as well as on-site and internal communication observations.

The discussion part of the study analysis the research results with the framework designed by the author. The analysis provides several tangible improvement points in the areas of brand communication as well as brand experience. Also, strategic brand analysis is suggested to solidify the brand identity and positioning. Suggestions for future research are proposed in the conclusions.

The limitations of this study are the lack of competitor study or customer study. Also, brand tracking or metrics are not used in this thesis.

Keywords
Brand identity, brand image, brand equity, brand positioning, brand communication, brand experience.

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1   Introduction

In today's world, brands are significantly present all the time, and their reputation is continuously on the line. Therefore, the importance of branding is critical for the success of the business of an organization. In addition, many advantages can be created with a strong brand in the co-working industry, as it increases trust and reduces the associated risk with paying for intangible products and services.

Starting up a business comes with many unforeseen challenges and has its core of bringing value to a particular market niche with products and/or services and an audience who will pay for these. One big challenge for many businesses is the actual branding; this is often overlooked, as most business owners think that branding is just a visual identity or only a logo.

However, if a company wants to survive in a highly competitive business environment, innovation is a crucial driver to outperform the competition (Baisya 2013, 36) and due to this, businesses often take a different approach to create a competitive edge. In this approach, the concept is to ideate and create new revolutionary ideas and qualities, resulting in "the brand themselves" being the real source of competitive advantage, instead of just their products and/or services. (Tybout 2005, 201-203).

Thesis commissioner CoSpace Porvoo
The commissioner of this Thesis, CoSpace Porvoo, wants to establish further and develop their co-working concept to attract new community members and expand their network by building a strong brand. CoSpace Porvoo opened its co-working concept in March 2017 and offers a co-working facility with additional services to their customers.

To join the CoSpace Porvoo concept, one of the four subscription packages need be purchased. These packages offer an office desk, which can be shared or private, based on availability and different additional services, such as a WIFI connection, coffee, and tea cleaning costs (first quarter 2019). The packages are offered to their customers in day-ticket or monthly subscription format.

CoSpace Porvoo has a strong focus on networking, high-quality solutions, building a community and providing comfort to their members as stated by CoSpace Porvoo CEO Petter Larsen. Their network (first quarter 2019) exists out of 40 companies who visit their premises monthly, of which over 15 companies use their facilities daily. Their open office concept solution launched in January 2019, and, in addition, their second location "the hub", a tech and start-up open office with 20-30 seats, was established a month later. CoSpace

Porvoo has a vision of making Porvoo the most entrepreneur-friendly city in Finland. Furthermore, CoSpace Porvoo wants to create a physical platform where companies, support organizations, universities/ schools, and the city of Porvoo can network and co-operate. CoSpace Porvoo has also signed new strategic public sector partners, such as schools (Haaga-Helia UAS, Careeria) and development organizations (Posintra and Yrityskummit), in Q4 of 2019.

With the recent expansion and new partners, CoSpace Porvoo must review their brand image and get visibility on how their current stakeholders and community members are experiencing the CoSpace Porvoo brand. Are there mismatches and if so, how could these be levelled? These questions are the questions which I try to find the answers to in this thesis. In this process, the importance of branding itself is essential.

Research objectives, limitations, and structure
This thesis is a study about how brand equity is achieved in a co-working community with analyzing the various stakeholder views on CoSpace Porvoo brand positioning. The objective of this research is to analyze the CoSpace Porvoo brand image to provide improvement suggestions to crystallize the CoSpace Porvoo brand position and hence improve the CoSpace Porvoo brand equity. The limitations of this research are the lack of competitor and customer analysis and relying solely on current CoSpace Porvoo stakeholders' views instead of extending the study, for instance, to potential new customer groups.

The research is structured as follows:
- Theoretical framework: understanding brand as a phenomenon according to academic literature and defining a framework for this research
- Empirical part: conducting an empirical study about the CoSpace Porvoo brand equity using the framework for this research as a basis
- Discussion: analyzing the research results using the framework for this research as a basis and providing development ideas and suggestions for further research

As a result, the development ideas of this research should be practical while still leaning on the theoretical and empirical research. For instance, the improvement suggestions can relate to communication messages or styles and customer experience building factors in order to help CoSpace Porvoo become a recognizable business entity in and outside of the Porvoo municipality.

2 Theoretical framework

Branding improves a company's recognition and attention because when thinking of a brand, the first thing occurring might be: a name, a logo, a slogan, a symbol, a sign or a colour combination. These are all essential brand components and are all brand representations used to communicate, generate recognition and royalties (Gregor, 2006) as we usually associate these aspects with popular products and/or services. The reason for that is because these all are tangible parts of the brand, but furthermore, a brand is Intangible, meaning a collection of beliefs, experiences, and impressions. According to Jeff Bezos, the CEO of Amazon: "Your brand is what people say about you when you are not in the room". (Forbes, 2016). Therefore, a company's brand strategy is consequently generating and influencing a brand on an intentional and thoughtful way with a corporate point of view in mind (Chaffey, 2016).

In this chapter, the author will explain the main concepts of branding in order to understand better the relationships between brand positioning, brand communication, brand experience and brand equity.

2.1 Brand identity and brand image

Brand identity

Brand identity is how the company envisions that they or their products or services are identified in the minds of the stakeholders, and often it is signalled through a brand name and symbol (Ghodeswar, 2008). Baisya describes the brand identity to form of its physique, personality, culture, relationship, reflection, and self-image (2013). Brand physique refers to the tangible value and physical attributes of the brand. Brand personality describes the unique way the "brand speaks of its products and services" through "constant and creative communication that builds up its true character". Brand culture consists of layers of the country or geographical area culture and the spirit and value of the culture. A brand relationship forms over time with the customer and relates to brand loyalty. Brand reflection means how the brand "reflects its customer's image" and how the brand takes into consideration, e.g. the demographics that the brand is targeted for. Brand self-image talks about how the brand selection, promotion or allegiance can impact the customer's or user's self-image (Baisya, 2013).

The **value proposition** is in the core of brand identity. "A brand's value proposition is a statement of the functional benefits, emotional benefits, and self-expressive benefits delivered by the brand that provide value to the customers" (Ghodeswar, 2008). Nowadays value is also created through a co-creating concept process, by sharing interactions and

experiences with the company's customers (Ramaswamy, 2008 - 9), as there is a fundamental shift from conventional value-creating related to firm-centric value creation and product and service offerings towards experience co-creation platforms (Ramaswamy, 2008 - 13). In this context, to me, also the term servitization should be mentioned. The basics of servitization are bringing extra value-adding services to already existing products in order to give a competitive advantage and deliver better customer engagement. This all can be accomplished by analyzing the consumer decision journey and making a customer experience plan with constantly revising and monitoring the process (Ryals, 2013).

A brand identity should reflect the business strategy and provide differentiation from the competition and hence competitive advantage to the company (Ghodeswar, 2008). The basis for a successful brand identity is the insight of the customers, competitors, and business environment as well as future trends (Aaker and Joachimsthaler, 2000). Moreover, a proper brand identity generates valuable profits, differentiates itself from similar products and/or services in the market and will create a good position in the customer's mindset. (Tubridy, 2010). Without proper brand identity, it is difficult to separate a brand from the competition.

Brand image

The brand image reflects the perception of the brand from the stakeholder's point of view, which is the result of all experiences related to the brand created at every interaction with the brand (Kapferer, 2004). For instance, the customer brand image is formed by "awareness, attributes, benefits, images, thoughts, feelings, attitudes, and experiences linked to the brand" (Ghodeswar, 2008). Therefore, brand identity is a representation of what the brand stands for created by the company and brand image is the image and perception which exist of various brands associations in the mind of its customers (Aaker and Joachimsthalter, 2000). Intended brand or brand identity is what the company wants to create, and the brand image is how its consumers perceive it. The consumers of the brand do or do not always understand the intended perception the company wants to create (Baisya 2013, 49-50).

Brand analysis

Brand analysis can be made to help define or redefine the brand identity. Related to this is the Aaker's Brand Identity Model presented in Figure 1, which suggests a strategic brand analysis must be executed first to plan a company's brand identity. The Aaker's Brand Identity model starts by strategic brand analysis consisting of customer analysis, competitor analysis and self analysis. This analysis works as a basis for designing a brand identity system where the brand identity is formed by 4 different parts: brand as product, brand as

organization, brand as person and brand as symbol. Based on the brand identity the value proposition of the brand can be designed. The model goes on to describing the next stages of relationship building and brand identity implementation system (Aaker, 2002).
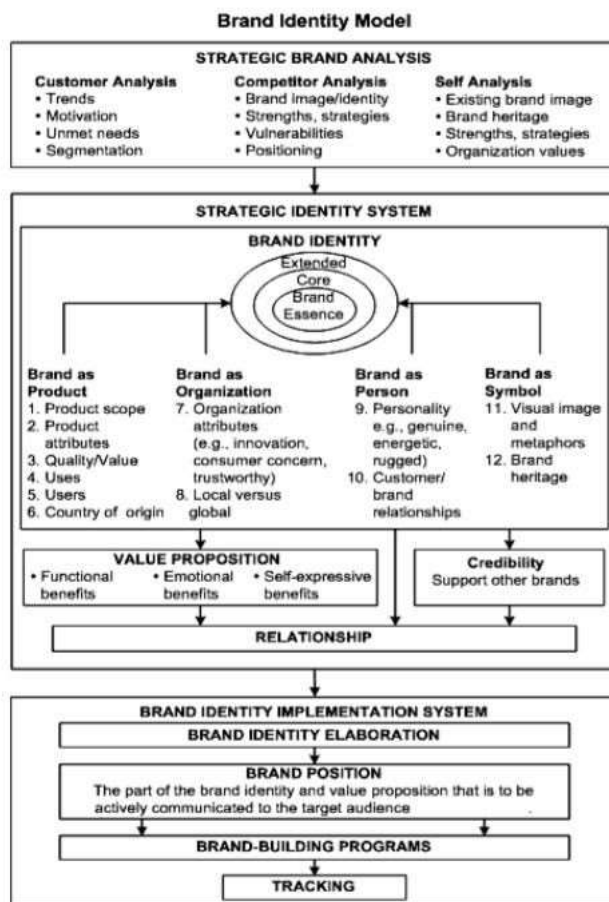

Brand Identity Model

STRATEGIC BRAND ANALYSIS

Customer Analysis	Competitor Analysis	Self Analysis
• Trends	• Brand image/identity	• Existing brand image
• Motivation	• Strengths, strategies	• Brand heritage
• Unmet needs	• Vulnerabilities	• Strengths, strategies
• Segmentation	• Positioning	• Organization values

STRATEGIC IDENTITY SYSTEM

BRAND IDENTITY
Extended
Core
Brand Essence

Brand as Product	Brand as Organization	Brand as Person	Brand as Symbol
1. Product scope	7. Organization attributes (e.g., innovation, consumer concern, trustworthy)	9. Personality e.g., genuine, energetic, rugged)	11. Visual image and metaphors
2. Product attributes			12. Brand heritage
3. Quality/Value		10. Customer/ brand relationships	
4. Uses	8. Local versus global		
5. Users			
6. Country of origin			

VALUE PROPOSITION
• Functional benefits   • Emotional benefits   • Self-expressive benefits

Credibility
Support other brands

RELATIONSHIP

BRAND IDENTITY IMPLEMENTATION SYSTEM
BRAND IDENTITY ELABORATION

BRAND POSITION
The part of the brand identity and value proposition that is to be actively communicated to the target audience

BRAND-BUILDING PROGRAMS

TRACKING

Figure 1. Brand Identity Model (Aaker, 2002)

2.2 Brand positioning

Positioning a brand starts with a company creating a vision of how the different stakeholders should perceive the company or its offerings. This is the basis of the brand identity and value proposition to the target audiences (Ghodeswar, 2008). Brand positioning is formed by the tangible brand attributes, or the actual quality of the product or service, such as features, functions or benefits, and various intangible attributes that include, e.g. user type imagery, usage situation imagery, brand personality, intended feeling brand should evoke an intended relationship with the customer (Keller, 2003).

Brand positioning or "branding" is a process used by businesses to create the strategy or image of the product which differentiates themselves from others. All the efforts towards branding are to support a product or service to have a concept, that will stick in the customer's mind. There are many concepts of brand management which can be applied, and

they all depend on the set objective. Examples are, e.g. brand engagement, brand communication, employer branding, and internal branding. (Priority Metrics Group, 2016).

According to Baisya, the approach to brand positioning should not be to create something new and different and out of connection to the reality what the brand actually is in the minds of its audiences but to "manipulate what's already up there in the mind" (2013). Brand positioning should start from the understanding of the customers and why they would buy your products and services in the first place (Baisya, 2013).

2.3   Brand communications and awareness

An essential strategic tool for brand management and building brand equity is the communicated language, as this relates to the brand's most important impressions towards its target customers (Lerman and Morais and Luna, 2018). In order to position the brand in the stakeholders' minds, different communications are needed. The objectives for the brand communications are to create awareness, brand differentiation and the themes that appeal to the target audience (Ghodeswar, 2008). In other words, the challenge for the brands is to get noticed and remembered (Aaker and Joachim-sthaler, 2000). Brand awareness describes consumer's familiarity with the brand, and it creates value for the business because people tend to prefer things they are familiar with over something they are not. For many purchases, consumers create a mental shortlist of brands, and they cannot consider brands they are not aware of. Brand awareness can be created by two elements being the organizations presented brand and right external brand communications (Berry and Seltman, 2017).

Also, the objective can be to change the perception of the brand, support attitudes or deepen the target audience relationship with the brand (Aaker and Joachimsthaler, 2000). This relates to the communicated message and communicating the right brand promise; this promise comprehends the expectations on both practical and emotional level of the brand communicated with its customers (Knapp, 2000).

