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Creating a Brand Identity for Movenium for International Markets

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Abstract: Small and medium-sized companies often struggle in having their brand management in place. The reason for this could be they do not see the importance of branding in their business or they simply do not have the resources to work on the brand management. The case company, Movenium, has not spent time on creating its brand so far and the objective of the researcher is to define and facilitate the creation of a brand identity for Movenium.

The objective of the study is to examine the branding of Movenium. The idea is to investigate what the current brand image is internally and externally and whether any elements of a brand exist? The outcome of the study is to help the company to define and create its brand identity.

The theoretical framework was based on David Aaker's Brand Identity Planning Model. The framework centered around the *Brand Identity System,* focusing on core and extended identity, value proposition and brand customer relationship. Aaker's *Strategic Brand Analysis,* which focuses on customer analysis and self–analysis, was taken as the basis to conceptualize the brand identity of Movenium.

The study was carried out using a qualitative analytical approach. The data was gathered through interviews and online surveys.

The findings show that the current brand image of Movenium looks positive internally as well as externally, thought the understanding of the brand is not very clear within the company.

In conclusion, the current brand image of Movenium is presented, the brand identity defined and concrete recommendations given.

Keywords
Brand building, brand image, brand identity, small and medium sized companies, brand management, social media

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1 Introduction

The study is done for a company Movenium Oy. Movenium was established in 2008 in Finland, it is a cash flow financed, privately held, profitable and rapidly growing company. The company has 20 people headquartered in Espoo, Finland and they have local offices in Phoenix, Arizona, and in Stockholm, Sweden.

The company's mission is to help their customers change the way they manage their workforce and at the same time help to make processes more efficient. They offer modern and easy-to-use services for work time tracking. Their products/services are web-based and cost-effective and can be configured to the customers' specific needs. The company has 600 clients in Finland, mostly in the construction business. The company is planning to expand their sales in Sweden and the United States. The challenge they are facing at the moment is that their brand is not known, there is no competitive distinction to the brand other than the company name that they use for marketing purposes.

The aim of the study is to define and build a brand identity for Movenium as well as recommending channels to make the brand known in Finland and in international markets. The research will employ the qualitative method. The information and data collection will be gathered from two sources, interviews with the internal employees and the surveys done with the existing customer base. The data collected is analyzed and presented by using the tools like *word cloud* and the tables from the survey tool.

Finally, the current brand image of Movenium is presented and the research problem is addressed by answering the sub questions and concrete recommendations are given. This study will guide the company through the brand building process by giving a concrete brand identity for Movenium to be used in the future and the recommendations given are more practical suggestions that can help the company.

1.1 Company background

The company started with a different name already in 2004 as *Karsoft*. Karsoft's first service was *ajopäiväkirja*, nowadays known as a Driving Log. It is used to track the kilometers used for work and calculate the tax benefits, etc. This product did not sell very well so the company developed another service called *Leimaus.com* in 2005; this service is same what is now days called the Time Tracker, tracking travel time to work. This is their core product, targeted to small and medium sized companies, mainly in construction industry in Finland. As the company grew and the demand increased, the company decided to expand its business abroad and for that purpose they had to rename their company name and it's services to cater the international markets. Movenium came to being in 2008, focusing mainly on Time Tracker as their core product.

Their core competence is that they focus on one specific product, want to be best in that and target the niche market (small and medium sized companies in Construction business). Their understanding of the customers' needs and providing customized/flexible solutions to their customers give them a competitive advantage.

1.2 Needs and objectives of the study

The needs for this study are coming from the requirement to scale the business and sales abroad. Currently, the brand Movenium is not known and the brand identity needs to be created to scale the business. The objective of the study is to look into the branding of Movenium, what is the current brand image inside the company (internal brand image) and among the current clients/customers (external brand image)? Do any elements of the brand exist? How can this thesis serve the company to create its brand identity?

Movenium has not spent time on creating its brand so far and my objective is to invest in researching, defining and building their brand. The outcome of the study should be guidelines (initial framework) that could help the company to create its brand identity in Finland as well as use it to expand its business in the international markets.

This study will give concrete product "Brand Identity" to the company Movenium, which they are able to use while expanding their marketing and sales functions in international markets. The recommendations given through this thesis project will be implemented by the company to get real solutions while doing the international activities. The target of the study will be to follow-up the implementation process, if the schedule allows, and will be able to highlight the benefits provided by this study.

1.3   Research problem

The research problem of this study is defined by taking into account the aim and objective of the thesis as stated below.

Creating a Brand Identity for Movenium for International Markets

Sub questions (SQs):
   SQ 1. What constitutes a brand?
   SQ 2. Is there a "Movenium" brand?
   SQ 3. What is their USP, features of the product?
   SQ 4. What is the brand image today, inside the company and outside?
   SQ 5. What communication channels are being used to market the products/services?
   SQ 6. Do any elements of the brand exist?
   SQ 7. How can a brand image be created?
   SQ 8. Can social media be used as a channel to make the brand known?

Key words:
Brand building
Brand identity
Brand image
Social media

1.4 Why the selected thesis topic is important for the organization

Movenium has not spent time on creating its brand so far and my objective is to invest in researching, defining and building their brand. The outcome of the study should be guidelines (initial framework) that could help the company to create its brand image in Finland as well as use it to expand its business in the international markets.

In order to build the brand image for Movenium, I need to create the brand Identity for them taking into consideration the Brand Identity System by David Aaker. It is important for them to understand, what is their core competence/core value (core identity) that differentiates them from the competition? What is the unique selling proposition (USP), features of the product? The next chapter discusses the theory in practice that would be used for the analysis of the current brand image and the brand identity of Movenium.

2 Theory in practice

This chapter describes the theoretical framework for this study. Basic concepts, like what is a brand, what it constitutes of etc., that will be used in the research are described and currently available theory on brand identity and brand image are discussed thoroughly. I am going to use the brand identity planning model (BIPM), Figure 1, by David Aaker to provide the theoretical framework. This model has been chosen because it is the only cohesive model providing tools and theories on all aspects regarding the creation of the brand identity.

My research will focus on Aaker's *Brand Identity System*, including core and extended identity, value proposition and brand customer relationship and *strategic brand analysis,* focusing on customer analysis and self- analysis. This research excludes Aaker's brand identity implementation system because my research is focused on the brand identity creation. Due to the size constrains of the thesis, I have decided to focus on defining the brand identity and not the implementation. My thesis project company is interested in having the recommendations on how to create their brand identity.

STRATEGIC BRAND ANALYSIS

Customer Analysis
- Trends
- Motivation
- Unmet needs
- Segmentation

Competitor Analysis
- Brand image/identity
- Strengths, strategies
- Vulnerabilities

Self-Analysis
- Existing brand image
- Brand heritage
- Strengths/capabilities
- Organization values

BRAND IDENTITY SYSTEM

BRAND IDENTITY

Extended
Core

Brand as Product
1. Product scope
2. Product attributes
3. Quality/ value
4. Uses
5. Users
6. County of Origin

Brand as Organization
7. Organization attributes (e.g., innovation, consumer, concern, trustworthiness)
8. Local vs. global

Brand as Person
9. Personality (e.g., genuine, energetic, rugged)
10. Brand–customer relationships (e.g., friend, adviser)

Brand as Symbol
11. Visual imagery and metaphors
12. Brand heritage

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

CREDIBILITY
- Support other brands

BRAND–CUSTOMER RELATIONSHIP

BRAND IDENTITY IMPLEMENTATION SYSTEM

BRAND POSITION
- Subset of the brand identity and value proposition
- At a target audience
- To be actively communicated
- Providing competitive advantage

EXECUTION
- Generate alternatives
- Symbols and metaphors
- Testing

TRACKING

Figure 1. The Brand Identity Planning Model (Aaker 2010)

2.1 What is a brand?

Brand is not just the name, term or logo of the company but it is the source of promise to the customers and a foundational piece in the company's marketing communication. Brand building needs to be aligned with the organizational processes that help deliver the promises to the customers. In this report, brand identity and brand image will be discussed thoroughly, before moving forward with these two concepts, it is important to define what does the brand identity and brand image mean and what are the differences? (Table 1.)

Table 1. Difference between brand identity and brand image (Management Study Guide 2012)

	Brand Identity	Brand Image
1	Brand identity develops from the source or the company.	Brand image is perceived by the receiver or the customer.
2	Brand message is tied together in terms of brand identity.	Brand message is untied by the customer in the form of brand image.
3	The general meaning of brand identity is "who you really are?"	The general meaning of brand image is "How market perceives you?"
4	Its nature is that it is substance oriented or strategic.	Its nature is that it is appearance oriented or tactical.
5	Brand identity symbolizes firms' reality.	Brand image symbolizes perception of customers
6	Brand identity represents "your desire".	Brand image represents "others view"
7	It is enduring.	It is superficial.
8	Identity is looking ahead.	Image is looking back.
9	Identity is active.	Image is passive.
10	It signifies "where you want to be".	It signifies "what you have got".
11	It is total promise that a company makes to customers.	It is total customers' perception about the brand.
Focus on shaping your brand identity, brand image will follow.		

