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FINAL THESIS REPORT

The creation of a Brand
Case study: LangPerform

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ABSTRACT

In today's saturated markets it is essential for the survival and growth of companies to differentiate their products from the competition, not only in the business-to-customer (B2C) sector but as well in the business-to-business area (B2B). Creating and sustaining a Brand offers companies this possibility and other positive effects such as increased customer loyalty, increase of perceived quality and motivating as well as guiding employees, which leads to improved financial performance of the company.

This work focuses on the creation of a Brand, using the existing product LangPerform, a computer based language training and test tool, developed by Kim Haataja PhD in conjunction with Renet Oy. Therefore this thesis is mainly a development project and a case study, however the theoretical part is offering conclusions itself as well.

The main element of the theoretical part is the description of the complex structure of a Brand. This structure was used as a framework for the analysis of existing parts and the creation of new elements of the Brand LangPerform.

Main results of the theoretical part were the importance of consistency and dynamics for the long-term success of a Brand, acting similar to an organic entity. Also after analyzing the challenges for creating a Brand, it was concluded that only a holistic perspective will maximize the success of the Brand creation process. The main conclusions of the B2B chapter were that absolute rational decision making is not existing in B2B and the most important functions of Brands in the B2B sector are risk reduction and information efficiency.

The application of the results and using the structure of the Brand as a framework, the following results were achieved in the practical part: Creation of the Brand personality, the finding of the most suitable colour combination blue/ orange, creation and evaluation of logos and slogans, creation of marketing material in form of a PowerPoint presentation, which included the winner logo, new colours and one of the new slogans.

The feedback for the work from the client representative, the Product Manager Jani Lankinen was very positive. This strengthens the perception of the author that the goals of this thesis were achieved. The fact that the created logo and colours were already integrated into the product supports this opinion. Also the offer from the client to the author to further participate in the development and distribution of the Brand LangPerform, taking responsibility for coordination and Brand marketing is evidence that the work was carried out successfully.

Keywords: Brand Marketing Branding B2B LangPerform

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1. Introduction

1.1. Background

This thesis is carried out in cooperation with Renet Oy and Kim Haataja, Ph.D. Renet Oy is a software company and the main product of the company is an innovative teaching system which includes their digital language studio ReLANpro. Other products are e.g. language tests for immigrants as well as self-learning software. Customers are mainly educational institutions such as schools and universities as well as the Finnish Ministry of Labour. Apart from the sales in Finland, the company is selling their products internationally through partners as well, mainly Holland, Belgium, Italy, USA, India and Thailand. The contact person for this thesis will be Jani Lankinen, the Product Manager at Renet Oy.

Kim Haataja is an advisor of foreign languages and bilingual education at Opeko, the Finish national centre for professional development in education. Opeko is an expert organisation in the field of education and operates on networking principles both nationally and internationally. Kim Haataja's main research area is German as a foreign language, especially German medium instruction, development of oral language skills and language tests and assessment.

Through the contact of Renet Oy and Kim Haataja the idea was born to unite the technical experience of Renet Oy in the field of video-based language assessment and Kim Haataja's vision of objective, interesting and realistic language assessment into a truly innovative language training and assessment tool.

From the early stage on, the author participated in the creation of this product, offering his knowledge as a native German speaker as well as his marketing background. German native speakers were needed to create the videos for the tool to support the technical implementation. The offering of marketing research and general marketing support for Renet products lead to an employment of the author in the company.

The product was given a project name in the beginning: LangPerform. The first version was created and tested at several schools in Finland and Romania and by Finnish teachers who taught the German language. The author was always present at these trial sessions. The feedback was used to improve the tool further. Thus far the feedback has been very positive both

from the users' perspective as well as from the decision makers in educational institutions which are LangPerform's potential customers.