For successful brand communication, long-term communication strategies are needed to be developed "demonstrating the brand's value to the target customers" (Ghodeswar, 2008). In the brand communication process, the brand's intangibility is the real power that beholds in the mind of its customer, resulting in a real challenge as it must be ensured that the brand's customers have the right experience with the product or services provided (Keller et al., 2008). Brand communication methods are for instance advertising in external and owned media, direct marketing, events, sponsoring, celebrity collaboration, public relations and creative themes that appeal to the target audience (Ghodeswar, 2008).

Branding is unique concerning companies who act in service industries, as the company represents the primary brand by its employee's actions and attitudes and therefore intends to provide trust in the intangible aspect of the brand (Jones, Shears, Hillier, Clarke-Hill, 2002).

2.4 Brand experience

The moment of truth for a brand is when the customers experience the product and service in all the steps of purchase and use. The different factors of brand performance are product performance, service performance, customer service, customer satisfaction and customer delight (Ghodeswar, 2008). Also, the customer experience with the organization is essential to the brands meaning via the brand delivery through staff and its customer participation and the relationship between the two. (Berry and Seltman, 2017). According to Berry and Seltman, the brand meaning is mainly based on the customer experience, which is the first thing occurring into the customer's mind when the customer is exposed to a brand. (2017).

Creating a good brand is related to building a positive experience in every touchpoint with the brand. Real-life experiences make us positively endorse the brand towards others, but a negative encounter/interaction with the brand can also damage the brand. Thus, a company needs to have customer-focused experiences in place, which will anticipate the needs and expectations of the brand's customers. (Berry and Seltman, 2017). With improved customer experience of their services, the external brand communications and the brand meaning can be positively influenced through their stakeholder's experiences and advocacy, endorsement and word-of-mouth. (Berry and Seltman, 2017)

When thinking of brand experience there are many essential touchpoints to refer to, and the consumer decision-making journey is an excellent example as it consists out of four critical stages: consider, evaluate, buy, and bond stage. This model adds the "evaluate and advocate" part into the purchase funnel model stressing on the importance of helping customers evaluate the product against other alternatives and then recommend it to their peers. Also, the bonding stage brings the critical factor of customer loyalty to the model by building a relationship and customer experience. (Edelman, 2010)

Below in Figure 2, you can see a visualized example of the customer decision journey, including the loyalty loop, which refers to the repurchase stage of the customer journey.
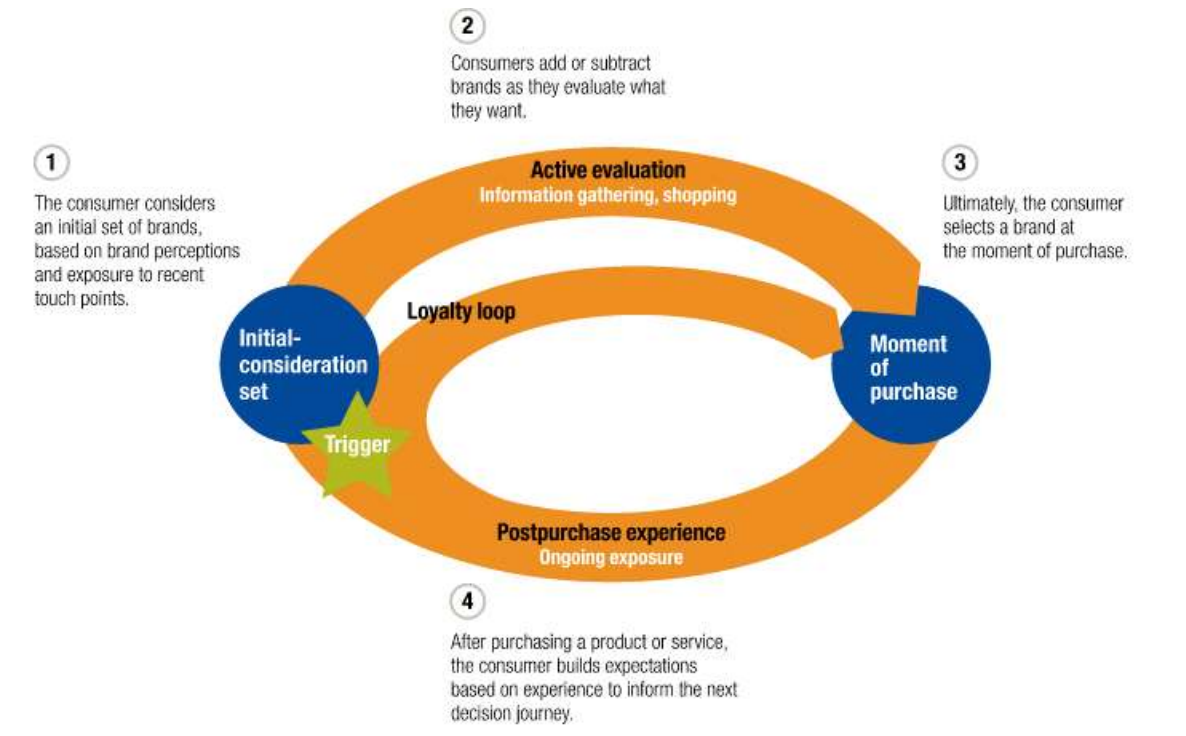
Source: The customer decision journey, McKinsey Quarterly, June 2009

Figure 2. The Customer Decision Journey (Court, D. & Co, 2009)

Service providers can support good customer experience by understanding the consumer decision journey and make a customer experience plan. Details of this plan will vary taking products, segments, campaign strategy and media into consideration (Edelman, 2010).

Brand-customer relationship

It is often said that the future of a brand lies in the hands of its customers. To establish an exceptional brand-customer relationship, the focus needs to be on building connections, developing relationships, creating engagement, and earning trust. Trust is an emotional factor based on expectations of persons own belief and values (Mindtools, 2016). Establishing all these aspects will generate brand loyalty, advocacy, and brand fandom.

Because of the process nature of services, customers are themselves involved in the production of the service in one way or the other. The production of the service cannot be totally separated from its consumption. In addition, other consumers can be involved with the process (Gilmore 2003, 11).

2.5   Brand equity

Brand equity represents the point at which the company objectives converge with the customer's interest (Franzen and Moriarty, 2009). Brand equity can be tracked over time, including brand awareness, perceived quality (the consumer's assessment of the expected quality that the brand will deliver), brand loyalty and unique brand associations (Berry and Seltman, 2017). Brand equity is the total sum of a brand's distinguishing qualities. The intangible value of a company's successful efforts to establish a strong brand. (Ghodeswar, 2008)

Brand equity is a combination of different measurements which go together with growing a more reliable brand in the marketplace. E.g. if the brand awareness, preference, or interest increases about your product and/or services or there is more momentum which a company can use those in your average. It is based on the idea that consumers tend to buy more often from a known brand name then an unknown brand name (Baisya, 2013), built upon emotions with an impact on the customer's behaviour as they refer to the quality and own experience of the product and services (CampaignDrive, 2017). Brand equity refers to the value of a brand and plays an essential role in defining the price of a brand's product or provided services (Ansary, 2017).

A key strategic tool for managing and building brand equity is communication, as it relates to the brand's impression and its target customers (Lerman and Morais and Luna, 2018 - 2). On top, consistency, persistence and relevancy are critical features in the long term to impact the expression of the brand and not to lose the essence of it, which suits the company's target audience. (Ewing, 2006)

The below figure 3 on service branding model presents the relationship between the organizations presented brand, or brand identity, brand communications, brand experience to brand awareness and brand meaning and ultimately to brand equity. According to Berry (2017), the most significant differences in building the brands equity related to products in comparison to services is the influence of human performance for the services.
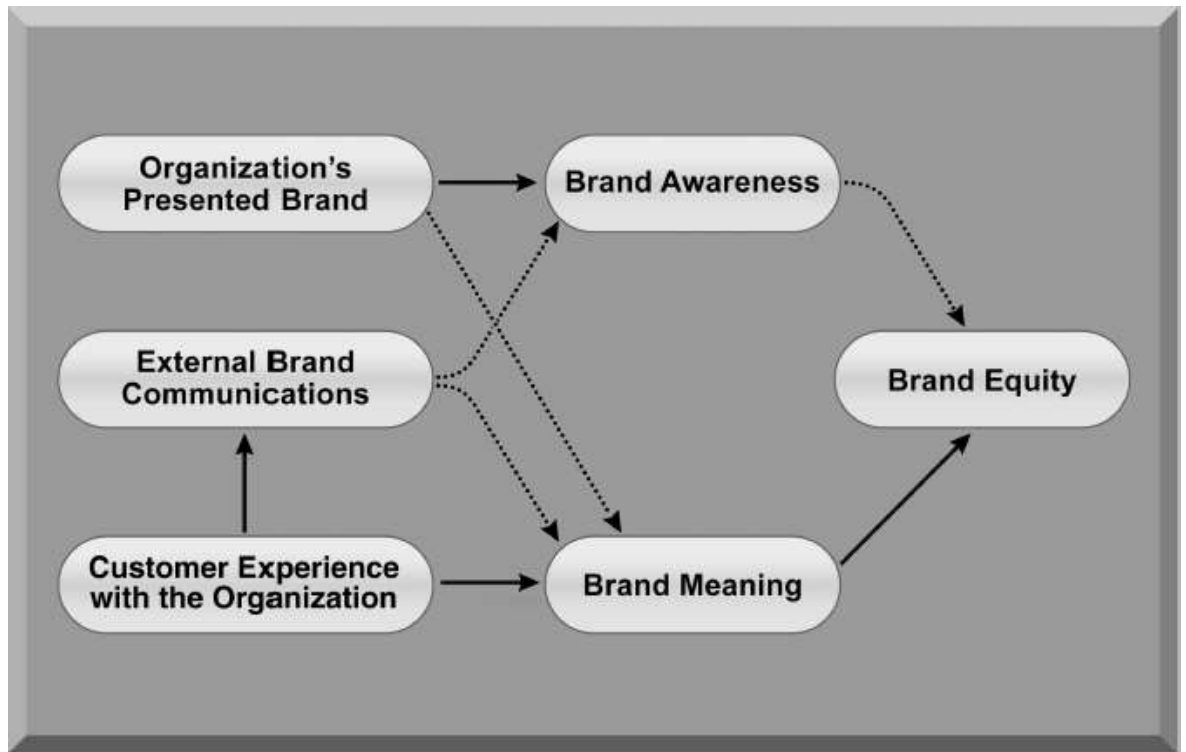
Figure 3. Service branding model, according to Berry and Seltman (2017)

Brand tracking

Brand performance can be tracked with levels of purchasing and consumption as well as studies of brand recognition, brand recall and advertising awareness (Ghodeswar, 2008). Brand performance can also be studied through transaction analysis where the brand team tries to experience all the steps the customer needs to take in order to understand how the brand makes them feel (Knapp, 2000).

Brand tracking is an important metric to measure the value of your brand; it measures and identifies the impact of various marketing activities and gives insights on the brand's performance and current position. By setting Key Performance Indicators in short KPI's, a brand can create a good brand strategy and make decisions based on this. (Research world, 2016). Moreover, brand tracking can identify opportunities for areas for improvement, where, in addition, raising awareness converts into consideration and consideration into use and preference. Furthermore, brand tracking can indicate where the main challenges are (Research world, 2016).

Brand tracking is essential to understand the current market, and therefore it helps a company to stay ahead of the competition and as a result, provides something actionable. The metrics are often built around satisfaction and stated measures and ratings, which depend

on a constant evaluation of the brand's performance. Brand tracking can be done with various tools, but one must take in mind that things need to be accurate and made actionable (The next scoop, 2019)

The difference between brand tracking and brand analysis is that brand analysis analyses the brands current and historical content and is the basis for the brand's strategy (Brand Trust, 2019). While brand tracking continuously measures growth, which is associated with various variables such as perceptions, awareness, preference, and usage (Huang, 2011).

2.6   Internal branding

Internal branding supports the brand's objectives and is, therefore, an essential part of brand management and crucial for developing external branding as a result of this internal branding has emerged as an essential subject in the field of brand research and business management (Davis 2005, 227).

Internal branding creates trust between leaders and employees that make up a deeper relationship with customers as well as future potential customers (Wolfgang and Lepla, 2012). In addition, Melissa Davis (2005) emphasized that in relation to a service brand 50% of the money and committed time goes into influencing your own people, thus to accomplish an effective service brand they need to be educated towards living the brand they work for (Davis 2005). Communication in an organization is a significant factor in brand management, as Melissa Davis wrote:

"Behaviour is the best way to promote internal brand values, and this comes from the top of the company" (Davis 2005, 116-117).

Internal branding indirectly helps employees to be more responsible for achieving the company's goals by integrating their expectations with the objectives and strategy of the company (Di Chiro, 2017). On the other hand, if the employees do not understand and communicate the same values that the company stands for, the brand promise cannot be carried out efficiently. Even one employee's bad attitude may damage the brand and the business itself. (Herquail, 2011). On the other hand, satisfied employees will result in more satisfied customers in the long run. (Herquail, 2011).

According to a study conducted by Standard Life, employees are the most important part of a business to develop and sustain it. At the same time, employees are considered as an essential factor in achieving any goals set by organizations or companies. Therefore,

internal communication and branding are necessary in order to obtain employee engagement (Lupfer, 2009), as the company's employees and their community are brand ambassadors who interact directly with the outside world.