The way brand is perceived by the public is called **brand image**. The way strategists want the brand to be perceived is called **brand identity**, and this is central concept to a brand's strategic vision (Aaker, 1996). Brand identity can, according to Aaker (1996), further be defined as "a unique set of brand associations that the brand strategists aspire to create or maintain. These associations represent what the brand stands for and imply a promise to customers from the organization members" (Andersson & Otterheim 2003, 2).

2.1.1 What constitutes a brand?

A brand is not all limited to a visual appearance but reflects the company's value proposition to the customers. Brands do not only sell because of their price, functionality, and product attributes but also because of emotional factors. A brand consists of company values, employees, customer service, the creative approach and the overall offer to the target market. (Eggers 2013.) In order to have a brand with a good status, company should focus on the following:

- What is brand's vision and aim?
- Differentiation: what sets you apart from your competitors?
- What need is the brand fulfilling?
- Brand's permanent nature
- Brand's and company's values

2.1.2 A brand is more than a product

Brand is just not the product or a symbol but it is much more than that. It is also the personality of the company, the emotion it invokes and the implied benefits of the product as well as the brand-customer relationship. In reality, a brand is simply everything related to a company and its products. (Glover 2012.) Brand includes the following product characteristics and much more:

- Brand users
- Country of origin

- Organizational associations

- Brand personality

- Symbols

- Brand-customer relationship

- Emotional benefits

- Self expressive benefits

2.2 Foundational theories

Two aspects of the theory will be discussed in this thesis. First aspect is the brand building model, taking Aaker's brand Identity System as the main theory framework. However, in the literature review I will go through different brand building models that are interlinked to Aaker's Brand Identity System and support Aaker's work. The second aspect that needs to be considered while working on building the brand image for Movenium is that it is a small sized software company. SME's have limited resources, and the guidelines provided should be in line with the size of the company where the resources can manage the brand building process efficiently. This study does not discuss the theory in detail for this part but the recommendations given would take this aspect into consideration.

2.2.1 The brand identity system

To analyze how a brand identity is created, it is relevant to emphasize again on what a brand identity is. The definition, which will be used in this thesis, describes the brand identity as:

> a unique set of brand associations that the brand strategist aspires to create or maintain. These associations represent what the brand stands for and imply a promise to customers from organization members (Aaker, 2010, 68).

2.2.1.2 Brand identity

My research will focus on what Aaker (2010) refers to as the Brand Identity System, including core and extended identity, value proposition and brand customer relationship. Brand identity is a unique set of brand associations implying a promise to customers and includes a core and extended identity. To be effective, a brand identity needs to resonate with customers, differentiate the brand from competitors, and represent what the organization can and will do over time. One key to successful brand building is to understand how to develop a brand identity – to know what the brand stands for and to effectively express that identity.

Core identity: represents the timeless essence of the brand that remains constant as the brand moved to new markets and new products (e.g. Johnsons & Johnsons- trust and quality in over the counter medicines). According to Aaker, the core identity is most likely to remain as the brand travels to new markets or extends to new products. (Aaker 2000, 43-45.) Because of this the core identity should, similar to the brand essence, be timeless, but unlike the brand essence, it should include elements that makes the brand unique and valuable in a market perspective. In other words, the core identity should provide answers to introspective questions: What is the soul of the brand, what are the fundamental believes and values that drive the brand and similar question regarding the organization behind the brand. (Aaker 2010, 85-87.) The core identity is made up of tangible and intangible elements, that in a less abstract and efficiently way can be communicated to describe the brand. The core identity should include elements that make the brand both unique and valuable. Thus it should contribute to the value proposition and the brand's basis for credibility.

Extended identity: The extended identity includes the elements, which are not in the core identity. Because of this, the extended identity has a broader perspective and provides texture and more completeness when brand implementations are to be considered. Moreover, the extended identity contains useful features as brand personality and brand delimitation, which cannot be comfortably implemented in either the brand es-

sence or core Identity. (Aaker 2000, 45.) Because of the ambiguity of the core identity and brand essence, the extended identity is essential in providing addition detail and associations to customers. By enabling customers to access more tangible elements the brand can use the extended identity to increase the number of associations with the brand. (Aaker 2010, 87-89.) The most powerful aspect of the extended identity is the personality of the brand; it is defined as a set of human characteristic, which are associated with the brand. (Aaker 2010, 141.) The personality as a concept is compiled from all the associations affiliated with the brand, the organization etc. Having a personality that the target audience can associate with or aspire to be will enable the brand to utilize the value proposition communication tools and establish a strong overall identity. The brand personality should be reflected in the products made available to customers. In this way the customers can express their personality through the brands. (Aaker 2010, 153-154.) A reasonable hypothesis is that within a product class, a larger extended identity means a stronger brand.

2.2.1.3 Value proposition

Value Proposition is a statement of the functional, emotional, and self-expressive benefits delivered by the brand that provides value to the customer. An effective value proposition should lead to a brand-customer relationship. (Aaker 2010, 95.) The value proposition is an essential concept in the brand identity planning model, the role it plays, in a brand identity, is basically to fulfill the needs of the customers.

Functional benefits: The functional benefits are characterized by being based on product attributes, which provide a functional benefit for customers. The functional benefit has direct links to customer decisions and if a brand can create a dominant benefit, it can dominate the market category. (Aaker 2010, 95-97.) The functional benefits are characterized as the key tangible features the brand performs. (Aaker 2000, 48.) By incorporating elements from different perspectives and the core and extended identity a brand can ensure that the functional benefits are not only the sensation of consuming the product, but also attributes related to the organization as quality or the symbols such as

the brand name. Furthermore, brands should link themselves to compelling functional benefits whenever possible.

The functional benefits are extremely important in the value proposition, since they are the basis on which the two other benefits build. Most customers consider the functional benefit first when they purchase a brand. If a brand simultaneously offers emotional and self-expressive benefits it will be more compelling to the customer. (Aaker 2010, 96).

Emotional benefits: The emotional benefits are, unlike the functional, intangible and relates to the ability of a brand to evoke feelings from customers during the communication process between the two. By doing this, a brand can add richness and depth to the process of using or interrelating with the brand. (Aaker 2000, 49.) The emotional benefits are often tied to the functional, hereby meaning that the functional benefit provides the customers with the tools to reach the emotional benefit. (Aaker 2010, 97‑99.) According to Aaker, the emotional benefits will be in coherence with the brand essence, core and extended identity as the benefits work as the promise the brand offers to customers. The delivery on the promise is a key factor in creating and communicating a credible brand identity. If the brand fails to deliver, it will not be credible and not live up to the expectation, which it has given customers and therefore the brand identity creation process will fail.

Self-expressive benefits: Aaker expresses it as follows, "a self-expressive benefit exists when the brand provides a vehicle by which the person can proclaim a particular self-image" (Aaker 2000, 50‑51). In other words customers are looking for a brand that offers them the opportunity to communicate who they are or want to be. To gain the understanding customers must examine the brand identity and evaluate if the self-expressive benefits are satisfying. The emotional benefits can in some cases be closely linked to the self-expressive benefits. (Aaker 2010, 99‑101.) The self-expressive benefits are important in the brand identity, because they enable the customers to express themselves through the brand. A problem with the self-expressive benefits is that in

order for people to recognize a customer through a brand, they will have to recognize the brand's identity. In some cases, the brand has not yet been introduced to the market, so this recognition is impossible. Because of this, new brands will have to rely on particular elements as sufficient motivation and hope the personality of the brand will shine through.

2.2.1.4 Brand customer relationship

The last feature of the brand identity system is brand customer relationship. It is highly relevant for a brand to build a positive relationship with customers. The relationship can stem from either the value proposition or from the core or extended identity. Regardless which feature the relationship relies upon the most productive relationships emerge when the brand is regarded as an entity, either being an organization or a person. This acknowledgement allows customers to view the brand as a personality and enables them to build a relationship similar to that of two humans. (Aaker, 2010, 103-104.)

The notion that both the brand and the customers affect and define the relationship is based on the idea that brand behavior affects the personality and thereby the relationship (Aaker 2010, 159-168). If the behavior of the brand is not coherent with the brand identity and the communicated personality, the relationship will change in the mind of the customer. Because of this, it is crucial that the brand is consistent and delivers on its promises. This can be accomplished by having established symbols, values etc. and a coherent and consistent positioning.