1.2. Purpose of the study

At this stage of the product development it is essential to already plan the marketing for the product. The very early stages still offers the possibility of avoiding mistakes which are later difficult to erase. In the author's opinion the best way to maximise the chances for a successful product is to create a Brand. Brands offer immense benefits, e.g. motivating staff, creating customer loyalty, encourage high discipline in all marketing activities and differentiating the product from its competitors, which all together create improved financial performance of the company. Therefore the purpose of this thesis is to provide concrete actions and material as well as suggestions on how to transform the product LangPerform into the Brand LangPerform. Thus it can be described most accurately as a development project and is designed as a case study. The practical part will include the creation of the Brand structure, consisting of Brand core, Brand slogans, Brand colours, Brand logo and the Brand personality. The author's prior knowledge about Brands is based on seminars and conferences visited in Germany, since Branding was an important part of the author's degree in marketing acquired in Germany 2005.

1.3. Research questions

This study will answer:

How the product LangPerform can be transformed into the Brand LangPerform?

To achieve this, the following sub-questions have to be answered as well:

- What is the structure of a Brand?
- What is the structure of the Brand LangPerform?
 - What is the Brand core of LangPerform?
 - What is the Brand personality of LangPerform?
 - How suitable is the name LangPerform?
 - Which colours are most suitable for LangPerform?
 - Which logo is most suitable for LangPerform?
 - Which slogans are most suitable for LangPerform?

1.4. Structure and limitations

In the first part of this thesis the necessary theoretical knowledge will be provided to successfully create a Brand, the second part will describe the product LangPerform and its status quo, and the final part will offer concrete steps, material and suggestions on the creation of the Brand LangPerform.

The theoretical part will be the creation of a definition of the term Brand, which will provide a general understanding of Brands. The next chapter will describe external and internal benefits a Brand offers, from customer loyalty, increase of perceived quality, differentiation, financial benefits and positive impacts on employees. The second part of the theoretical framework offers a deeper understanding of Brands. It will describe the complex structure of a Brand, where the **Brand core** and the **extended identity** form the **Brand identity**. Also the outputs of the Brand structure will be explained, which are **Brand promise** and the perception of the Brand by the customer, the **Brand image**. At the end of the chapter the essential balance between the ability of the Brand to react to changes in its environment, **Brand dynamics** and the characteristic to continuously delivering the same promise, **Brand consistency** will be discussed. The following chapter will describe the most common challenges which occur when creating the **Brand identity**. These are the Brand image trap, Brand position trap, external perspective trap and product-attribute fixation trap. After having provided mainly internal issues about creating a Brand, the external perspective will be covered through explaining the necessity to be aware of the customers' needs and possibility to segment the market as well as the competitive environment a Brand faces. However due to limitations, these chapters will provide only the basic knowledge about customer and competitor research, which is sufficient for the purpose of this thesis. Since the product LangPerform will act in a B2B-environment, being marketed and sold to organizations, the main differences and similarities between B2B (business-to-business) and B2C (business-to-consumers) are essential information required for the practical part of this thesis and will be provided in the next chapter. At the end of the theoretical part, the topic Brand marketing will be covered. In this chapter the six Brand principles, **consistency, dynamics, clarity, continuity, visibility** and **authenticity** will be explained. Then the 4 P's of marketing, product, price, promotion and place, will be utilized to show important influences the six Brand principles should have on the marketing of a Brand. This closes the theoretical part of the thesis.

The practical part will start with the description of the product LangPerform, providing an overview of the product which is necessary to

be able to follow the process of creating the Brand. Using the structure of a Brand as a framework, the elements of the Brand LangPerform will be analysed and created, taking into account the other chapters of the theoretical part as well. Finally, concrete Brand marketing material will be created, combining the elements of the practical part as well as considering the necessary theoretical knowledge provided earlier.

This thesis will not cover the topics customer and competitive analysis in depth. However, the main issues which have to be considered, at this stage of the development process, will be mentioned. These topics will play a more important role at later stages of the Brand's lifecycle, where customer segmentation, feedback and service as well as competitors strengths, weakness and strategies have to be taken into account.

1.5. Research methods

The research methods applied in this paper are questionnaires, quantitative surveys, in classical paper form as well as electronic form, to gather data about existing elements of LangPerform as well as to evaluate the new created elements.

The first questionnaire's goal is to acquire data on how the name LangPerform is perceived. The target group are International Business students from the TAMK, who are equipped with the necessary marketing knowledge to evaluate the name from a Brand marketing perspective.