2.7   The framework applied in this research

The author has discovered in the theoretical framework part of this research that in strategic branding, the key is first to have a clear brand identity and brand positioning. Therefore the framework that the author designed for this thesis is built on that principle, as presented in Figure 4. The framework starts from the assumption that a company knows what its intended brand or brand identity is. The stakeholders of the brand again perceive the brand positioning in a way which may or may not equal to the intended brand of the company. In order to evaluate brand equity, it is essential to understand the gap between the intended and perceived brand, in other words, the brand identity and the brand image.

In the framework of this thesis (Figure 4), the brand perception of the stakeholders is formed via two paths. The first path is the communication and presentation of the brand leading to brand awareness. The second path is the experience with the brand leading to the brand meaning. In other words, a company can influence brand perception by brand communication design and brand experience design.

After understanding the gap between the intended and perceived brand positioning, the company can clarify their brand positioning to its stakeholders by redesigning their brand communication and brand experience. A clear brand positioning in the minds of the brand stakeholders reduces the gap between the intended and the perceived brand and hence increases the brand equity. Also, it can be beneficial to re-evaluate the intended brand positioning – is it still meaningful for their target audiences or the business targets. This can be done via a strategic brand analysis process, as described in the earlier chapters.
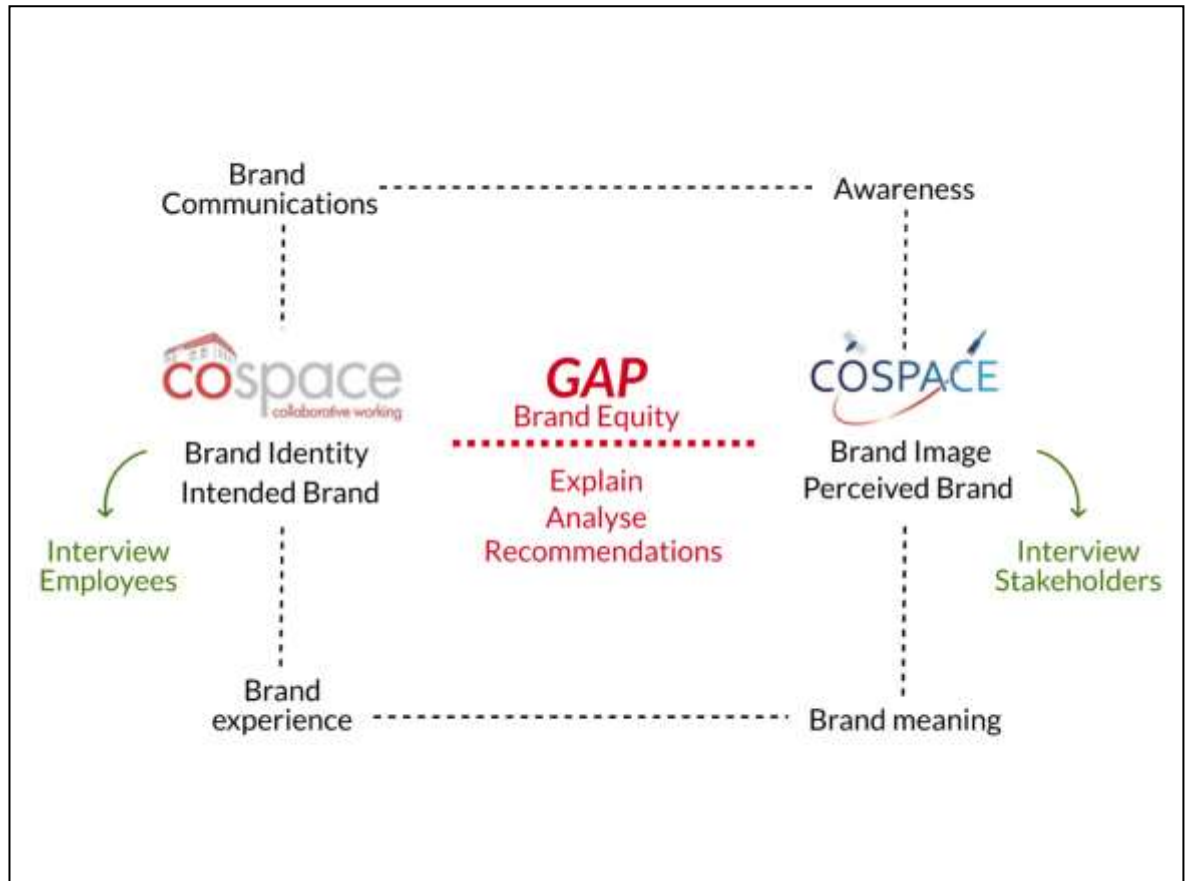
Figure 4. The framework of this thesis

In this thesis, the author will focus on the brand, how it is carried out by the company and how its stakeholders perceive it. The communicated message, brand awareness, brand experience, and brand meaning are critical indicators for the foundation of having a successful brand. Additionally, a solid strategic plan, guidelines and clear vision which are communicated with the CoSpace Porvoo community will lead to a successful and positive image of the brand.

The gap analysis

The idea of this theoretical framework is to study the strength of the brand equity by analyzing the gap between the intended brand of the company and the perceived brand by its stakeholders and target audiences, as explained in the author's framework in Figure 4.

In order to identify the relevant gaps in the intended brand and perceived brand, the below part of the brand identity model in figure 5 is used. The model helps in specifying the key elements of the brand identity and image as many aspects are intangible as described in the theoretical framework of this thesis. The key elements are brand as product, brand as organization, brand as person and brand as symbol.

Figure 5. Part of the Brand Identity Model (Aaker, 2002). The complete figure is shown in Figure 1.

3 Empirical part

The purpose of this study is to review the CoSpace Porvoo brand equity by conducting qualitative interviews, website, social media and internal communication reviews, and on-site observations. With this study, the author wants to expose the difference between the CoSpace Porvoo intended brand versus the brand perceived by its stakeholders. Should there be any contradiction, improvement suggestions are proposed to CoSpace Porvoo in order to improve brand equity.

To compare CoSpace Porvoo's view and its stakeholder's view, one must be aware of each stakeholder and understand the impact on the CoSpace Porvoo organization and business. Stakeholders have interest or concern in an organization, and these can be a person, group, or organization. Concrete examples of stakeholders are the owners or shareholders, directors, employees, customers, the government, suppliers, unions, and the community from which the business draws its resources. Stakeholders can influence or can be affected by the policies, objectives, and the organization's actions. When talking about stakeholders, it is essential to keep in mind that not all stakeholders are equal. (Business dictionary, 2019).

3.1 Research approach and methods

Methods chosen to validate and measure the brand's equity are qualitative research methods because these methods allow a more personal face-to-face interaction approach for the author, which fits CoSpace Porvoo working methods. Additionally, this is the best way to find out what the stakeholders are thinking about the brand and how they are experiencing the brand, as the interview time is already reserved and therefore the interviewees will have the time to explain their answers thoroughly. With a website and social media review, the author wants to point out the visible and written communication part towards the CoSpace Porvoo stakeholders. In addition, the author makes internal communication and on-site observations. A combination of these will combine the personal and emotional experience part with the more concrete written and visual part of the brand.

Project plan

As a result of the chosen methods, a project plan was made with the following action points and order. This to better understand and pinpoint out the main differences between CoSpace Porvoo's intended brand and the stakeholders perceived CoSpace Porvoo brand and to recommend suitable suggestions:

1. Gather information from CoSpace Porvoo how they present themselves to new business opportunities.
2. Create questionnaires for CoSpace Porvoo and Stakeholders
3. Conduct interviews with CoSpace Porvoo employees and the different stakeholder groups
4. Review the website and social media communication
5. Make additional internal communication and on-site observations

The first insights of how CoSpace Porvoo wanted their potential new customers to understand their concept was presented by the CoSpace Porvoo CEO Petter Larssen in the first meeting. The second step in the process was doing theoretical research on branding. After understanding and connecting the essential features of branding and creating the authors own framework (Figure 4), the correct questionnaires could be made for CoSpace Porvoo and their stakeholders.

After the approval of the framework and questionnaires from the thesis advisor, the interview process started. In this process, seven qualitative in-depth interviews were conducted, where two different question formats were used (See Appendix 1). Questionnaire 1 was designed for CoSpace Porvoo (see Appendix 1, Interviews A & B) and questionnaire 2 for Co-Space stakeholders (see Appendix 1, Interviews C till G). After creating the two different interview formats and defining the three stakeholder groups, the key people could be selected. The interviewed stakeholder groups consisted out of three different groups: 2 interviews with new members (Interviews C & D), 2 interviews with one-day ticket users (Interviews E & F) and 1 interview with permanent users of the CoSpace Porvoo concept (Interview G). The interviews took place during September-November 2019.

Website and social media review were completed in May 2020. On these platforms, the focus was to examine the communication and brand visuals concerning the brand message. Additional internal communication and on-site observations were done in August – October 2019.

With this combination of the qualitative interviews, and additional review of the CoSpace Porvoo website and social media, and internal communications and on-site observations, more comprehensive recommendations could be provided.

3.2 Key results from the interviews

In this chapter, the author will present the results of the conducted CoSpace Porvoo stakeholder interviews relating to the four parts of Aaker's Brand Identity Model (Figure 6). The conducted interviews with CoSpace Porvoo and their stakeholders can be found in Appendix 1.

Figure 6. Part of the Brand Identity Planning Model (Aaker, 2002). The complete figure is shown in Figure 1.

Brand as product

In this section, the CoSpace Porvoo idea of the brand as product is compared to the stakeholder's idea of the brand. Because CoSpace Porvoo provides rather a service offering than a physical product, the brand is discussed here as a service. The results of the interviews are summarized in the table below (Table 1).

Table 1. Brand as service, comparison of CoSpace Porvoo and stakeholder views

Brand as service according to CoSpace Porvoo	Brand as service according to stakeholders
Standard & tailor-made membership packages of co-working services	Office space and meeting rooms on flexible terms
Additional in-house services of legal or marketing advice	Not clear what other services are offered
Events and community programs	Events, sauna, and cigar room
Networking and contacts	Light association with networking, not able to identify other CoSpace Porvoo community members
New ideas from other community members	Light association with co-innovation and idea-sharing

According to CoSpace Porvoo CEO Petter Larsen and colleague Joakim Nordström, Co-Space Porvoo provides different membership packages, which include services that can be tailor-made according to the customer's needs. Through their customers, they could also offer inhouse services such as legal advice and marketing support. In addition, events, and community programs such as CrossFit training, after-work beers, Christmas party, seminars and other different social events are organized. Joakim added that Co-Space Porvoo members do not just rent a space with a desk, internet, coffee, and access to conference rooms. They get access to CoSpace Porvoo services and network, which means that they can attend the networking events and make contacts inside the CoSpace Porvoo network that can bring customers to them. Additionally, he mentioned that the Co-Space Porvoo members would get a lot of new ideas when seeing different companies doing things and working around them.

The opinion of the CoSpace Porvoo customers is that CoSpace Porvoo mainly provides office space and shared meeting rooms for people and companies, all available on a flexible basis. The office spaces are supplied with standard office services such as WIFI, printing and coffee, which are purchased through a day-ticket or a monthly subscription. Additionally, CoSpace Porvoo hosts networking and customer events and has a sauna and cigar room available. To the majority of the interviewees, it is unclear what other services they have to offer. A day-ticket member said:" Not sure what services they have, do they help members with accounting?" Only one interviewee referred to the importance of the community, whereas another one said:" CoSpace Porvoo provides a work environment in Porvoo to encourage companies to be open-minded towards networking and collaboration".

CoSpace Porvoo CEO Petter describes what makes the CoSpace Porvoo offering unique:" CoSpace Porvoo has an interesting way of working, as it is about the community and it's a new way of working with CoSpace Porvoo being environmentally friendly and us being the only one with such a concept in the Porvoo area". Joakim evaluates that the gems of working at CoSpace Porvoo would be that you can be social and use the network, or be alone and concentrate on your work if you want while working in the middle Porvoo city with good restaurants to choose from. It is also easier to meet clients and customers in the Porvoo center than in the industrial area, according to Joakim. The interviewed stakeholders all mentioned that CoSpace Porvoo and its co-working concept are unique, as they are the only one in the Porvoo region, but they could be more efficient in their communication and administration according to all of them. The fact that they want to

grow was also mentioned by half of the conducted interviews and seen as a positive aspect.

Also, a significant mismatch occurred when bringing up the question if CoSpace Porvoo thought that the CoSpace Porvoo community members are aware of more than 50% of the other companies belonging to the same CoSpace Porvoo community. CoSpace Porvoo answered with a firm yes, whereas the CoSpace Porvoo stakeholders either did not know or were doubtful wherein some were able to point out the most prominent community member groups Lamor and Hailer. Many stakeholders were interested in where such information could be found.

When asked which type of services are currently missing out from the CoSpace Porvoo community, CoSpace Porvoo answers related to specific fields of visual marketing, accountant, legal advice, and secretary services. Moreover, the environmental aspects were mentioned. Here the CoSpace Porvoo stakeholders all thought that the addition of a secretary and/or info desk role would be relevant to the CoSpace Porvoo concept. Additionally, the stakeholders liked the fact that CoSpace Porvoo is now collaborating with universities and trying to involve students, e.g. by posting job posts on the Hailer communication platform.

Brand as organization

Here CoSpace Porvoo brand is discussed as an organization both from CoSpace Porvoo and stakeholder points of view. The results of the interviews are summarized in the table below (Table 2).