Another theory that can be incorporated into the Brand Customer relationship is Urde's (1999) "Brand Orientation as a brand building model." He presents the model as a brand building model that focuses on brands as strategic resources, developing them in a more active and deliberate manner, starting with the brand identity as a strategic platform. According to this model, "the starting point for a process of brand building is to first create a clear understanding of the internal brand identity. Urde's

Brand Hexagon (1999), shown in figure 1, integrates brand equity and brand identity with a company's direction, strategy and identity. (Guzman 2004, 4-5).

Figure 2. Urde's brand hexagon (1999) and emphasis of this study

I am going to focus on the center part of the model, the core process of brand meaning creation, which includes the positioning and core values. Additionally, Urde (2003) mentioned that the brand building process is two-part: internal and external. He defines the *internal process as the relationship between the organization and the brand*, with the internal objective being for the organization to live its brands. Conversely, *the external process is that concerned with relations between the brand and the customer,* with the external objective of creating value and forming relationships with the customer. (Guzman 2004, 4-5).

2.2.2 Brand positioning elements

Brand positioning is about image or identity of the brand that is delivered into the mind of public. It is perception of brand in the mind of customer. Brand positioning may include elements like *brand essence, brand promise, brand archetype* and *brand personality*, give intended brand positioning (as opposed to the actual brand position in the mind of the customer). The *unique brand proposition* and *brand promise* are similar. They both focus on the one or two key points of difference between the brand in question and other brands. These brand differences are e.g. brand benefits, benefits that are relevant, unique, compelling and believable for the brand in question (e.g. Volvo's *unique value proposition* is "safety") (Daye 2012).

Brand essence is the heart and soul of the brand; for example, Disney's brand essence is "Fun family entertainment", and Nike's brand essence is "Authentic athletic performance". Brand benefits can be functional, emotional, experimental or self-expressive. *Brand associations* are anything that people link or associate with the brand in their minds. E.g. people associate gambling with the Las Vegas. *A brand personality* is the composite of different brand personality elements: trustworthy, innovative, reliable, friendly, rugged, wholesome, etc.

A brand archetype is the underlying archetype that implies the driving force or motivation behind the brand. The brand archetype gives a brand a more human feel, e.g. the pioneer, the wizard, the scientist, the sage and the artist. In the brand positioning process it's important to understand your target market is ever changing. You must continue to evaluate the market and your target customers - those that are most important to the future of your brand. With this understanding, continue to re-visit you positioning and tighten the focus. Power of brands lies in focus. (Daye 2012).

2.3   Building a conceptual tool for brand image analysis

This sub-chapter discusses the relevant concepts and their relationships gleaned from the literature review that guides the empirical research. I have used Aaker's strategic brand analysis theory to build a conceptual tool for analyzing the brand image. The important question to ask is, are there elements of brand existing?

The brand analysis is the initial stage of the brand identity planning model and consists of three categories; *Customer, Competitor and Self/company-analysis*. Each serves a specific purpose of providing information and tools to effectively understand all the factors, which influence creation of a brand identity. In this thesis, I will focus on customer analysis and a self/company analysis, which will help to understand the current brand image of Movenium inside the company (internal view) as well as from outside the company (external view).

2.3.1   External analysis: customer

A customer analysis investigates four factors; customer trends, motivations, segmentation structure and unmet needs. Knowing what the customer trends are provides insight into changing motivations and emerging segments with strategic importance. The goal of customer analysis is to determine which functional, emotional and self-expressive benefits will motivate customers to buy and use the brand. (Aaker 2010, 189-201).

A fundamental input into identity determination is how customers perceive competitive brands, especially with respect to benefits provided, brand-customer relationships, and brand personality. Knowing how competitors are perceived is key to developing a point of distinction. Customers are the best source of the current brand image for competitive brands. Brand image information can be accessed by qualitative research (where customers talk about perceptions) or by quantitative surveys. (Aaker 2010, 194).

2.3.2 Internal analysis: self/company

An important input to the development of a brand identity is a careful self-analysis of one's brand and organization (Aaker 2010, 196-200.) Areas of inquiry include the following:

- The current brand image
  - How is the firm's brand perceived?
  - What associations are linked to the brand?
  - How is it differentiated from the competing brands?
  - How has its image changed over time?
  - What benefits do customers feel they are getting?
  - Does the brand have a personality? What is it?
  - What are the intangible attributes/benefits?
  - What visual imagery does the brand evoke?

In assessing the brand image, it is useful to make sure that research and analysis extend beyond product attributes to other associations such as use user imagery, brand personality, brand-customer relationships, and emotional and self-expressive benefits. A common failing is to focus too heavily on product attributes and functional benefits.

- The brand heritage: in addition to knowing market perceptions, it is useful to understand the heritage of the brand.
  - Who were the early pioneers of the brand?
  - How did it originate?
  - What was its image when it was first started? Often, knowledge of what the brand first meant can provide an insight as to what the identity should include.

- The brand's strengths and weaknesses – what can be delivered under the brand's name: In order to be sustainable, a brand identity should be supported

by organizational strengths. Sometimes these strengths need to be developed. The process starts by determining the strengths and weaknesses of the current product or service and the organization that lies behind it:

- What are we good at, and in what are we deficient?
- There needs to be a separation between what brand identity is desired and what is attainable by the organization given its resources, capabilities and priorities.

- The soul of the brand and the organization
  - What is the soul of the brand sand the organization?
  - What is the brand vision? The dream?
  - Most strong brands have a 'soul' (the basic values of the brand), which provides character and meaning to the business.

- Links to other brands
  - A brand position decision cannot be made in isolation. A brand should have well defined roles and work within the context of other brands. An identity thus needs to be evaluated with respect to those role assignments.

Strategic brand analysis for this research will be done in two phases: in the first phase, the brand image is analyzed internally using qualitative research method and customer analysis is done using the surveys in order to analyze the brand image of Movenium from the external perspective. The questionnaire and the survey (See chapter 3 for details) for this purpose are designed by taking into account the external and internal analysis discussed above. The second phase, will discuss the target brand identity, value proposition and brand-customer relationship in the discussion chapter taking the theory and findings into account.

3 Methodology

This chapter explains the methods and methodology used to answer the aims of this research project. First the methodology and the methods used will be discussed, followed by a detailed description of the variables in the questionnaire and survey. The data collection will be investigated next, and the reliability and validity of the study will be judged in the discussion chapter 5.

3.1   Research methodology and method

In my research, I have used the qualitative method because I wanted to get more in depth information on the topic. I also employ a partially quantitative approach in using a survey, but have used the finding from it in a qualitative way. Qualitative research suited my study requirement the most because it is associated with naturalistic inquiry with inductive study approach, *investigates* phenomena through the collection of *rich narrative materials* using a *flexible research design*, broad, subjective and holistic. On the other hand, quantitative research uses deductive process as the study approach, investigates phenomena that lend themselves to precise measurement and quantification, often involving a rigorous and controlled design; it's more on objective and reductionist, most closely allied with the positivist tradition. (WikiAnswers 2013).

In qualitative data collected reflects the perceptions of persons being studied in form of "words" for individual interpretation, and is collected throughout the study through unstructured interviews and observations in settings natural to person being studied with no manipulation of the environment by the researcher. (WikiAnswers 2013).

Considering the exploratory nature of this research, primary data is collected through face-to-face interviews with the employees (including CEO and Marketing manager) of Movenium in order to obtain the most reliable information. The interviews held were open-ended and addressed the main themes/questions outlined in the introduction section of the report.

The first round of interviews was held within the company 5 respondents (see attachment 1), representing the total population, mainly working within the marketing and sales function to understand the current image of the company/brand. Based on that data, another round of discussions, mainly surveys were sent to the biggest 17 customers from the existing customer base, to get information to help answer my research question.

3.2 The questionnaire

Interview questionnaire (see attachment 2) was created by using Aaker's brand identity analysis to understand the current brand image internally. The questionnaire was divided into two main topics: company related questions and the current internal brand image. The questions were designed to have very simple language so that the interviewees were comfortable understanding and answering them.

The interviews were held in English as all the interviewees spoke English very well. Considering the company size of 20 employees, having 5 most crucial/important people giving the interviews was a good sample size to hold the analysis. The interviewees included, the CEO, the Marketing planner, the Sales Director, the Project Director and the Founder of the company. All the interviews were audio recorded and documented for reference in the analysis.

3.3 The survey

The survey (see attachment 4) was created to get an external view (customer's view) on Movenium's current brand image. In order to create the survey, I took three fundamentals areas into consideration to discover what the customers think about Movenium's business/brand: Awareness (do they even know what Movenium's core business is?), Engagement (are they currently using their products or services?) and Satisfaction (are they happy with their current offerings and how they are delivered?). (Taylor 2010.) Most of the survey questions were multiple-choice questions and a few important questions were sent as open-ended questions to get in-depth answers.