Table 2. Brand as organization, comparison of CoSpace Porvoo and stakeholder views

Brand as organization according to CoSpace Porvoo	Brand as organization according to stakeholders
Important core values: • Innovative mindset • A community that benefits all the community members • Teamwork • Relationship building • Trust and honesty • Proactiveness • Being strong and united • Environmental consciousness	Important values **expected** by the stakeholders: • Innovative mindset • Community mindset • Collaboration and networking • Proactiveness in search of new businesses to the community • Being on top of the latest technology and trends • International mindset
Strengths: • Local Porvoo network • The office space and facilities • New & only co-working space in Porvoo area • In-house know-how and expertise • Flexibility • Event arrangement	Strengths: • Local Porvoo network • The office space and facilities • Only co-working space in Porvoo area • Build-up of their own network • Open and easy-going atmosphere • Uplift competition
Weaknesses: • Amount of private rooms • Limited square meters • Raising awareness • Porvoo business network quite small • Price if a community member expands to more than ten people	Weaknesses: • Resources • Getting business partners to Porvoo • Not efficient enough administration • Work methods (structure, guidance, proper introduction) • Unclarity about the collaboration and contract agreement • Unclarity about what is expected from CoSpace Porvoo community members

Important values that describe and drive CoSpace Porvoo according to CoSpace Porvoo are being environmentally conscious, having an innovative and community mindset, working together, relationship building, trust and honesty, proactiveness and being strong and united. Co-Space stated that their organization takes into consideration all the companies within their community, as they do not want to have different competing customers. They intend to have an organization where all members benefit from belonging to the CoSpace Porvoo community.

Whilst the stakeholders expected many of the same core values as CoSpace Porvoo, the most significant mismatch was the stakeholder expectation of developing new ways of working and seeking to engage new businesses to their concept. Besides, there is an expectation that CoSpace Porvoo would be on top of the latest technology and trends in general. Also, the environmental aspect was not mentioned or taken into consideration other than by the CoSpace Porvoo CEO. Sharing knowledge, being up to date, giving feedback and keeping track of their performance were also highlighted. This is needed, in order to meet customer expectations and to exceed them, resulting in returning happy customers according to the interviews as one stakeholder stated.

Strengths of CoSpace Porvoo are the in-house know-how and expertise which everybody could make use of. Joakim added that CoSpace Porvoo is the only co-working space in Porvoo area and that flexibility, their unique location, event arrangement and local network are important characteristics. The stakeholders were all very pleased and impressed with CoSpace Porvoo trying to spread the awareness of the co-working concept in general. Stakeholders considered as main strengths the fact that CoSpace Porvoo is the only co-working provider in the Porvoo area, the level of the office space and facilities, the local Porvoo network, the open and easy-going atmosphere and the Uplift competition of CoSpace Porvoo. Other singular answered additions were their potential to grow and smart development up until now, generosity, being a university partner, a dynamic place, modern and innovative, stability in the building with Lamor, coaching mentality, and local start-up community.

Currently, a limitation of the CoSpace Porvoo concept is the limited space and the number of private rooms, according to Joakim. The focus so far has been to get the CoSpace Porvoo concept into existence and make people aware of it. CoSpace Porvoo brought up the fact that they are at least once a month in the local newspaper trying to create awareness of their co-working concept and that unfortunately many people don't know about the concept and haven't taken the opportunity to visit the building to find out more about CoSpace Porvoo.

The stakeholders are aware of the limited workforce and square meters and mentioned the smart development of CoSpace Porvoo up until now. They also said that there should be a clearer introduction to the CoSpace Porvoo concept and that CoSpace Porvoo should have a more efficient administration and structured working methods in place so that all CoSpace Porvoo stakeholders would be aware of what the cooperation part is all about, and what is expected of the stakeholders, as it's not clear what they really want to achieve as one stakeholder said.

Brand as person

Here CoSpace Porvoo brand as a person both from CoSpace Porvoo and stakeholder points of view is discussed. The results of the interviews are summarized in the table below (Table 3).

Table 3. Brand as person, comparison of CoSpace Porvoo and stakeholder views

Brand as person according to CoSpace Porvoo	Brand as person According to stakeholders
CoSpace Porvoo resembles a person who is: • Kind and friendly • Helpful • Energetic • Openminded • Networker • Seeking constant improvement • The go-to person in the network • The one who makes things happen	CoSpace Porvoo resembles a person who is: • Growth-focused international business-minded entrepreneur rooted in Finland like the persona of CEO Petter • Slightly unorganized • Team player • Trustable • Easy to approach • Extensive network and resources • Pro-active • Brave visionary • Always welcoming • Local Porvoo friend to visit and ask for advice
Adjectives/words which describe the CoSpace Porvoo brand the best: • Modern • Environmental • Innovative • Friendly • Community • Flexible	Adjectives/words which describe the CoSpace Porvoo brand the best: • Open • Proactive • Friendly • Innovative

When imagining the CoSpace Porvoo brand as a real person, CoSpace Porvoo would resemble a kind, friendly, helpful, energetic and openminded person with an extensive network who would look out for constant improvement and would be the go-to person in your network. This is the total sum of answers given by CoSpace Porvoo.

The CoSpace Porvoo stakeholders referred a lot to the CoSpace Porvoo CEO Petter. As stated by one customer, CoSpace Porvoo is" an international entrepreneur with a focus on growth and with the roots in Finland". This person acts when needed, is part of a team and has a broad network and great resources. An important point which was brought up

by many stakeholders was the" messy aunt" angle of the person, corresponding with the slightly unorganized, natural to approach and trustable person. This person would need improvement in the organizing, structuring, and communication part.

When asked about giving three adjectives or words which describe the CoSpace Porvoo brand the best, CoSpace Porvoo' answers were modern, environmental, and innovative provided by the CEO and friendly, community and flexible were the words of Joakim.

Almost all specific words were mentioned in the conducted interviews with the stakeholders, except for one important word, repeatedly mentioned by the CoSpace Porvoo CEO Petter. This word is environmental. Some additional words related to CoSpace Porvoo by the stakeholders were: local start-up, energy, active and proactive, networking, quality, open, and opens new opportunities. Here we can see that the stakeholders, associate the CoSpace Porvoo brand with a local, open, and easy to approach community which is active and creates positive energy.

Brand as symbol

Here CoSpace Porvoo brand as symbol is discussed both from CoSpace Porvoo and stakeholder points of view. The results of the interviews are summarized in the table below (Table 4).

Table 4. Brand as symbol, comparison of CoSpace Porvoo and stakeholder views

Brand as symbol according to CoSpace Porvoo	Brand as symbol according to stakeholders
CoSpace Porvoo mission and vision is to create a local entrepreneur community together with cooperation partners to function as a hub to attract more people towards Porvoo.	CoSpace Porvoo aims to make Porvoo interesting city for start-ups and bring businesses together.
The meaning of CoSpace Porvoo logo: • Connected to the clean-tech world • Modernity and simplicity • The colours represent CoSpace Porvoo red and Lamor blue.	The meaning of CoSpace Porvoo logo: • Circle of friendship • Forest or recycling • Community

The mission and vision of CoSpace Porvoo are to serve the local entrepreneur community and to connect them with local bigger businesses and create an efficient and productive atmosphere for cooperations, including universities. CoSpace Porvoo thus would be the

connecting place for all these different stakeholders and spark up new business opportunities as a result of this. In this way, CoSpace Porvoo can operate as a hub to attract more people towards Porvoo. The key insight behind the vision is that the lifestyle is cheaper in Porvoo than in the capital area and therefore, will offer more potential in the upcoming 10 to 20 years. CoSpace Porvoo will be able to create more jobs and function as a physical platform where people can work and/or establish companies. Joakim added to this statement, with making Porvoo more attractive business-wise, Porvoo municipality and CoSpace Porvoo and their community are able to benefit from each other fully.

None of the community members could recall that they would have seen a mission or vision statement. However, the stakeholders' general picture of the CoSpace Porvoo mission and vision was in line with CoSpace Porvoo. One stakeholder phrased: CoSpace Porvoo wants to make Porvoo the most interesting business city for start-ups, and bring entrepreneurs together, create jobs and positive energy in the Porvoo region. This is equal and related to Lamor's philosophy of adding value to the company and their concept by buying or selling services from other companies while not actively self-producing these, as one stakeholder brought up during the interviews. One CoSpace Porvoo community member remembered that CoSpace Porvoo's vision is to make Porvoo big in entrepreneurship by turning Porvoo into a place where it is easy to be an entrepreneur, with the right people around you in order for you to move to Porvoo to become an entrepreneur.

When looking into the brand as a symbol association, the current CoSpace Porvoo logo is examined (Figure 7). CoSpace Porvoo CEO Petter says that the logo is connected to the clean-tech world, and modern and simple. The colours represent CoSpace Porvoo red and Lamor blue. While Joakim liked the logo having the same letter "O" as Lamor.

Figure 7. CoSpace Porvoo logo of November 2019

All the stakeholders referred to and preferred the old logo, were the CoSpace Porvoo building was the focal point. According to the stakeholders, the new visual message associates with a circle of friendship, forest or recycling, and a community. One given answer related even to a pub or beer association, while others thought it had too many details and therefore the message was not clear and working.

3.3 Key findings from the website and social media review and internal communications and on-site observations

In this chapter, the author will provide the key findings of the website, social media channel, internal communication and on-site observations and review.

Website

The CoSpace Porvoo website is presented here in its main parts. The landing or "Home" page of the website is shown in Figure 8 (published version, May 2020). The landing page main headline is "Create – work – inspire" which is followed by four icons to symbolize desk, services, meeting rooms and events. The icons are not clickable links. Under the icons is a video without sound or any text that shows the CoSpace Porvoo building from outside and the interior facilities. The next section on the landing page is the social media post mosaic and the location on the map. Finally, there are three CoSpace Porvoo community member referrals, and at the bottom of the page the contact information and social media icons. On top of the page, there is a horizontal main navigation bar. The headlines of the navigation bar are "home", "the offices", "meeting rooms", "events" and "uplift".
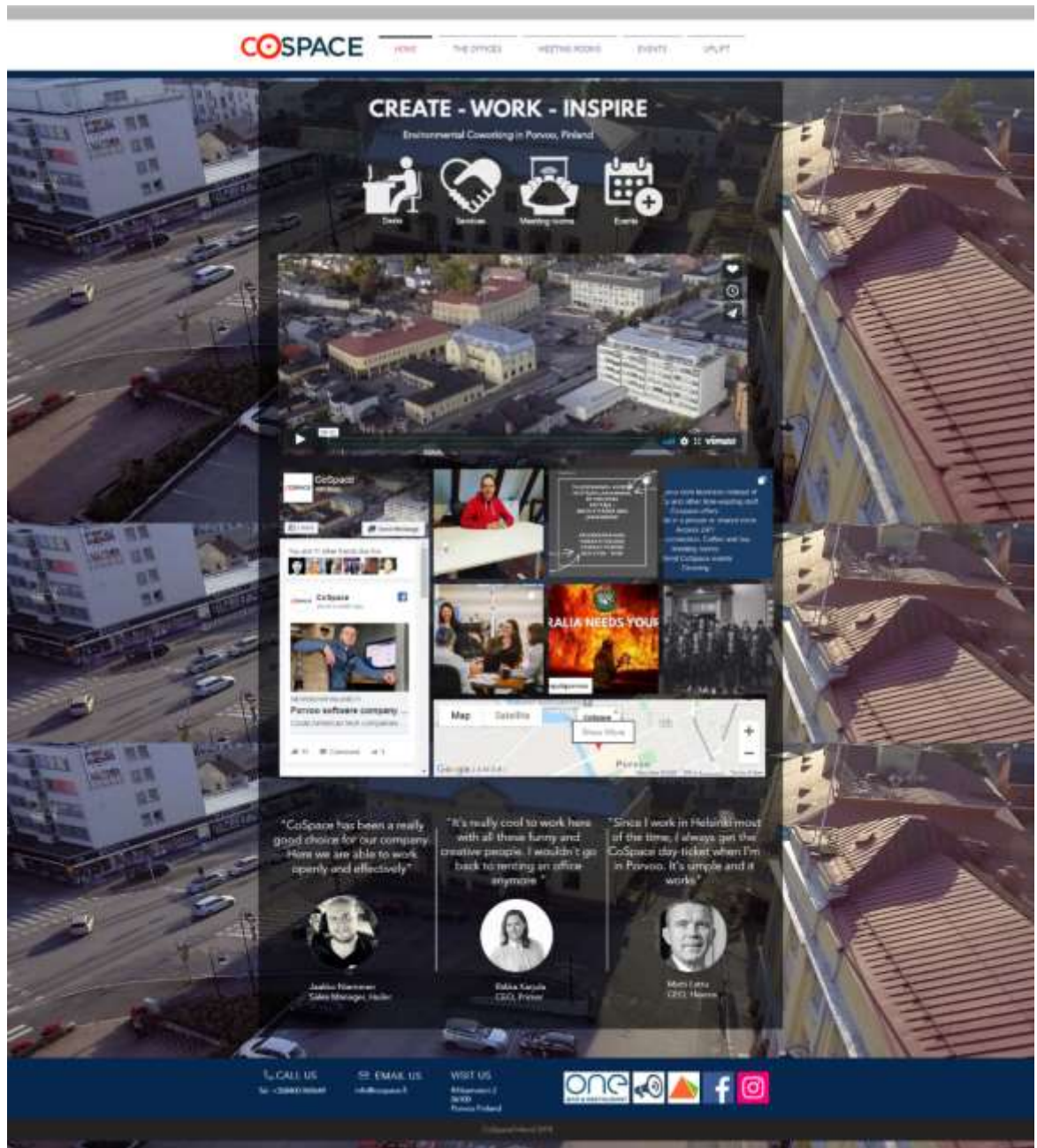
Figure 8. CoSpace Porvoo website home page

The CoSpace Porvoo websites page "the offices", which can be navigated through the second main navigation tab, is shown in figure 9 below. On top of the page there is an introduction text about the offices. This is followed by a picture collage of various office spaces. The pictures are clickable. Under the picture collage, four different membership purchase offerings are displayed and followed by four call-to-action booking buttons for the different packages. Finally, there is a text shown with opening times and a CoSpace Porvoo email address.