The survey questions were written in English but also translated into Finnish because most of the customers were from construction companies in Finland, and their business language is Finnish. The survey translation was done by the Marketing Planner of Movenium. Collectively with the company, we decided to send the survey via the survey tool, SurveyMonkey, used by the company to do customer satisfaction surveys.

SurveyMonkey is the online survey tool. It is easy to use, create questions and send online surveys. Surveys can be built as per your own choice or can also choose from the available templates, we used a very simple template in this research. One can choose how to distribute and collect responses and the analysis can be done by using the powerful analytical tools for intelligent insights. (SurveyMonkey, 2013).

In this research, we sent the survey via email to the selected customer base, the responses were collected with one handy URL by including the link on emails and the results were presented with the aid of the bar graphs to make comparisons at-a-glance. Other than the bar graphs, the data can also be exported as pie chart, line chart & bar charts etc. to Excel, CSV and PDF. In this study, I analyzed the data by getting all the questions in the pdf format and comparison charts from all the 7 respondents.

Due to business ethics issue of not giving out the customer contacts for any academic purposes, we decided to send out an e-mail (see attachment 3) containing the web-link to the online survey that contained the CEO´s signature to ensure Movenium's customers that their answers are treated confidentially. The survey was sent on behalf of the thesis researcher (me) through the company email. Survey sample consisted of biggest 17 customers, including 12 in Finland, 3 in Sweden and 2 in USA. Movenium has over 100s of customers (big and small) however, for this research I narrowed the sample to 17 that are the biggest customers of Movenium in size, importance and business.

3.4 Presentation of data

The questionnaire used for this study was used for face-to-face interviews done by the researcher. The interview data was collected and documented in written by the researcher and also the interviews were audio recorded for reference purposes. The survey's to the customers was sent via online survey tool, SurveyMonkey, and data was collected and survey report created via the tool for analysis purposes.

Analysis of the data collected is done by having all the facts on the table, knowing current brand image and what the company really wants to project to the outside world, what is their brand identity etc. what tools can be used to create the brand image in Finland as well as in international markets. Tables from the *survey monkey tool* and *word clouds* created with *wordle website*, were used to do the visual analysis of the data, described in the findings section. Along with the charts or tables from the survey tool, I decided to use the word cloud because it gives a clear understanding of the results by *making the most important information standout* with bigger fonts etc.

Word clouds created by using Wordle, is used to generate word clouds from text that is provided. The clouds give *greater prominence to words that appear more frequently in the source text* (Wordle, 2013). For example, in this analysis, I had words that were mentioned many times as the most frequently used during the interview and survey and word cloud visualized them very well for the reader to understand. These word clouds can be structured with different fonts, layouts, and color schemes and the images created can be used by the creator, as they like, it can printed or saved to the wordle gallery. (Wordle, 2013).

4 Findings

In this chapter findings of the study are introduced and discussed based on the collected data. In order to understand Movenium's brand image internally, interviews were held within the company. The aim of the discussion was to scrutinize the company's brand image, interview was split into two themes: company related questions and the internal brand image. External viewpoint was recorded with the surveys sent to the customers. Both the views are presented in the next sub chapters where the findings are discussed and later the thorough discussions are done and recommendations are made based on them.

4.1   Interview results

Company stands for the value it provides to its customers, professionals in work time tracking, they sell one product and want to be prefect in that. Company's vision is to be recognized internationally in their specialized area, that is, Time Tracking solution to the small and medium sized companies. The company seems to understand the customer's demands and needs and provides them the solution that suits them their business. Even though company has competent sales force and are good at providing the solutions as per customer needs, they need to work on the user friendliness of the solution, make the product more attractive to the potential customers by having better sales pitch on the website and a common understanding among the different departments of the company to be able to communicate the same to the customers in any way they interact with the customers.

Movenium's core values are that they are risk takers, take risk to go forward and do things in new ways without risking company's business. Knowing and understanding the business processes (their product is used for time tracking, which is further utilized by payroll department as well as invoicing department) gives them a competitive edge, they are competent in data collection management. Movenium differentiates themselves from the competitors as they provide product, which is very flexible, can be customized according to the customer's requirements. Movenium's product may not be appealing and attractive like the competitors but certainly have the product their cus-

tomers need. Movenium uses its own software platform that gives the flexibility to the solution and to the customers.

What I found surprising in the interviews that only two people out of the five mentioned what Movenium means and the rest said it is just a name given. I think not many people in the company know about the background of the company name and history. Movenium was derived from two words: Move and Momentum, thinking process was around people moving around, people are on the move.

The marketing channels that the company is using at the moment are presented below in figure 4. Most important channels being the company website, sales force, Google ads and email campaigns. Social media like LinkedIn and Facebook are used for ad campaigns targeting the people who are in the construction business. Less importance is given to, flyers, trade shows, demos, magazine advertisements, blogs, and YouTube.

Figure 4. Movenium's current marketing channels

Understanding the current brand image in the company was an important objective of the interviews held. Here are some insights on the area, Movenium, just a name given to the company by one/two people. The whole company is not inline with what it stands for, what is the logic behind. Major dilemma the company faces is, whether to make the company known or the product brand known? They are professionals in the work time tracking Movenium collects the products to the brand basket, they want to focus marketing on products, Movenium is just a stamp of reliability and trustworthiness nothing more than that.

The company has a history behind as discussed in chapter 1.1. They have shifted their focus from only serving the domestic market to expand to the international markets in year 2008 with company name Movenium. They have not spent time in thinking about the brand as such. They are the company who goes with the flow, in 2010 they focused on R&D, 2010-2013 the focus has been on the sales, today their focus in on Marketing and later it would be branding. The company has worked in a need-based model, I think for the new company who is trying to make business, this strategy works the best. Actually, the timings of doing this research is perfect as they want to target more international customers and want to give them the best solution that the current competitor may be offering.

I had a specific question in the questionnaire, where I had asked the interviewees their view on how they would describe Movenium. From the figure below you can see that innovative and competent are standing out than the other adjectives used to describe the company.

Figure 5. Movenium described internally

Finally, I wanted to understand what the company would do differently for the brand if they had more time, money, and human resources? Most of the interviewees replied making changes to the marketing material, new webpages, renaming the products or logos etc. Only two people emphasized on going back to the basics of branding, asking questions like what are we, want to be, what we want to tell outside the company, have a consistent message to the current customers and the potential customers, which is missing currently.

4.2 Survey results

The survey was created to get an external view (customer's view) on Movenium's current brand image. I had questions like, what is the first word that comes to their mind when they think of Movenium or what does the company stand for in their mind? According to the survey analysis, customers think about Movenium for the benefits it provides and the products it offers (see table 2).

Table 2. What is the first word that comes to your mind when you think of Movenium?

		Response Percent	Response Count
Products / Tuote		28.6%	2
People / Ihmiset		14.3%	1
Benefits it provides / Sen tarjoamat edut		57.1%	4
	answered question		7
	skipped question		0

In their mind, Movenium stands for partners in efficiency, followed by professionals in software and affordable solution providers as presented in figure 6.
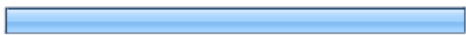

Figure 6. External image on what Movenium stands for?

Customers seem to be very happy and satisfied with Movenium's solutions and services (see table 3.) They associate Movenium attributes as **trustworthy and reliable**

and easy to use (see figure 6) as the most important attributes and others attributes selected were modern, popular and powerful.

Table 3. Rating the quality of Movenium solutions/services

		Response Percent	Response Count
Todella huono/ Extremely unsatisfactory		0.0%	0
Huono/ Unsatisfactory		0.0%	0
Keskitasoa/ Average		16.7%	1
Todella hyvä/ Very satisfactory		83.3%	5
Huippuluokkaa/ First class		0.0%	0
		answered question	6
		skipped question	1

In order to compare the internal and external description of Movenium, I had the same question in the survey as in the interview, on how would the respondent describe Movenium, by choosing words from the given lot? Figure 7 describes the external view on how Movenium is seen.

Figure 7. Movenium described externally

External view is different to the internal view, how Movenium is described. Internally it is described as Innovative and Competent based on how they create solutions and

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externally it is described as practical, effective, punctual and organized based on the benefits they receive.

According to the survey results, the needs that Movenium fulfills mostly are the time tracking, very few people mentioned about the additional values, e.g. convenience and integration to payroll system, the company provides. However, Movenium is ranked somewhat better than and on the same level as competitors (see table 4). The customers do not seem to know much about the competitors. Movenium's solutions are seen as convenient, logical, and just perfect for the customer company who uses it.