Figure 9. CoSpace Porvoo website The Offices page.

Figure 10 is an image of the CoSpace Porvoo website "meeting rooms" page, which is the third tab on the main navigation bar. The page starts with a to-the-point call-to-action "Book a meeting room by…" followed by an email address and phone number. After this, four clickable icons are shown with the different available spaces: cigar lounge, sauna, seminar room and conference room. Below the meeting room icons, there is a meeting room photo carousel where all the photos are clickable. On the bottom of the page, there is a call-to-action to order catering through One bar & restaurant with a clickable banner.
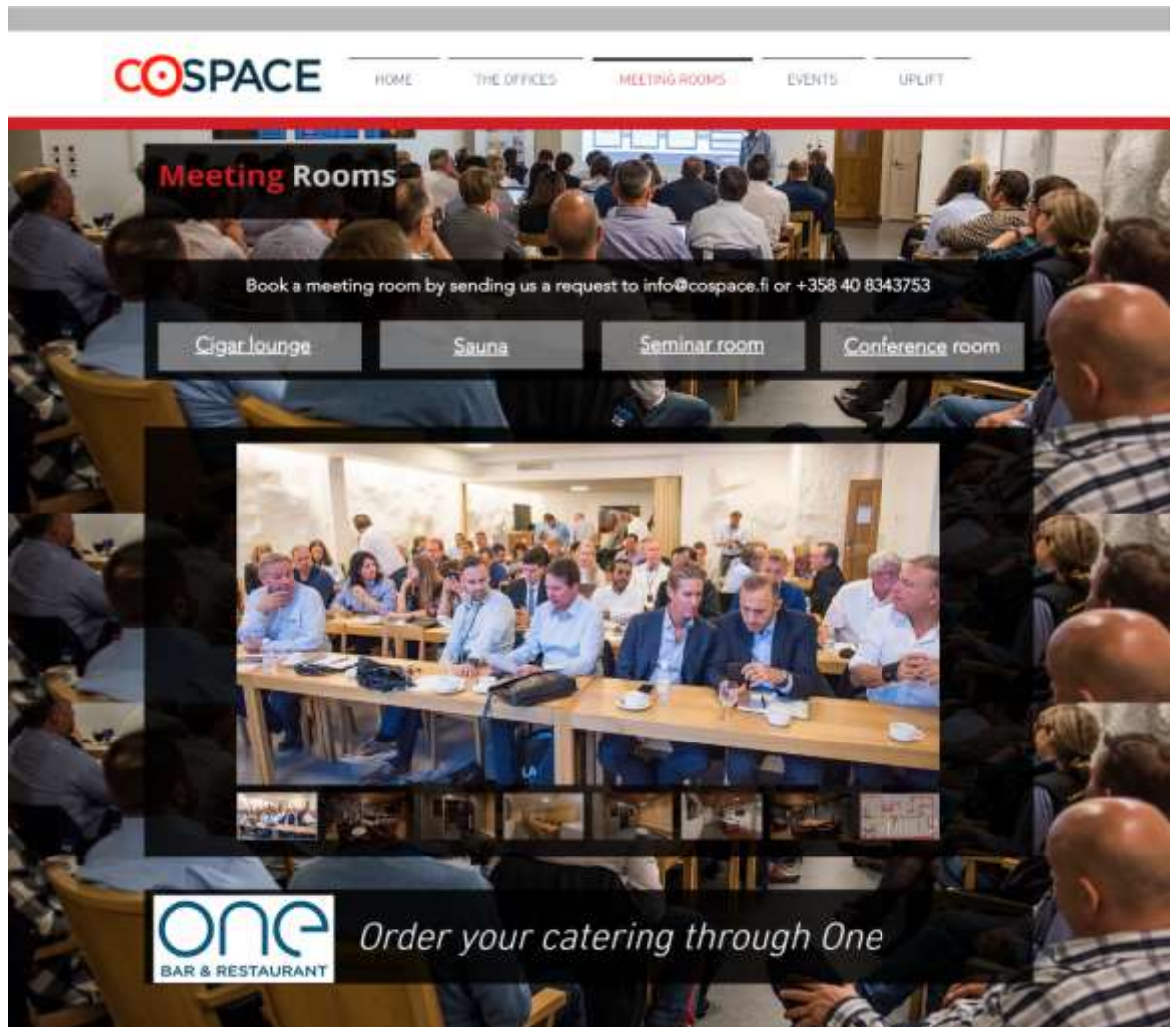
Figure 10. CoSpace Porvoo website Meeting Rooms page.

Figure 11 is an image of the CoSpace Porvoo website "events" page which is the 4th tab in the main navigation bar. The page starts by displaying the words "CoSpace Porvoo Events" which is not a clickable box, followed by a text referring to CoSpace Porvoo view on their events. Next on the page is a list of non-clickable pictures of past events. Finally, on the bottom of the image list, there is a clickable call to action image that prompts to organize your own events.
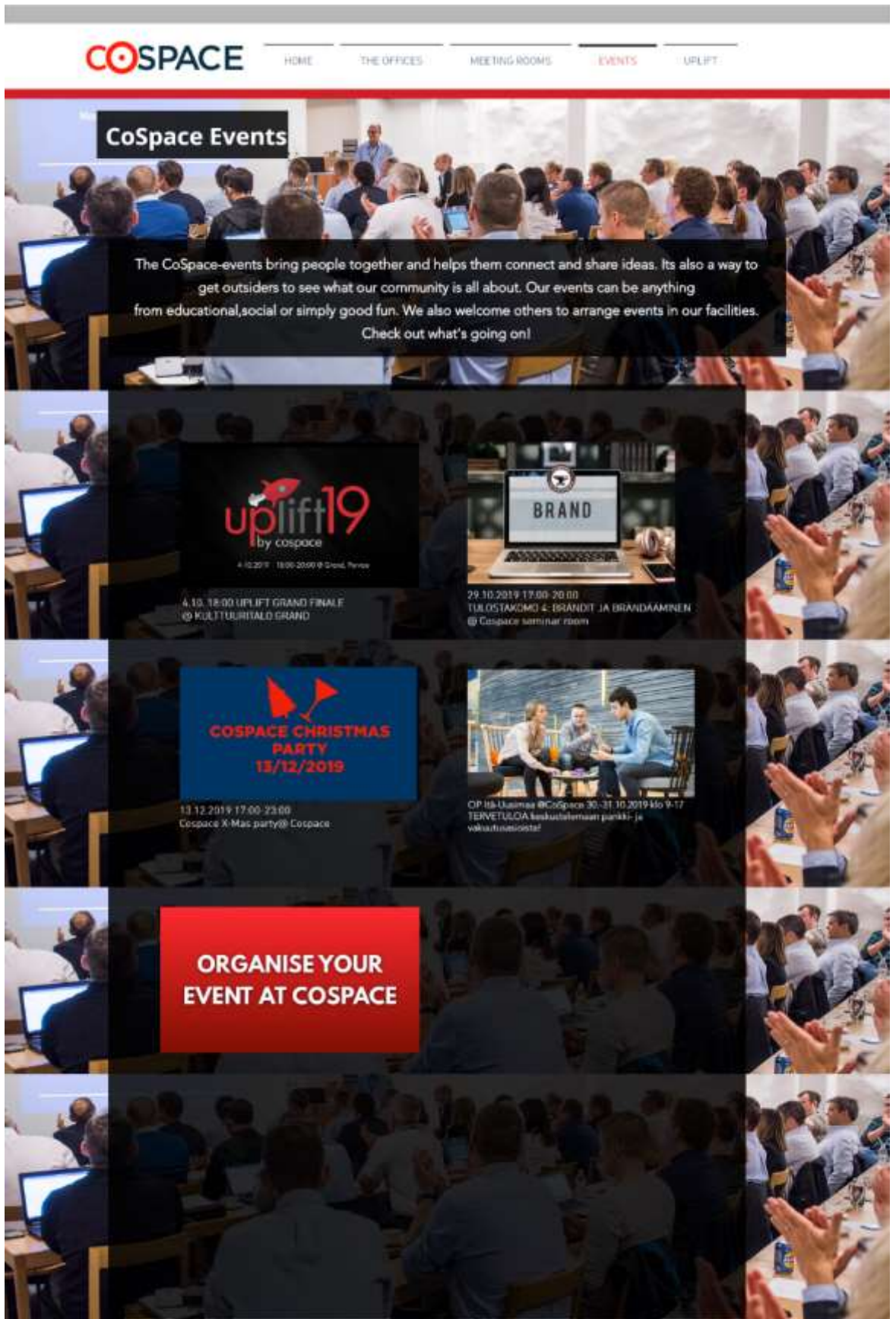
Figure 11. CoSpace Porvoo website "events" page

Figure 12 is an image of the CoSpace Porvoo website "Uplift" page which is the 5th tab on the main navigation bar. The page starts with the Uplift logo, followed by a text about upcoming updates about the event. Under the text, a photo of the previous winners is shown. Then a link is displayed, which will re-direct the website visitor towards more information about the event. Below the link a promotion video for Uplfit is shown, which includes the message: "are you the next winner of benefits and services worth of 30.000 Euro". Finally, three icons for ordering tickets, and dedicated Uplift Instagram and Facebook are shown.
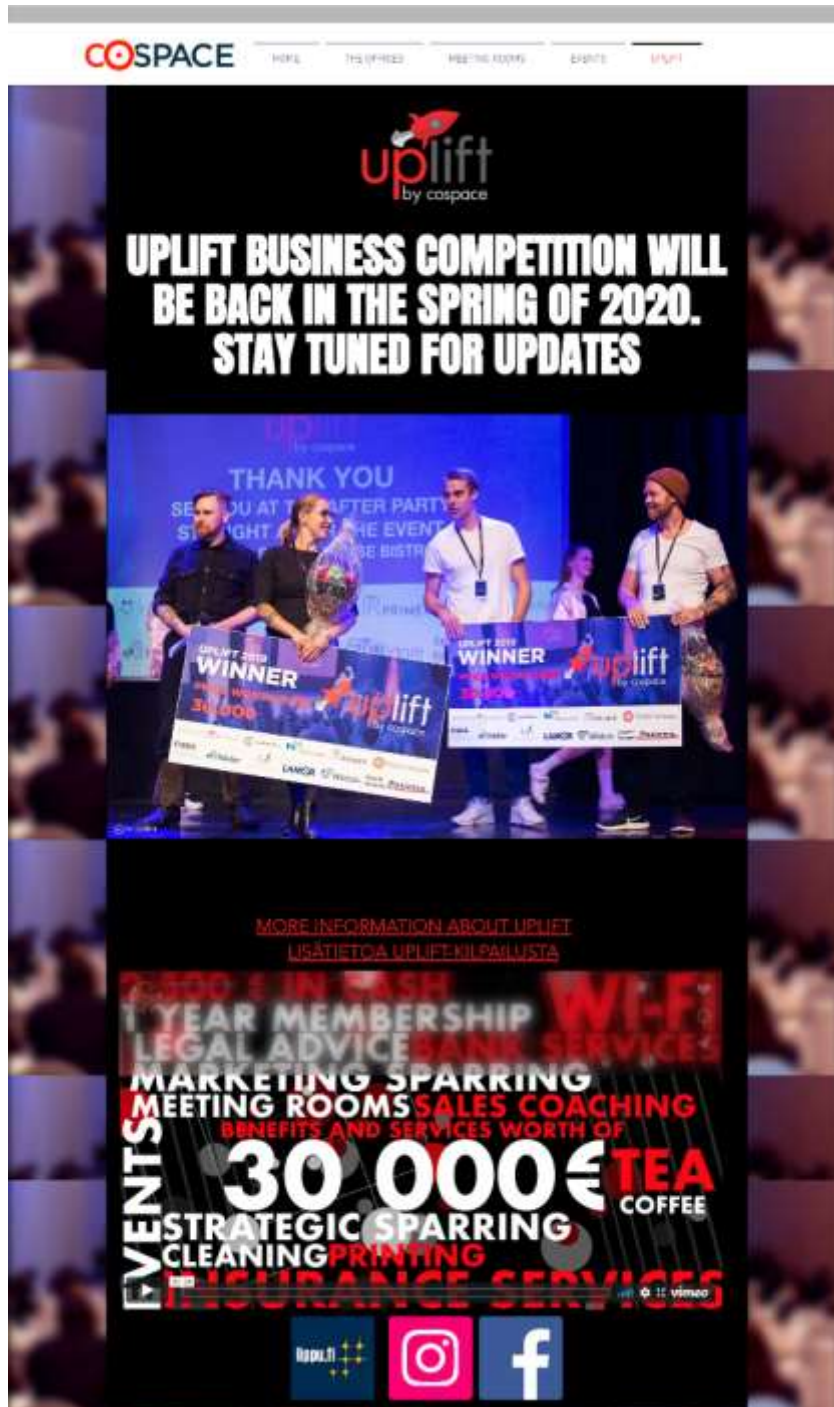
Figure 12. CoSpace Porvoo website "Uplift" page

The author has identified in the website review several detailed improvement suggestions on the CoSpace Porvoo website that are listed here. Mostly the improvement points listed here relate to the landing page as the landing page is the main impression of CoSpace Porvoo brand for the website visitors.