Table 4. Movenium's rank compared with competitors

		Response Percent	Response Count
Paljon parempi kuin kilpailijat/ Much better than competitors		0.0%	0
Parempi kuin kilpailijat/ Somewhat better than competitors		50.0%	3
Yhtä hyvä kuin kilpailijat/ The same as competitors		50.0%	3
Huonompi kuin kilpailijat/ Somewhat worse than competitors		0.0%	0
Paljon huonompi kuin kilpailijat/ Much worse than competitors		0.0%	0
		answered question	6
		skipped question	1

5 Discussion

According to the findings, the current brand image of Movenium looks positive internally as well as externally, though the understanding of the brand is not very clear within the company. Employees are positive about the company, CEO very appreciative about the workforce. Since it is the small company, so far they have not put emphasis on the branding and have focused in the previous years mainly on R&D, sales and now marketing. Now that they are working on the marketing and the business expansion to other countries, this research will help them to understand what is their current image internally as well externally among the existing customer base in Finland, Sweden and USA.

Based on the current image, I will discuss what is their brand Identity including their value proposition and the customer brand relationship. The research problem will be addressed by answering the sub questions (SQs) taking into account the theory and the findings. SQ1 is a basic question that any brand related study would answer to set the basis for the research. In this study it was important to understand what does the brand constitute?

SQ 1. What constitutes a brand?

A brand consists of company values, employees, customer service, the creative approach and the overall offer to the target market. (Eggers 2013.) Brand is just not the product or a symbol but it is much more than that. It's also the personality of the company, the emotion it invokes and the implied benefits of the product as well as the brand-customer relationship. (Glover 2012).

As discussed in the findings, if company had more time, money, and human resources to work on the brand, most of the interviewees mentioned about making changes to the marketing material, new webpages, and renaming the products or logos etc. Only two people emphasized on going back to the basics of branding and asking questions like what are they, want to be, what they want to tell outside the company, have a consistent message to the current customers and the potential customers, which is missing

currently. It is very important for Movenium to understand that branding is not only about the marketing tools and channels but it is very much about the company values, the benefits it provides and the message delivery to the customers and most important-ly the relationship between Movenium and it's customers. It is discussed in details in the following sub chapters and in the recommendations.

The next very logical question in my study was to understand if there is a brand Move-nium? SQ 2 is based on this query and tries to understand the company's viewpoint on the same.

SQ 2. Is there a brand "Movenium"?

Understanding company's view on, if there is a brand Movenium was an important part of the research. During the interviews I got a feeling that there is *no brand Moveni-um*, it is just a name given to the company by one or two people. The whole company is not aligned with what it stands for, what is the logic behind. They are *professionals in the work time tracking* and want to focus marketing on products. The brand should exist first and should be identified via its products. Movenium should just be "*a stamp of reli-ability and trustworthiness nothing more than that*", Tarkkonen, S., the marketing planner pointed out. Externally (among the customers), Movenium is known for the benefits it provides to the customers and is seen as trustworthy and reliable partners in efficiency. Movenium is known via its product, Time Tracker.

Furthermore, it was important to analyze if there were any brand elements existing. My next SQ stated below answers this question.

SQ 6. Are there any elements of brand existing?

There are elements of brand existing but they are not complied together and analyzed earlier. The findings of the brand analysis are discussed in chapter 4, giving an over-view of Movenium's current Brand image from internal as well as external perspective. In section 2.2.2, Brand positioning elements were discussed, which is perception of

brand in the mind of customer. According to my analysis, the brand elements, which are present in Movenium, are:

- Brand essence (Soul of the brand): *listening to the customers*, *risk takers*- doing things in new ways without harming the business, providing customized *time tracking solution* to *the customers*. "Time tracking professionals".
- Brand promise/unique brand proposition: Exceptional customization and flexibility of the solution/product
- Brand personality: Innovative, trustworthy and reliable guy
- Brand archetype: the pioneer, the innovator

These brand elements are discussed in details in chapter 5.2, brand identity of Movenium.

5.1   Current brand image

Aaker's strategic brand analysis theory has been used to analyze the brand image (See chapter 2.3 for details). In regard to this study, the following SQ was generated:

SQ 4. What is the brand image today, inside the company and outside?

The internal brand image was analyzed using qualitative research method and external (customer) analysis was done using the surveys. The SQ 4 is answered by taking the strategic brand analysis theory and the findings into account.

5.1.1   Internal brand image

Movenium is *just a name given* to the company by one/two people. What I found surprising in the interviews was that only two people out of the five mentioned what does Movenium mean and rest said it is just a name given. The whole company is not inline with what it stands for, what is the logic behind. Karhu, S. the founder and the CTO explains, "*Movenium name was derived from two words: Move* and *Momentum*, thinking process was around *people moving around, people are on the move*".

Major dilemma the company faces is, whether to make the company known or the product brand known? They are professionals in the work time tracking and they want to focus marketing on products. Movenium should be just a *stamp of reliability* and *trustworthiness* nothing more than that. The company has a history behind as discussed in chapter 1.1. They have shifted their focus from only serving the domestic market to expand to the international markets in year 2008 with company name Movenium. Have not spent time in thinking about the brand as such. They are the company who goes with the flow, in 2010 they focused on R&D, 2010-2013 the focus has been on the sales, today their focus in on Marketing and later it would be branding. The company has worked on a need-based model, I think for the new company who is trying to make business, this strategy works the best.

5.1.2   External brand image

In customers mind Movenium stands for **partners in efficiency**, *Professionals in software* and *affordable solution provider*. Customers think about Movenium for the benefits it provides and the products it offers. They associate Movenium attributes as **trustworthy and reliable and easy to use** and others attributes selected were **essential**, *affordable, modern, popular* and *powerful*. Customers are overall happy and satisfied with Movenium's solutions and services.

Movenium is described as **practical**, **effective**, **punctual** and **organized** by the customer companies. Some mentioned Movenium being reliable, systematic, innovative, cooperative and efficient. As revealed in the findings, the need that Movenium fulfills mostly is the **time tracking**, very few people mentioned about the additional values e.g. *convenience* and *integration to payroll system*, the company provides. However, Movenium is ranked *somewhat better than* and on the *same level as competitors*. The customers do not seem to know much about the competitors. Movenium's solutions are seen as *convenient*, *logical*, and just *perfect* for the customer company who uses it.

Along with defining and building a brand identity for Movenium, I had promised to recommend the channels to make the brand known in Finland as well as in international markets. To ensure that I can give some recommendation, I inquired about the current marketing tools that are being used by the company.

SQ 5. What tools are being used to market the products/services?

The current marketing channels are presented in the finding section, in figure 4. The company website, sales force, Google ads and email campaigns are used proactively for the marketing purposes. Social media (LinkedIn, Facebook – Movenium International, Movenium Finland, ad campaigns on Facebook targeting the people who are in the construction business) are also used but I am not sure how effective this channel is and what benefit it brings to the company. Other channels used but are of less importance are flyers, trade shows, demos in the tradeshows, magazine advertisements, blogs, YouTube videos. During the interview discussions, I could sense that people were not happy with the marketing channels that are being used or the way they are being used. Updating the company webpage was strongly emphasized as something to improve.

Now that we are approaching to answer the research question, I would like to clarify the two concepts used in this study: the brand image and the brand identity. SQ 7 is derived from the same:

SQ 7. How can a brand image be created?

Chapter 2.1, Figure 1 gives a complete overview of how brand image and brand identity can be differentiated. In order to build the brand image, the brand identity needs to be created. There was very good quote, I found from the web source that caught my eye "Focus on brand identity, the brand image will follow" (Management Study Guide, 2012.) In this study, the brand identity for Movenium is created by taking into consideration the brand identity system by Aaker. The next chapter addresses in answering the research question and describing the brand identity of Movenium.

5.2   Brand identity of Movenium

Brand identity is a unique set of brand associations implying a promise to customers and includes a core and extended identity. It is an outward expression of a brand – including its name, trademark, communications, and visual appearance. How the company *wants* the customer to perceive the brand – and by extension the company, organization, product or service. (Wikipedia 2013).

Movenium wants to be known as the global professionals in work time tracking. Company stands for the value it provides to it's customers, their focus is on selling one product and they want to be prefect in that.

5.2.1   Elements of the core identity

As discussed in the theory in practice, *Core identity* represents the timeless essence of the brand that remains constant as the brand moved to new markets and new products. According to Aaker the core identity is the most likely to remain as the brand travels to new markets or extends to new products. (Aaker 2000, 43‑45) The core identity should, similar to the brand essence, be timeless, but unlike the brand essence, it should include *elements that makes the brand unique and valuable in a market perspective*. SQ 3 is generated to investigate the uniqueness of the solution Movenium sells.

SQ 3. What is their Unique Selling Proposition (USP), features of the product?