- Landing page main headline does not seem to communicate CoSpace Porvoo brand identity very clearly. The Landing page should also include a short description in the style of the mission and vision statement of what CoSpace Porvoo is about.
- Main visual on top of the landing page should be considered more in line with CoSpace brand, e.g. a natural-looking co-working situation at their premises.
- The icons on the landing page are misleading as they are not clickable links. If the icons are needed, they also miss out the community, collaboration and co-innovation part of the service offering if they should represent the full-service offering.
- The video on the landing page should have short text graphics to highlight main messages of CoSpace Porvoo brand, and even better if accompanied with sound and voiceover.
- In addition, examples of what kind of new collaboration projects or start-ups have risen from the CoSpace Porvoo network and collaborative culture could be highlighted on the landing page.
- When clicking to "the offices" page, the expectation has risen to see what the office spaces look like, but there are no clear images of how each space looks like. There should be clear pictures and explanation of each office space on this page.
- The images on "the offices" page should also have community members to highlight how this is not just an office space that is for rent.
- There should be a clear prices and packages page in the main navigation instead of sinking price information on different pages.
- Overall, the website is a bit unorganized and not thoroughly thought out from the user, or brand perspective and improvement point would be to reorganize the information clearly according to the main service offering.

Social Media

In this section, we look into the CoSpace Porvoo social media communication style and how the social media posts support the brand message. Some pictures of the most prominent ones are summarized below (Figure 13 and 14).

On CoSpace Porvoo's Instagram channel, two important stories can be found regarding their in-tended brand message and image. Here CoSpace Porvoo communicates their point of view on "why co-working has become popular" (Figure 13) and "what co-working is really about" (Figure 14).

In Figure 13 Instagram story, the CoSpace Porvoo main message is that co-working has become popular due to the great networking opportunities, being able to share expertise and get support from the co-working community as well as becoming more efficient and creative when co-working. CoSpace Porvoo does not point out the specific advantages of CoSpace Porvoo co-working environment and community but keeps the story on a general level. There are no supporting facts or figures for the claims of co-working benefits.
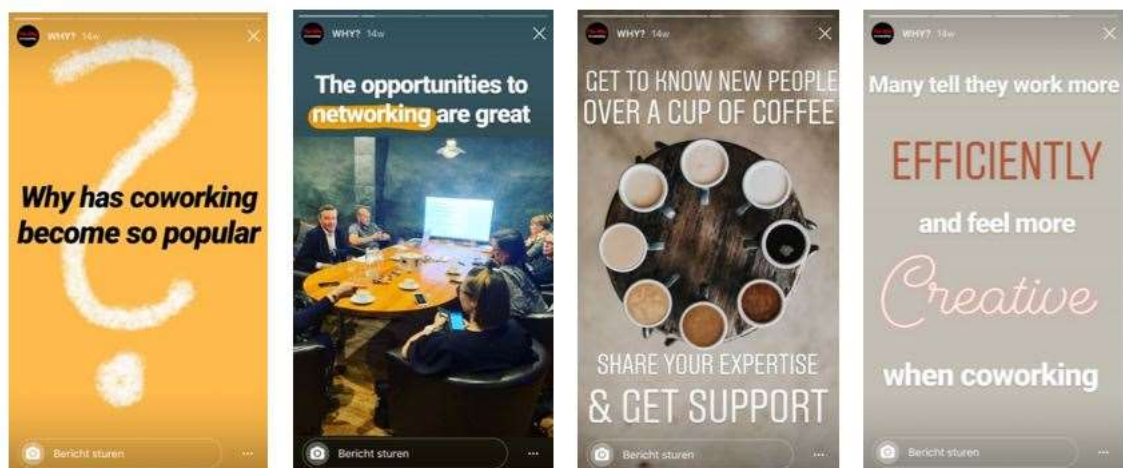
Figure 13 CoSpace Porvoo Instagram story "why co-working has become popular."

In Figure 14 Instagram story, the co-working service offering is explained in more detail. Only the basic parts of the service offering are explained. Networking or co-innovation with other community members or the additional inhouse service are not mentioned in the story. The offering is also not clearly CoSpace Porvoo offering in the story – it still appears as general co-working service offering. The visuals and letter type of the story images (Figure 14) vary from one image to another and provide an unorganized look.

Figure 14 CoSpace Porvoo Instagram story on "What co-working is really about"

Figures 15 and 16 are CoSpace Porvoo social media posts on Instagram and Facebook, which show a good example of how community members can promote CoSpace Porvoo and the community.

Figure 15. CoSpace Porvoo Instagram post picture with text

Figure 16. CoSpace Porvoo Facebook post recommendations

Figure 17, 18 and 19 are CoSpace Porvoo Facebook posts sharing positive articles on their CoSpace Porvoo community members. However, the context or reason for sharing is not clear. CoSpace Porvoo should add a short and positive text with the post where Co-Space Porvoo is proudly advocating their community members.

Figure 17. CoSpace Porvoo Facebook post sharing an article on community member Hailer.

Figure 18. CoSpace Porvoo Facebook post sharing an article on community member Lamor.

Figure 19. CoSpace Porvoo Facebook post sharing an article on community member Fiber.

Figure 20 Facebook post is a post on Peter Vesterbacka, a celebrity in the start-up world, visiting CoSpace Porvoo. The post has a positive, simple text and image with the recognizable persona that gives both credibility and visibility to CoSpace Porvoo.

Figure 20. CoSpace Porvoo Facebook post on a start-up celebrity visit at the premises

Figure 21 is a CoSpace Porvoo Facebook post on Russian co-working company SOK visiting CoSpace Porvoo. The positive text explains who the visitors are and hints of future collaboration possibilities. The videos of the post are great. One video has CoSpace Porvoo CEO Petter Larssen explaining what CoSpace Porvoo is about and the other video showcases the most popular space, the Cigar Room. This post makes CoSpace Porvoo look very modern and attractive.

Figure 21. CoSpace Porvoo Facebook post on Russian co-working company SOK visiting CoSpace Porvoo.

Figure 22 is a CoSpace Porvoo Facebook post on reasons to choose CoSpace Porvoo facility and the benefits to the customers. The mosaic structure of the post makes it timeconsuming to read and expects the viewer to take more effort to view the message of each picture as without clicking the pictures the message does not come through. However, the pictures on their own are great and explain the CoSpace Porvoo offering and value proposition to customers very well. There is also one picture with a call-to-action: "How to join CoSpace Porvoo? Just come by for a coffee…" Perhaps these images would have worked better as a series of separate posts with a short text and call-to-action how to join CoSpace Porvoo.

Figure 22. CoSpace Porvoo Facebook post on reasons to choose CoSpace Porvoo.

Figure 23 is a CoSpace Porvoo Facebook post on why customers should choose Co-Space Porvoo as a working facility instead of their home office. The message, however, does not explicitly say that these are the benefits versus working at home but expects the viewer to read between the lines. The text could be clearer and to the point about that. The image is a beautiful sunset picture of the CoSpace Porvoo premises in the Porvoo Old Town, which definitely is an attractive selling point.

Figure 23. CoSpace Porvoo Facebook post on reasons why to choose to work at Co-Space Porvoo facilities.

Figure 24 is a CoSpace Porvoo Facebook post on their rentable spaces in the heart of
Porvoo and how they are a fit for many purposes: weddings, fairs, meetings, or sports
team get-togethers. The text is clear with contact details as a call-to-action. The images of
the post are also very good as they show the different spaces for rent in the order of at-
tractiveness.
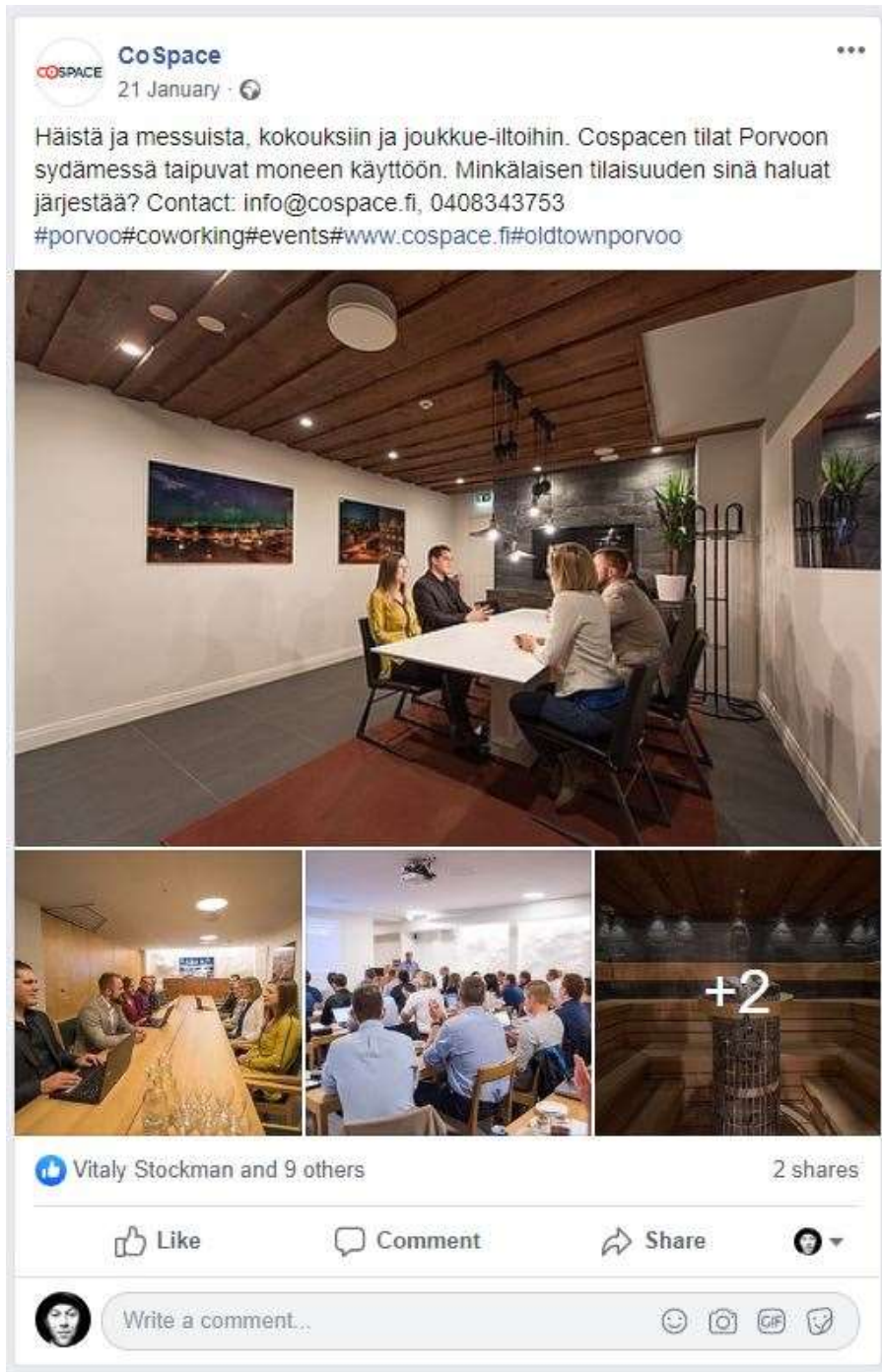
Figure 24. CoSpace Porvoo Facebook post on their rentable spaces for events in the
heart of Porvoo.

Figure 25 is a CoSpace Porvoo Facebook post on CoSpace Porvoo startup & tech hub located in the building on the opposite side of the street. The post has a clear message on the membership price and lists many benefits that the membership provides as well as the contact details for call-to-action. The pictures of the post are fresh and young and dynamic, so they suit this post very well.
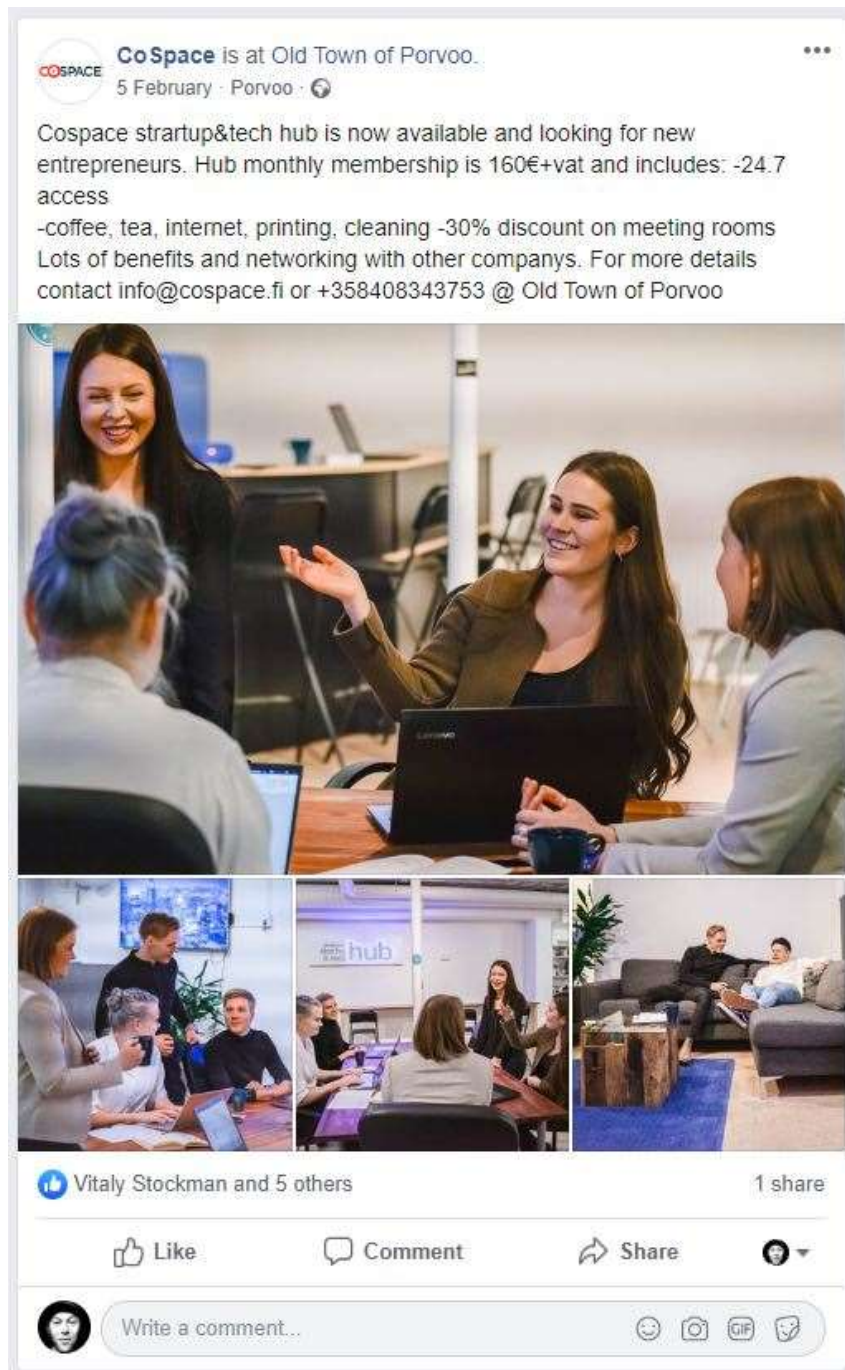
Figure 25. CoSpace Porvoo Facebook post on the CoSpace Porvoo startup & tech hub for new entrepreneurs.