Movenium's core identity is the ***time tracking*** solution for SMEs. The focus is on the product strategy to keep it focused and make best-optimized solution for the customer. The unique feature of the solution is that it can be ***customized exceptionally*** deeply as per the customer's needs, which differentiates Movenium from its competitors. The solution is *flexible*, *device independent* (works even in the old device models), *highly configu-*

rable and can be *integrated to the other systems* (invoicing and CRM). The competitors provide standard/restricted solution, which might be more appealing but far from flexible. Along with the tracking of the actual work time, the solution also provides other value added services for example; it fulfills basic company management needs

- Calculation of the salaries over excel sheets, which needs to be transported to the excel and then payroll needs to calculate the salaries etc. based on the time spent by workers
- Better transparency and visibility to the payroll, invoicing and management
- Customers can follow how they did the previous projects and have the best practices

Movenium's Core values (Soul of the brand) are *listening to the customers*, *risk takers*- doing things in new ways without harming the business, providing customized *time tracking solution* to *the customers*. Core competences are:

- Understanding the business processes well in Finland
- Competent in data collection
- User interface and user experience

Movenium focuses on the niche market, SMEs in the construction industry. There are many options for the big companies when it comes to time tracking etc. but for SMEs there are very limited options. Movenium is able to fill that gap.

Other than the tangible attributes, there are some intangible benefits that the company provides through the time tracking solution:

- Knowledge about the workers (at the construction site). Can be seen as negative (spying solution), what they are doing?
- Paper versions can be cheated but this solution provides accurate figures
- Improves communication within the customer company (can send sms to the workers from the solution itself)
- Can make real time matrix based on the time tracking

5.2.2 Elements of the extended identity

The most powerful aspect of the extended identity is the personality of the brand; it is defined as a set of human characteristic, which are associated with the brand. (Aaker, 2010, 141) By enabling customers to access more tangible elements the brand can use the extended identity to increase the number of associations with the brand. (Aaker, 2010, 87-89.) Having a personality that the target audience can associate with or aspire to be will enable the brand to utilize the value proposition communication tools and establish a strong overall identity. The brand personality should be reflected in the products made available to customers. In this way the customers can express their personality through the brands.

Movenium's brand personality can be described as *Innovative geeky guy*, has an ugly color shirt with pen in the front pocket. However, he is open and unique, thinks out of the box to create new ideas and provide innovative *solutions* to *the customers* and is *trustworthy* and *reliable*. Internally, the associations linked to the brand are product-specific:

- Company's image is about the time tracker (web based tracking and mobile tracking)
- It is about mobility, being mobile
- Associate it with modern technical methods like NFC, RFID.
- Benefits that customer get
- Some customers associate them to construction field: Not loosing any sales because of this

From external perspective, the customers associate the company to the benefits it provides them over the products and the people they interact with. For majority of the customers, time tracking is the major benefit that Movenium provides. Movenium has so much more that they offer, other than the product itself, *the company needs to make these tangible and intangible benefits visible to the customers.*

Tangible benefits:

- Accurate work based data
- Saves time: Processes get faster and smoother and resources can be used more efficiently in other processes
- Replacement to the paper work (saves time and no need to interpret data)
- Same data used through out the process from collecting work time to invoicing to payroll => Competitive advantage

Intangible (unseen) benefits in addition to what is already described in the core identity:

- Flexibility of the product: no upfront cost and no long-term contracts. Movenium has 1 month contract system; customers are not bound with the company if they don't like the solution. "Movenium believes in what they do"
- Ease of use
- Hidden features e.g. sms can be sent through the time tracker service to employees, which can improve communications in the customer company

5.2.3 Value proposition

Value Proposition is a statement of the functional, emotional, and self-expressive benefits delivered by the brand that provides value to the customer. The role of the value proposition, in a brand identity, is basically to fulfill the needs of the customers.

As already discussed in the findings, and in the core and extended identity section, the benefits company delivers to the customers are huge but those benefits are not explicitly communicated to the customers. The survey done with the customers state that the needs Movenium's product fulfills are mainly time tracking, convenience and direct transfer of data to payroll system. In order to emphasize on the value proposition, Movenium should market its tangible and intangible benefits to the customers at the

point of sale or even after that. Customer needs to feel the benefits they are getting from Movenium in order for them to associate themselves with the brand.

5.2.3.1. Functional benefits

The functional benefits are based on product attributes, which provide a functional benefit for customers: the key tangible features the brand performs. (Aaker 2000, 48.) Movenium has many functional benefits as described in the core and extended identity. *Flexibility of the product*, *ease of use* and *accurate figures* (as compared to paper version of time tracking) are some of the most important ones.

5.2.3.2. Emotional benefits

According to Aaker, the emotional benefits are coherent with the brand essence, core and extended identity as the benefits work as the promise the brand offers to customers. The delivery on the promise is a key factor in creating and communicating a credible brand identity. The emotional benefits that Movenium provides to their customers are for example, *easy to collect time data* and *saves time* as the processes get faster and smoother and the customer company is able to use the resources efficiently.

5.2.3.3. Self-expressive benefits

Aaker expresses it as follows: "a self-expressive benefit exist when the brand provides a vehicle by which the person can proclaim a particular self image." (Aaker 2000, 50‑51.) The self-expressive benefits are important in the brand identity, because they enable the customers to express themselves through the brand. Movenium is an innovative, trustworthy and reliable guy, and to some extent the customers also see the brand the same way and associate with it, e.g., reliable solution for the reliable time tracking.

5.2.4 Brand customer relationship

It is highly relevant for a brand to build a positive relationship with customers. The relationship can stem from either the value proposition or from the core or extended identity. The relationship between brands and customers requires constant attention since it is always evolving. (Aaker 2012, 159-168.) If the message of the brand is not coherent with the brand identity and the communicated personality, the relationship will change in the mind of the customer. Therefore, it is important that the message given to the customer is consistent and delivers on its promises. Urde (2003) mentioned that the brand building process is two-part: internal and external. He defines the *internal process as the relationship between the organization and the brand*, with the internal objective being for the organization to live its brands. Conversely, *the external process is that concerned with relations between the brand and the customer,* with the external objective of creating value and forming relationships with the customer. (Guzman 2004).

Movenium's brand customer relationship is pretty weak internally, because there is no common understanding of what Movenium stands for relationship between the organization and the brand does not exist. Externally, no extra effort is put to enhance the relationship. There is very less interaction with the customer after the sales is done, there is no clear communication to customers about the extra benefits other than the product itself. There needs to be constant interaction between the two to understand what the customer feels about the solution/company etc.

5.3   Recommendations

The findings of the study conclude that Movenium is innovative and competent in what they do. There are elements of brand already existing; the company needs to put little effort to consolidate the data. This study will play an important role in guiding them through the brand building process. The discussion section gives a concrete brand identity for Movenium to use in the future and the recommendations made below are more practical suggestions that can help the company.

5.3.1 Recommendations on general brand identity

Movenium being a small company, so far has not put any or limited effort on branding. This gave me the opportunity to study their current brand image and give them an initial framework on what their brand stands for currently and how can they use the brand identity created by this project. Not having a common understanding of their own brand, limits their output to the customers in terms of what the customer needs and wants from them and how they can improve it better knowing their strengths and weaknesses.

5.3.1.1 Movenium strengths and weaknesses

Movenium's strengths are that their solution can be *customized exceptionally* deeply as per the customer's needs, which differentiates them from their competitors. The solution is *flexible*, *device independent* (works even in the old device models), *highly configurable* and can be *integrated to the other systems* (invoicing and CRM), gives them the competitive advantage. It is not only the product features that make them different from the competitors, the solution also provides other value added services, which are not communicated to the customers explicitly. For example, calculation of salaries over excel sheets, better transparency and visibility to the payroll, invoicing and management, best practices from previous projects can be tracked etc. Movenium needs to emphasize on the whole package they provide to the customers.

Movenium has a competent sales force, with abundance of knowledge on what the customer needs and wants. Currently, that knowledge is not being shared within the company. Sharing with the company will help to have common understanding between the technical department, sales department and the marketing department, allowing them to address any unseen requirements of the customers. Good practice would be to share the knowledge gathered at least once a month, in a monthly call or an internal newsletter.

As discussed above, lack of common understanding among the different departments of the company prevents them from providing even better and more attractive solutions to the customer. In order to do that, the company must have common stand on what they want to tell outside and be able to communicate the same to the customers in any way they interact with them. The message should be same in all the channels used for the marketing purposes and the message must include the brand. As discussed in the brand customer relationship (see section 5.2.4), the relationship between the organization and the brand, with the internal objective to live its brands is an important step in order to build the same relationship with the customer to create value and form relationships. If that bond is missing internally, it cannot be build externally.

5.3.1.2 Current brand image: focus on brand identity - brand image will follow

As discussed earlier in the discussion section, the current brand image of Movenium is positive internally as well as externally. The company needs to focus on having the common understanding of the brand, the values and benefits it provides to the customers. Employees are positive about the company, CEO very appreciative about the workforce.

I already saw, the company taking a first step towards understanding that, when most of the interviewees showed interest in knowing whether Movenium should brand the company or the product? The curiosity shows that the employees are interested in knowing about branding and its importance. In my opinion in order to brand their product, they must make the company known first even though it might be with the product support: Movenium's time tracker.

What the brand management aims to do is to create an emotional connection between products, companies and their customers. (Wikipedia 2013.) Section 5.2.3 on value proposition discusses about the emotional benefits, the promise the brand offers to customers. That emotional connection is not with the company but the benefits it provides through the brand, through the product.

In section 5.2, I have summarized the brand identity of Movenium, which the company should benefit from in order to have a grasp of what their identity is. The core identity is about the core values Movenium provides to the customers, the extended identity is the personality of Movenium and the associations it has. Followed by the value proposition of Movenium including the functional, emotional and self-expressive benefits it provides to the customers. Movenium needs to focus on this brand identity and have a consistent message for the customers, explicitly describing the tangible and intangible benefits to the customers.

5.3.2 Recommendation on marketing channels

One of the aims of the study was also to recommend the channels to make the brand known in Finland and as well as in international markets. Movenium already has a good list of marketing channels. However, I would like to suggest some improvements to the existing channels and how to optimize them:

- Company website: spend time in improving the design and the usability of the website. Attract the customers by having best practices on the site, give quotes from the customer experiences, it gives a reliable feel to the potential customer who visits the website. Consistent message through out the whole site and other marketing channels

- Sales force: is the face of the company to the customer, gets a lot of knowledge on what customer needs and wants. That knowledge must be shared within the company in order to address any unseen requirements of the customers

- Google ads: have yourself visible in the most important search engines. There should be continuous search engine optimization, test various keywords that point to Movenium

- Email campaigns: again the message should be consistent as on the company website and other channels

- Social media (LinkedIn and Facebook): Ad campaigns on Facebook targeting the people who are in the construction business are used. One of my SQ was related to this.

Before the study, I was not sure how effective this channel is and what benefit it brings to the company? LinkedIn made sense to me to have Movenium there but Facebook was quite far from my thinking process. This was learning for me, to have an open mind and broaden the thinking process on how the available channel can be used, that too in an effective way.

- Trade shows: very little emphasis was given to the participation in the trade shows. In my opinion, trade shows are very effective channel to market your product and make connections and network. Movenium should maybe participate more in the trade shows relevant to their filed of work and have demos for the potential customers
- Blogs: the company should get involved in more online forums and blogs and have active participation. It is free publicity.

5.3.3 Recommendation on working with the brand with limited resources

Due to the limited resources, SMEs tend to invest their resources on technology development rather than brand building. Like in Movenium's case, company has worked on need based model; they have focused on certain areas during certain times as a company practice (See chapter 4 under interview results). In my opinion, SMEs can be innovative in brand building despite their scarce resources by using affordable means of communication and focusing on their efforts on the right segments.

Instead of expensive PR programs, they can develop creative, targeted and affordable approaches for branding. Such approaches may include arranging seminars, building press relationships, using references on web site and consistent web communications. Many more advice is given in the previous section under recommendations on marketing channels.

5.3.4 Implementation of the recommendations

The recommendations are given after the thorough analysis of the brand identity planning model, including the current brand image analysis and the brand identity system by Aaker. The recommendations made above are more practical suggestions that can help the company. I have categorized the recommendations into: general brand identity, marketing channels and working with the brand with limited resources. Hopefully, this way it will help them to apply the recommendations easily and not stress about how to begin.

Already during the interviews, I got an impression that this was really needed by the company and it is just about the right time. Interviews were seen as a good exercise to think about the brand image of the company and ponder on the thoughts. Having the surveys done with the customers was another good exercise for the company because these were not done before. All they know about external image of Movenium is through the sales team, and the survey results would give them a more deep knowledge on how their customers see them and think about them.

Furthermore, the company is looking forward for the analysis and recommendations as the result of the thesis project. I am hoping that this project is beneficial for the company and it's future growth. After I had submitted the thesis for assessment to the tutor, at the same time I also sent the thesis to the company for their assessment. I received a brief assessment from the case company, according to them the thesis provides useful information to be used in the marketing department. For the first time there is thorough information of how the personnel thinks about the company (internal analysis). Longer term benefits remains to be seen, when the company starts to introduce practices that the thesis has mentioned. There are many good suggestions in the thesis that they would like to take into consideration.

5.3.5 Limitations

Due to the constraints of this thesis, I could only focus on understanding the current brand image and creating the brand Identity for the company. If the scope of my thesis was bigger, I would have liked to implement the brand identity for the company or would have liked to create a brand manual for them. If Haaga-Helia has someone who is interested in branding can take this research forward, of course if the company wants that, and implement/execute the brand identity for the company. Or create a brand manual for them.

As far as the industry, where Movenium is working, there is very little literature available on 'branding in the software business' or 'branding in SMEs'. This is surprising considering the important role of both SMEs and the software industry; there are more and more SMEs and that too in the software industry. In the future maybe, more focus can be given to the industry in question and the SMEs aspect to it. For example, giving the importance of branding in SMEs by taking case companies who have benefited from the brand management and maybe Movenium could be one of the case companies.

5.4   Validity and Reliability

Validity and reliability needs to be addressed in all studies. The accuracy, dependability, and credibility of the information depends on it. In quantitative research, reliability refers to the ability to replicate the results of a study whereas in qualitative research, there's no expectation of replication. (Simon 2011).

Stenbacka (2001, 555) defines pre-understanding, access stages, continuous reflection and understanding as applicable criteria for validity and reliability in qualitative research. Reliability and validity also depends on the skills of the researcher. Questions concerning reliability and validity are associated with how reliable and valid the researcher's data collection and analysis are. Using research methods that ensure that the data recording is accurate and the interpretations of data are empirical and logical is important to increasing reliability and validity in qualitative studies. (Sage research methods, 2001).

The data collected in the interviews can be considered reliable since the interviewer has studied branding subject deeply for the research purpose and has done the brand research before. The interviewer is totally an outsider and bring in experience in branding and the interviewees were the five most important people within the company, who could give the most reliable information for the research.

The interview data was collected and documented in written by the researcher and also the interviews were audio recorded for reference purposes. The data analysis is done taking into account the interview results and also referring back the audio clips taken during the interview, not to miss any important data. The surveys to the customers were sent via online survey tool, Survey Monkey, and data was collected and survey report created via the tool for analysis purposes. The results from the survey are presented by referring to the tables generated from the survey tool.

Discussion of the research's validity brings us to the crucial quality question: truth value. Do the findings of the study make sense? Are they credible? (Miles & Huberman 1994, 278.) According to Stenbacka (2001, 551-552) the understanding of the phenomenon is valid if the informant is part of the problem area and if he is given the opportunity to speak freely according to his own knowledge structures. Validity is therefore achieved when non-forcing interviews are conducted with well-chosen informants. According to this opinion, validity was achieved in this research as the interviewees are the experts in the area and they were interviewed according to the flexible rules of thematic interviewing.

The results of this research are only valid for Movenium and the results and findings of the study should be implemented in Finland and the same should be used in international markets for scaling the business and sales. This improves the internal validity of this study.

5.5   Conclusions

Small and medium sized companies often struggle in having their brand management in place. The reason for this could be they do not see the importance of branding in their business or they simply do not have the resources to work on the brand management. The case company, Movenium, had not spent time on creating its brand so far and the objective of the researcher was to define and facilitate the creation a brand identity for Movenium.

This thesis studied the current brand image of Movenium and defined the brand identity by using the theoretical framework based on David Aaker's brand identity planning model (BIPM) and the research findings. The research was held by using the qualitative method; the information and data collection was gathered from the interviews done with the internal employees and the surveys done with the existing customer base. The data collected was analyzed and presented by using the tools, *word cloud* and the tables from the *survey monkey*.

The current brand image of Movenium is positive internally as well as externally, though the understanding of the brand was not very clear within the company. However, the employees are positive about the company and CEO is very appreciative about the workforce. The findings of the study conclude that there are elements of brand already existing; the company needs to put little effort to consolidate the data. This study guides them through the brand building process and gives a concrete brand identity for Movenium to be used in the future. The recommendations made would give them the outsider opinion that would help the company move towards their brand building process.

Like Movenium, I am sure there are many more SMEs who do not spend time on the brand management and do not see the importance of branding in their business or they simply do not have the resources to work on the brand management. Though as discussed in the study limitations, very little knowledge can be found on brand building in the software business or SMEs. This is surprising considering the important role of both SMEs and the software industry; there are more and more SMEs and that too in

the software industry. However, I found an interesting article on brand building in software SMEs done by students in Laurea University of applied sciences (Ojasalo Jukka et al. 2008.) and I am referring to that article in giving the importance of branding in the SMEs and software business.