Figure 26 is a CoSpace Porvoo Facebook post about Niin Mua shop opening event in Porvoo. There is no text with the event post, so the relationship with CoSpace Porvoo is not clear. There should be a short and positive text on how the CoSpace Porvoo Uplift competition winner Niin Mua shop is organizing their opening event and something why Niin Mua concept was so unique to win the competition.
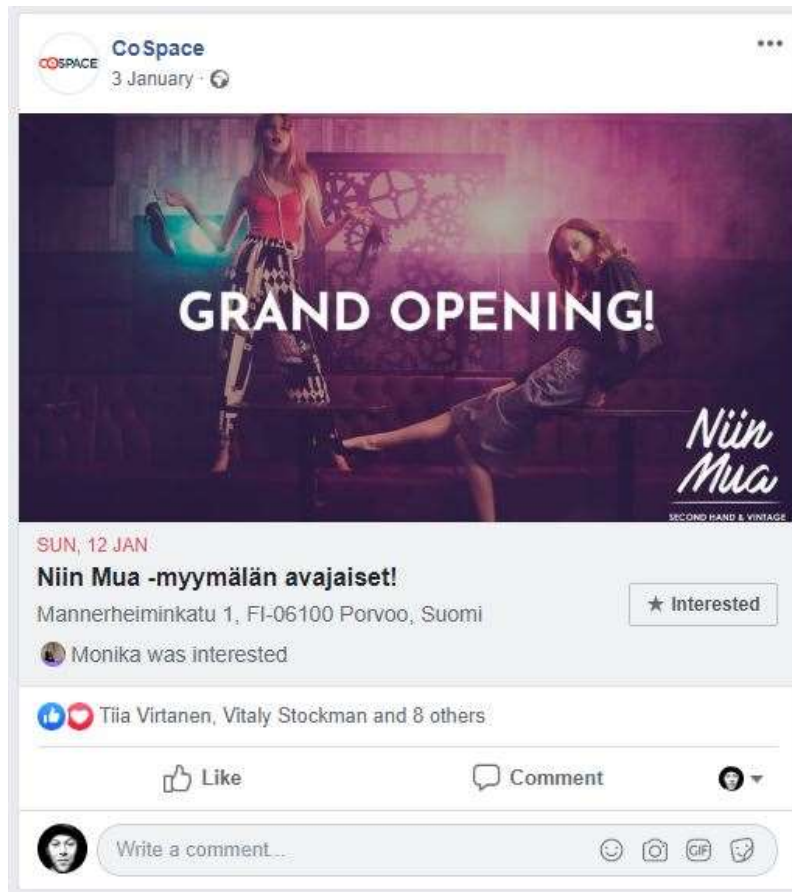
Figure 26. CoSpace Porvoo Facebook post on Niin Mua shop opening event.

The author has several improvement suggestions on CoSpace Porvoo social media posting in order to communicate the intended brand message better. The improvement suggestions are listed here:

- CoSpace Porvoo community members should be more featured in CoSpace Porvoo own social media posts – not only in the repostings of articles.
- When a CoSpace Porvoo social media post is about the proven benefits of co-working, there should be more supporting facts or figures to bring credibility to the claims.

- CoSpace Porvoo social media posts often lack a message with the image or shared article. CoSpace Porvoo should always write a text in the post how this relates to CoSpace Porvoo and have a clear call to action related to the post.

- Visually the CoSpace Porvoo social media posts and stories are unorganized and should be more consistent and look like the CoSpace Porvoo brand.

- The networking, collaboration and co-innovation angle could be highlighted in the CoSpace Porvoo social media posts and stories to deepen the meaning of co-working at CoSpace Porvoo.

- There should be more social media posts specifically about the CoSpace Porvoo community and environmental consciousness.

- CoSpace Porvoo should more clearly think of what the targets of their social media posts are – to get likes, shares, comments, referrals – and what are the tactics of getting them. For instance, CoSpace Porvoo could think of posts that engage their existing community members so that they will share and comment and give a referral in their own networks. Or, CoSpace Porvoo could make an introduction post of new or existing community members with their comment why they have chosen CoSpace Porvoo.

Internal communications

CoSpace Porvoo's main internal communication tools and channels are the Hailer communication platform and email. Here the author is relying on CoSpace Porvoo and stakeholder interviews to review the internal communication of CoSpace Porvoo.

CoSpace Porvoo believes that their communication tools work well for the community needs, especially when the Hailer communication application is installed on the stakeholder's phone. CoSpace Porvoo claims that Hailer works great because there are push messages sent to the user with a bit-code, or when there are new topic updates in a group, which the user belongings to. "Besides, these messages are only work-related." If the Hailer app is not installed, CoSpace Porvoo advice is to look for updates once in the 2-3 days in order to read the non-personnel news messages on the platform.

According to CoSpace Porvoo, their stakeholders should be more active on the Hailer communication platform and their email interactions, as still, the stakeholders don't know about events that CoSpace Porvoo arranges, even though CoSpace Porvoo has used both channels to inform their stakeholders, as stated by Joakim. Therefore, Joakim says, if the Hailer usage increases towards everyday usage, the important issues would be easy to communicate.

According to the interviewed stakeholders, the Hailer platform is considered yet again another platform to look into, and some stakeholders stated that the platform is not explained properly. In addition, many stakeholders complemented that CoSpace Porvoo publishes a lot of feeds and that there is too much irrelevant information for them. Also, the posts do not receive many reactions from the CoSpace Porvoo community.

On-site observations

When looking at the CoSpace Porvoo signage and communication at the premises, their communication could be more visible and clearer. Also, CoSpace Porvoo is aware of that it can be improved, e.g. placing info screens, or hanging weekly papers regarding important issues on every floor. Also, the interviewed CoSpace Porvoo stakeholders considered that there should be more communication inside and outside of the building. One stakeholder suggested that there could be more advertisement outside of the building. Another stakeholder told that he found CoSpace Porvoo because of an outside banner a long time ago and added: "it's such a great place, so it would be good to have something explaining what it is about". A right phrase could be: "rent a table, join the community". Additionally, the new upcoming restaurant could influence their visibility, through their own window, and restaurant facility. Better signs could also result in making the concept more self-serving stated a third stakeholder.

Additionally, when taking the bus towards Helsinki, the author stumbled upon an A4 CoSpace Porvoo advertisement paper placed at the bus stop. The main message was that the CoSpace Porvoo office day costs the same as the bus tickets but with the advantage of saving an extra travelling hour back and forward towards Helsinki. Here the CoSpace Porvoo community and collaboration value could also be highlighted as an additional value creator.

Whilst on-site at CoSpace Porvoo, the Uplift competition was a topic that was repeatedly brought up. The Uplift concept could be utilized more according to the CoSpace Porvoo stakeholders in order to attract new community members. However, one must really dig deep to find more information about what Uplift competition is about and how it is related to CoSpace Porvoo. Figures 27 and 28 are screen captures from the Uplift19 competition page which is a sub-page of the CoSpace Porvoo website Uplift page. There is a good explanation of the event being organized by CoSpace Porvoo in cooperation with Porvoo city. Also, in the winner's award section, there is a good explanation of what CoSpace Porvoo services are offered as part of the prize. This is maybe the best description of different CoSpace Porvoo services at the website. However, one must click and dig quite

deeply on the website to find the relevant information which could be already on the first Uplift page, which is also on the main navigation bar.

Figure 27. Screen capture 1 from the Uplift19 competition sub-page of the CoSpace Porvoo website Uplift page.

Figure 28. Screen capture 2 from the Uplift19 competition sub-page of the CoSpace Porvoo website Uplift page.

4   Discussion

Analysis of the interview results

The results of the interviews are analyzed with the framework of this thesis (Figure 4) with the main topics of brand communication and awareness, and brand experience and brand meaning.
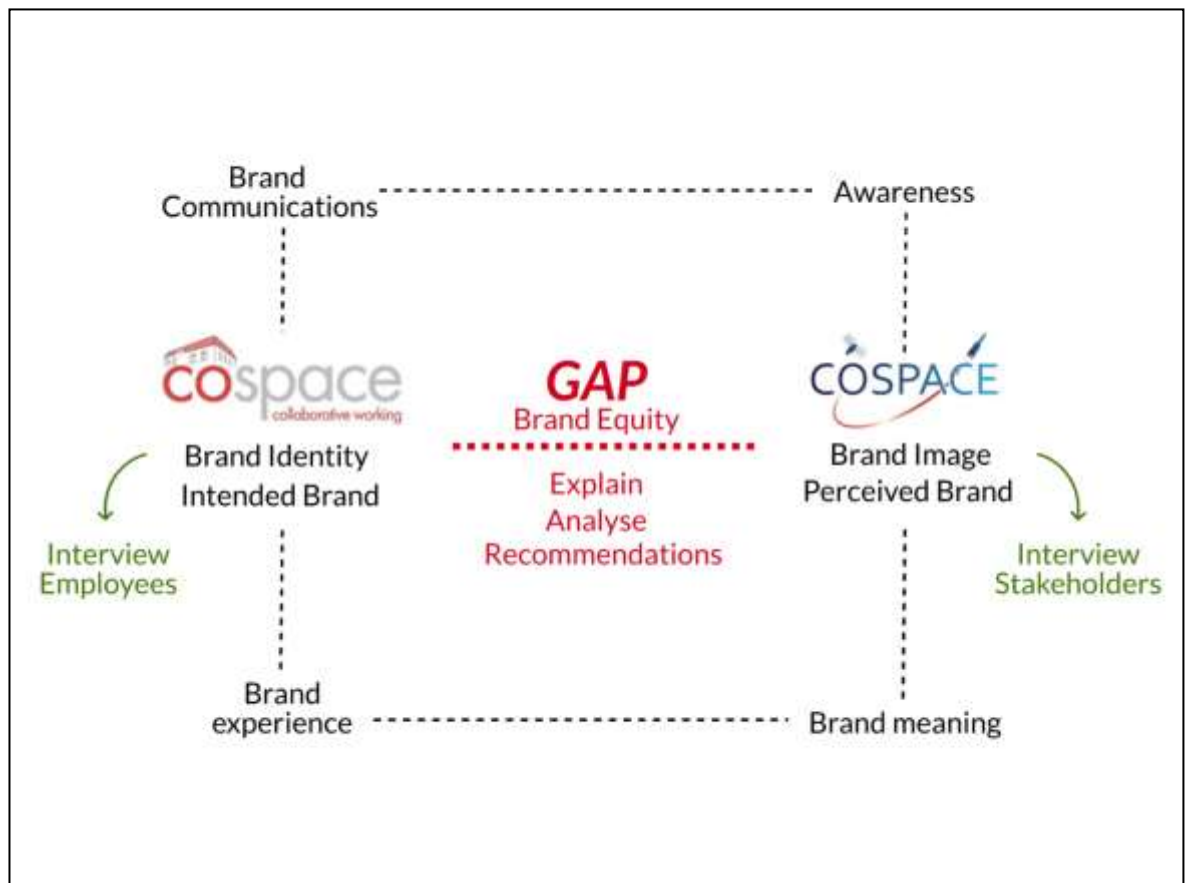
Figure 4. The framework of this thesis

Main gaps between the CoSpace Porvoo intended brand and the stakeholder perceived brand are summarized as follows:

Brand as a service offering:

1. The available additional services are not clear to the stakeholders.
2. The network is not understood as part of the offering, and the stakeholders were not able to identify many other CoSpace Porvoo community members.
3. Co-innovation and idea-sharing are not understood as part of the offering by the stakeholders.

Brand as an organization:

1. Environmental consciousness is not recognized as a core value by the stakeholders.
2. The stakeholders expect CoSpace Porvoo to be on top of the latest technology trends as a core value.
3. Inhouse know-how and expertise are not recognized as a strength by the stakeholders.
4. Uplift competition is seen as an important strength by the stakeholders but not recognized enough by CoSpace Porvoo.
5. The stakeholders see the non-efficient administration and unstructured working methods as the CoSpace Porvoo weaknesses.
6. The stakeholders see also the lack of guidance, unclarity about the collaboration and contract agreement, and unclarity about what is expected from the community members as the CoSpace Porvoo weaknesses.