Even though, brand management is far from a high priority issue in the SMEs, I would like to point out some of the benefits it can bring to the company:

- Helps the company to differentiate in the competitive environment
- Attracts and gains new customers
- Benefits of the products (functional, emotional, self expressive benefits)
- Enhances existing relationships

5.5.1   Reflections on learning

During the whole thesis process, I have struggled at lot with the thesis subject and the companies etc. due to the change in team and not working for the same company. I had to change the topic of my Master's thesis project three times and finally got to work with "Creating a brand identity for Movenium for International markets". It has been very stressful process for me personally, but this time I was determined in completing the thesis and that too with good grade and I think I have been able to achieve that, though the grades will verify that.

Branding was an interesting area for me to work on as my background is in Marketing and Communications. I got to work on a practical problem of the company, which gave me exposure to the real problem solving and application of the theory. I hope to have, answered the research question well and gave practical suggestions for the company to implement. If the results are implemented in the company, it would be an achievement for me, something that I can be proud of.

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Attachments

Attachment 1. List of interviews

All interviews were conducted by Shalini Sharma.

Tuomo Pentikainen, CEO, Movenium Oy. Interviewed in Movenium office on 25th of March 2013.

Sauli Karhu, CTO and Founder, Movenium Oy. Interviewed in Movenium office on 25th of March 2013.

Simo Tarkkonen, Marketing Planner, Movenium Oy. Interviewed in Movenium office on 15th of March 2013.

Tommi Partanen, Director of Projects, Movenium Oy. Interviewed in Movenium office on 15th of March 2013.

Otto Laurila, Sales Director, Movenium Oy. Interviewed in Movenium office on 20th of March 2013.

Interviewee Name:

Interviewee Position:

CURRENT BRAND IMAGE

Company related questions

1. What does Movenium stand for?

2. What is Movenium's vision (dream) and aim?

3. What are Movenium's core values (soul of the brand) and competences?

4. What needs do your products fulfill?

5. What are you good at, and in what do you still need to work on?

6. What are the products/software? Any value-added services you provide?

7. What is your Unique Selling Proposition (USP), unique features of the product?

8. How do you differentiate yourselves from your competitors?

9. What tools do you use to market the products and services?

The current Internal brand Image:

10. Is there a brand "Movenium"? If yes, how would you define it? If not, what should it be?

11. How did the brand originate?

12. What was its image when it was first started? (How did people think about it at first?)

13. Who were the early pioneers/champions of the brand?

14. How has its image changed over time?

15. How do you think your customers or competitors see the Movenium brand today?

16. What associations are linked to the brand? Is it product-specific or values of the organization? *Brand associations* are anything that people link or associate with the brand in their minds. E.g. people associate gambling with the Las Vegas.

17. How is it differentiated from the competing brands?

18. What four (4) words from the following list would you use to describe Movenium?
Sincere, competent, sophisticated, open, agreeable, reliable, innovative, successful, intelligent, co-operative, organized, systematic, practical, creative, effective, efficient, punctual, friendly, polite

19. Does the brand have a personality? What is it? E.g. Apple is considered young while IBM to be seen as old, Coke is considered real and authentic while Pepsi is young, spirited and exciting and Dr.Pepper is unique and fun.

20. What benefits do customers feel they are getting?

21. What are the intangible attributes/ (unseen) benefits?

22. What visual imagery does the brand evoke? What picture in your mind does the brand give you?

23. What would you do differently for the brand if you had more time, money, or human resources?

Attachment 3. Thesis survey email to Movenium Customers

Lyhyt kysely lopputyön tutkimusosaa varten/ Short survey for thesis research
ENGLISH VERSION BELOW
Hei,

Osallistuthan Movenium lyhyeen asiakaskyselyyn. Oheiset kysymykset ovat osa Moveniumista teh-tävää lopputyötä. Vastaukset käsitellään ehdottoman luottamuksellisesti ja ne tulevat ainoastaan kyseisen opiskelijan tutkimuskäyttöön.

Klikkaathan linkkiä ja vastaat kysymyksiin
Kyselyyn vastaaminen kestää noin 5 min.

WEBLINK
Kiitos avustanne.

Parhain terveisin,
Movenium Oy

In English:
Dear customer,
We kindly ask you to answer this short survey. Your replies are needed for the thesis research of a student, writing her thesis about Movenium Oy. The replies will be handled strictly confidentially and no customer information will be forwarded to third parties and the results will be only used for research purposes.

Please click on the link below and reply to the question:

WEBLINK
Thank you very much for your cooperation.

Best regards,
Movenium Oy

Attachment 4. Survey Questionnaire

	Kysely lopputyön tutkimusosaa varten / **Thesis survey**	
1	*Vastaajan ammattinimike:*	Respondents Title:
2	*Kuinka pitkään olet tehnyt yhteistyötä Movenium kanssa:*	How long is the working association with Movenium:
	Movenium nykyisen imagon ymmärtäminen.	**Understanding Movenium's Current Brand Image**
	Vastathan oheisiin kysymyksiin Moveniumista tietämiesi asioiden pohjalta.	From what you know about Movenium, please answer the following questions and/or tick the relevant boxes:
	Ystävällisin terveisin	Best regards, Movenium Oy
3	***Mitä Movenium sinulle on?***	**What does Movenium stand for in your mind?**
	Ohjelmistojen ammattilainen, *kumppani tehokkuudessa,* *kustannustehokas ratkaisujen toimittaja*	- Professionals in Software - Partners in efficiency - Affordable solution provider
4	***Mitä tulee ensimmäisenä mieleesi, kun ajattelet Moveniumia?***	**What is the first word that comes to your mind when you think of Movenium?**
	Tuote *Ihmiset* *Sen tarjoamat edut*	- Product - People - Benefits it provides
5	*Mikä mielestäsi on Moveniumin eri-*	**What do you think is Movenium**

	koisala yrityksenä?	**business speciality?**
6	*Miten arvioit Moveniumia tällä erikois-alallaan kilpailijoihin verrattuna?*	**Compared with competitors, where do you rank Movenium in this specialty?**
	Paljon parempi kuin kilpailijat, *Parempi kuin kilpailijat,* *Yhtä hyvä kuin kilpailijat,* *Huonompi kuin kilpailijat,* *Paljon huonompi kuin kilpailijat*	- Much better than competitors, - Somewhat better than competitors - The same as competitors - Somewhat worse than competitors - Much worse than competitors
7	*Minkä tarpeen Movenium sinulle täyttää?*	**What need does Movenium fulfill?**
8	*Miten arvioisit Moveniumin tuotteen / palvelun laatua?*	**How would you rate the quality of Movenium solutions/services?**
	Todella huono *Huono* *Keskitasoa* *todella hyvä* *huippuluokkaa*	- Extremely unsatisfactory - Unsatisfactory - Average - Very satisfactory - First class
9	*Jos valitsit huonon tai todella huonon, kerro mitä on tapahtunut?*	**If you indicated Unsatisfactory or Extremely unsatisfactory, please indicate what happened?**
10	*Mitkä seuraavista sanoista yhdistät?*	**Which of the following attributes do you associate with Movenium?** (WebSurveyMaster 2013).
	Edullinen, Hauska, Turvallinen, Luotettava, Moderni, Tyylikäs, Helppo-	Affordable, Fun, Safe, Dependable, Modern, Stylish, Easy to use, popular,

	käyttöinen, suosittu, Ei mitään näistä, Vättämätön, tehokas, jokin muu	none of these, essential, powerful, other
11	*Mitä neljää käyttäisit kuvailemaan Moveniumia?*	**What four (4) words from the following list would you use to describe Movenium?** (Hammond 2013).
	Rehellinen, Osaava, Sivistynyt, Avoin, Miellyttävä, Luotettava, Innovatiivinen, Menestynyt, älykäs, Yhteistyöhaluinen, järjestelmällinen, systemaattinen, Käytännöllinen, luova, tehokas, tuloksellinen, Täsmällinen, Ystävällinen, Kohtelias	Sincere, competent, sophisticated, open, agreeable, reliable, innovative, successful, intelligent, co-operative, organized, systematic, practical, creative, effective, efficient, punctual, friendly, polite
12	*Mikä Moveniumissa erottaa sen kilpailijoistaan?*	**What does Movenium do that makes them unique from competitors?**
13	*Mikä on tärkeintä Moveniumissa – Miksi käytät Moveniumin palvelua etkä jonkun toisen yrityksen palvelua / tuotetta?*	**What is the most important thing about Movenium – the thing that causes you to use Movenium over any other company for its product/service?**
	Kiitos paljon kyselyyn osallistumisestasi.	Thanks you very much for participating in this research survey.