Brand as a person:

1. The stakeholders find CoSpace Porvoo unorganized.
2. The stakeholders do not associate the word environmental to CoSpace Porvoo as a brand.

Brand as a symbol:

1. The stakeholders cannot clearly define the CoSpace Porvoo mission and vision statements.
2. The CoSpace Porvoo logo did not represent cleantech to the stakeholders as it did to CoSpace Porvoo.

The gap analysis reveals that the CoSpace Porvoo brand positioning is not entirely clear to its community members based on the stakeholder interviews. There is a gap between the CoSpace Porvoo intended and perceived brand resulting in brand equity that is not as strong as it could be.

Brand communication and awareness

According to the thesis framework the reason and the remedy to the gap between intended and perceived brand, and the resulting weaker brand equity, can come from the brand communication and brand message awareness within the CoSpace Porvoo community and greater public. The website, social media and internal communications review support the view that brand communication could be enhanced in many ways.

Key improvement point is internal communication within the CoSpace Porvoo community. The main internal communication channel, the Hailer platform, is considered challenging to use and having an information overload. The communicated messages should also be more aligned and consistent with the CoSpace Porvoo brand positioning – so that the stakeholders get explicit information on the CoSpace Porvoo service offering, core values, what is the expected role of a community member and what CoSpace Porvoo mission and vision are. The Hailer communication should also be supported with face-to-face communication and guidance on the points that are not clear to CoSpace Porvoo community members.

Secondly, the CoSpace Porvoo website is not supporting the CoSpace Porvoo intended brand fully. The website is also a brand window for the CoSpace Porvoo stakeholders, so it is important to have the website communicating the brand identity fully. The website should more clearly state what CoSpace Porvoo is about in a short introduction text and support it with relevant images and videos – supporting CoSpace Porvoo brand as a symbol. Also, the CoSpace Porvoo service offering does not come out clearly, and the website visitor can get confused whether CoSpace Porvoo is just renting event spaces or is it a co-working facility where the CoSpace Porvoo community, networking, collaboration and co-innovation are part of the brand offering – which also shows in the stakeholder interviews as a gap of understanding CoSpace Porvoo brand as service. Also, the environmental consciousness or the additional inhouse services and expertise are not promoted on the website – accounting to confusion in CoSpace Porvoo brand as service offering and brand as organization. Website social media and news mosaic on the landing page should also be updated more frequently – to make CoSpace Porvoo look dynamic and current. Overall, the website could be better organized, also improving the brand as person gap identified in the stakeholder interviews.

Thirdly, the CoSpace Porvoo social media posts are not visually or message wise consistent to the CoSpace Porvoo brand, which can also account to unclarity about CoSpace Porvoo brand as a person or symbol. The social media posts should also be more engaging – something that the CoSpace Porvoo community members can easily comment and share further to their networks. The social media posts do not consistently promote CoSpace Porvoo brand as service offering text and image-wise when the post is about the benefits of becoming a CoSpace Porvoo community member. The networking, collaboration and co-innovation angle could be highlighted in the CoSpace Porvoo social media posts and stories to deepen the meaning of co-working at CoSpace Porvoo. There should be more social media posts specifically about the CoSpace Porvoo community and environmental consciousness. Social media channels could also be used to show the latest

updates in the co-working or green tech industry in order to answer to the stakeholder expectation of CoSpace Porvoo being on top of the latest trends by simply sharing posts with insightful text. However, there were also many good social media posts, as identified in the social media review.

Finally, during the on-site observations, the author noticed several ways to improve the communication inside and outside of the premises to improve CoSpace Porvoo visibility and communicate the brand story. Also, the Uplift competition was mentioned in all the interviews as one of the most exciting points about the CoSpace Porvoo brand. Hence, it is recommended to bring forth the Uplift competition better at the website and social media postings and how it is related to CoSpace Porvoo.

Brand experience and meaning

Another way to improve brand equity is to enhance the brand experience and thus impact the brand meaning by the CoSpace Porvoo community members. The stakeholder interviews revealed some key points that CoSpace Porvoo could focus on in order to improve the brand experience and have it match the CoSpace Porvoo intended brand better.

As pointed the primary gap in brand as service is that the CoSpace Porvoo stakeholders do not associate the network and idea-sharing/co-innovation as part of the CoSpace Porvoo brand as service offering and brand meaning. Hence, CoSpace Porvoo should plan ways to reinforce the networking and idea-sharing within the community through brand experience. For instance, events, hackathon type competitions or ideation camps could be organized around this theme.

Stakeholders see also as CoSpace Porvoo weakness the non-efficient administration and unstructured working methods which impact CoSpace Porvoo brand meaning through brand as organization. Here CoSpace Porvoo could hire a part-time administrator on-site who could also upsell additional services to community members. The need for more guidance and introduction of the co-working concept is a related weakness in the CoSpace Porvoo brand as organization. Brand experience in these areas could be enhanced through increasing face-to-face communication on-site as well as planning onboarding process where older CoSpace Porvoo community members could work as mentors. An effective onboarding process would make it more clear what is expected from the community members as their role, and this could be taken care of by the on-site administrator as well.

Environmental brand association with CoSpace Porvoo is not strong among the stake-holders for some reason. CoSpace Porvoo should consider how to reinforce environmental consciousness as a key-value through brand experience. What makes CoSpace Porvoo environmentally conscious? How does it show in everyday life at CoSpace Porvoo?

End-conclusions

The author thinks that CoSpace Porvoo would benefit from doing a brand analysis of their brand identity or intended brand. In this analysis, they should carefully think through what their brand mission and vision is, or the brand story, and how it comes through in their brand positioning as service, as organization, as person and as symbol. Then as a next step, CoSpace Porvoo can think about how to deliver the brand meaning through brand experience. And, finally, CoSpace Porvoo should then formulate the brand communication in owned media, the website, the social media channels, and at the premises to match with the brand positioning. This process would enhance the brand equity of CoSpace Porvoo significantly.

Further research could be done to understand the competition and potential customers of CoSpace Porvoo better in order to be able to even further crystallize CoSpace Porvoo brand identity. Also, this thesis did not evaluate CoSpace Porvoo business plan and targets in relation to the brand positioning. For instance, if turnover growth is targeted through certain services, then those should be in the middle of the brand communication. Brand awareness or effectiveness of the brand communication was not evaluated through awareness tracking or website traffic in this research. Having clear KPIs for measuring communication success as well as brand experience success would also be recommended.

Thesis process

The thesis process has provided the author with great learning and respect for research work. The thesis first part was doing the literature review on brand analysis and branding process. In hindsight, this was done too hastily in the beginning, and the author had to add and rework the literature review several times in the later stages of the thesis work. The empirical part of the work started with the project plan and preparing the interview questions. Later on, the author regretted that the project plan was not thoroughly documented at the time of making it – rather, it had to be rewritten afterwards. Also, the interview questions should have been more limited and to the point which would have saved a lot of time and effort of transcribing and making sense of them. The interview questions were, however, so extensive that a lot of insight was discovered throughout the interviews.

The workload of the website, social media, internal communications, and on-site review was not correctly estimated in the beginning, and that also extended the lead time of completing the thesis. These were all very good learning points, and if the author does another thesis still in life, the process would be smoother.

The author enjoyed the cooperation with the thesis commissioner CoSpace Porvoo and found the business concept very exciting. Also, the interviews were very interesting and enjoyable to conduct. The CoSpace Porvoo commissioner was very helpful, open, and easy to collaborate with.

Overall, the author has learned about himself that it is easy to go to the end-conclusions and recommendations, but it is more challenging to see the process of getting there through the meticulous presentation of results and analysis.

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Appendices

Appendix 1 : Interview questionnaire 1 + 2

Interview questionnaire 1 for CoSpace Porvoo (Interviews A & B)

1. Who, when, how, why and for whom is CoSpace Porvoo founded?
2. According to you, what does co-working mean?
3. Can you explain what CoSpace Porvoo does and what services do they provide?
4. Which characteristics represent CoSpace Porvoo best in your opinion, and what could be the strengths and weaknesses?
5. Can you give three adjectives, which best describe the CoSpace Porvoo brand?
6. Which CoSpace Porvoo services do you use the most and why? Are there any provided services unnecessary a.t.m. according to you?
7. What kind of services could be added, when looking at the CoSpace Porvoo concept, and why would you like to have these?
8. Do you think CoSpace Porvoo has an interesting way of working and explain why?
9. What is the mission and vision of CoSpace Porvoo?
10. What are the CoSpace Porvoo's core values?
11. How do you feel about the working environment at CoSpace Porvoo?
12. Imagine if CoSpace Porvoo would be a real-life person, what kind of person would he/she be?
13. What do you think of the CoSpace Porvoo logo, what comes to mind?
14. What do you think of the website/SoMe content a.t.m? Is there anything you are you missing out according to you?
15. Do you think that CoSpace Porvoo communication tools (email, Hailer, etc.) work well for your community's needs? How often should people check these according to you?
16. If you would have any business problem, who would you turn to for help and why?
17. What makes CoSpace Porvoo unique for your community members, and what do you think would be a reason for your community members to chance co-working facility provider?
18. Are there enough sings and communication within the community? Can you name a good/bad example?

19.   Is CoSpace Porvoo a flexible and open-minded organization, and how does this show in everyday working life?

20.   Would you trust your community in advocating CoSpace Porvoo and why?

21.   Why would you recommend CoSpace Porvoo to others?

22.   Are the required results from your community generally achieved fast enough according to your opinion? Example?

23.   How would you rate the provided service by CoSpace Porvoo and explain why?

24.   How do the CoSpace Porvoo community people manage to be cooperative and engaged users of the community? What actions are taken a.t.m. and are they effective (how should these be measured according to you)?

25.   Do you think that the CoSpace Porvoo community are aware of more than 50% of the community companies and what they do?

26.   What business field are you still missing out from the community (Examples)?

27.   Where do you usually get collaboration possibilities and information from, which source do you trust most, and through which channels do you think your community would like to get their information?

28.   Do you have a lot of clients/appointments/meetings outside the Porvoo area, and how do you arrange these?

29.   If you work in a different place, which three things would be important for you to have?

30.   What language are you speaking most of your working time, what other languages are you comfortable speaking with on business level? FIN/SWE/ENG/other?

Interview questionnaire 2 for CoSpace stakeholders (Interviews C till G)

1.   According to you, what does co-working mean?

2.   Can you tell what CoSpace Porvoo does and what services do they provide?

3.   Which characteristics represent CoSpace Porvoo best in your opinion, and what could be their strengths and weaknesses?

4.   Can you give three adjectives, which best describe the CoSpace Porvoo brand?

5.   Which CoSpace Porvoo services do you use the most and why? Are you aware of all the provided services? Which services are unnecessary according to you?

6.   What kind of services do you miss out on, when looking at the CoSpace Porvoo concept, and why would you like to have these?

7.   Do you think CoSpace Porvoo has an interesting way of working and explain why?

8.   What do you think about the CoSpace Porvoo brand and are their mission and vision known/clear?

9.   What should be the CoSpace Porvoo's core values according to you?

10.   How do you feel about the working environment at CoSpace Porvoo?

11.   Imagine if CoSpace Porvoo would be a real-life person, what kind of person would he/she be?

12.   What do you think of this logo (Show CoSpace Porvoo logo), what comes to mind?

13.   What do you think of the website/SoMe content? What are you missing according to you?

14.   Which SoMe platforms do you use most to check business-related content and why?

15.   How did you first get acquainted with CoSpace Porvoo, and what did you hear/ (already) know about their concept?

16.   How was your first encounter experience with CoSpace Porvoo?

17.   Do you think that CoSpace Porvoo communication tools (email, Hailer, etc.) work well for your (company's) needs? How often do you use/check these?

18.   If you would have any business problem, who would you turn to for help and why?

19.   Do you think you share the same values as CoSpace Porvoo?

20.   How often do you interact or collaborate with other CoSpace Porvoo users?

21.   What kind of services do you miss out on/still want to add, when looking at the CoSpace Porvoo concept, and why would you like to have these?

22.   What makes CoSpace Porvoo unique for you and what would be a reason to chance co-working facility provider?

23.   Are there enough sings and communication within the community? Can you name a good/bad example?

24.   Is CoSpace Porvoo a flexible and open-minded organization, and how does this show in everyday working life?

25.   Have you invited friends and people from your personal network to try out CoSpace Porvoo?

26.   Would you trust CoSpace Porvoo in advocating your own company and why/not?

27.   Would you recommend CoSpace Porvoo to others and why?

28.   Are the required results in cooperation generally achieved fast enough according to your opinion? Example?

29. How would you rate the provided service by CoSpace Porvoo and explain why?

30. How do the CoSpace Porvoo community people manage to be cooperative and engaged users of the community? What actions are taken, and are they effective (how could these be measured according to you)?

31. Are you aware of what more than 50% of the CoSpace Porvoo community companies do?

32. Do you collaborate with other companies (if yes give examples)?

33. What business field are you still missing out from the community (Examples)?

34. Where do you usually get collaboration possibilities and information from, which source do you trust most, and through which channels would you like to get information in the future?

35. Do you have a lot of clients/appointments/meetings outside the Porvoo area, and how do you arrange these?

36. If you work in a different place, which three things would be important for you to have?

37. What language are you speaking most of your working time, what other languages are you comfortable speaking with on business level? FIN/SWE/ENG/other?