A second questionnaire will be created in order to receive data about how the designed logos and slogans are perceived. The goal was also to receive personal contacts with persons which are able to design logos professionally and are interested in this task. In addition to the target group from the first survey (131 business students), 40 art students were included as recipients, since they have professional knowledge about logo creation as well as they increase the chance to find a person willing to create a logo for LangPerform. Due to the fact, that pictures could not be included into the E-survey, a link was integrated into the questionnaire which directed the recipient to a web blog where the ten logos could be accessed. Because this will lower the response rate of the survey, additionally to the above mentioned recipients, the environmental engineer students (125) were added to the mailing list as well, creating a total number of 296 recipients.

The third quantitative survey, with the purpose of identifying the Brand personality of LangPerform, has only four people as the target group which are so far able to describe the Brand personality of LangPerform. This approach was taken since potential customers do not have the necessary

knowledge to describe the Brand LangPerform and there are no customers existing yet. The number of four recipients is too small to receive a valid result through quantitative research. Thus the survey was filled and on the basis of the results, as a qualitative research method, a discussion took place to receive the most suitable descriptions of the Brand LangPerform.

2. Brand

2.1. What is a Brand?

To answer this question, it is absolutely necessary to acquire an overview of the existing definitions. Google will be utilized as an example throughout this chapter, because most of the readers are familiar with this Brand. Since the internet is becoming the main institution for a wide variety of activities, especially when searching for information it is a logical step to explain the meaning of the term Brand with the help of this medium.

When searching for information on the web, according to a survey conducted 2003¹, seven out of ten people use Google first. What is the reason for this high popularity? The answer is that Google is the number one Brand in the search engine market. In addition, Google was voted several times Global brand of the year, leaving behind companies such as Coca-Cola, McDonalds, Apple and Starbucks. The industry experts from Interbrand, a Swiss based company specialised in Brand, carried out the vote².

With help of the Top Global Brand a definition of the term Brand will be created. The typing of “*Define: Brand*” into the Google search engine, a special function to search for definitions, offers 29 results from which 22 are definitions of the term Brand in an economical context. These definitions were analysed semantically. This approach was taken due to the fact that there are a vast number of different definitions in existence and it provides the possibility for the author to create his own definition. This should lead to the identification of the most important characteristics of a Brand. The most mentioned words in the definitions were counted, grouped and ordered by number of appearance. The minimum count which qualified for entering the table was set to five. If a word or one of its synonyms appeared more than once in one definition, it was counted only

¹ http://www.weboptimiser.com/search_engine_marketing_news/1937715.html

² http://www.brandchannel.com/features_effect.asp?pf_id=352

as one appearance. The analysis of these 22 results is summarized in the following table 1.

Table 1: Most mentioned words in definitions of Brand

Words	Count
product, service	14
Brand	13
name	12
unique, to differentiate, to distinguish, distinct	11
to identify, identification, identifiable, identity	11
company, organization	10
symbol, symbolic	8
design, to design	6
competitor, competition , other sellers	6
Consumer, market	6

Given this evidence, it can be concluded that the definition of the term Brand should include the words product/ service, name, unique/ differentiate, identify, company/ organization, symbol/ symbolic, design and competitor/ competition. Combining these words logically, after reviewing additional information offered in the literature about Brands, the definition could be:

A brand is a product or service of a company that is uniquely identified by the consumer. It consists of a name, symbol, design and characteristics, which differentiate the brand from products of the competitors.

This definition provides the reader with a general comprehension of the term Brand. The next chapter will cover the benefits a Brand offers to a company and customers, answering the question “Why create a Brand?”

2.2. Why create a Brand?

The benefits of a Brand are numerous and interdependent, therefore they are divided into two main categories: External benefits such as impact on the market and customers, as well as internal benefits, covering financial benefits and impact on the employees. At the end of this chapter a figure will visualize the findings.

2.2.1. External Benefits

2.2.1.1. Customer Loyalty

A Brand helps creating customer loyalty through higher customer satisfaction. The Brand is communicating through advertisement a certain benefit or a group of benefits to the customer. One main characteristic of a Brand is to create this benefit and maintain the level of quality offered and promised by advertisements. This creates a certain level of expectation on the customer's side. One of the main decision factors for a customer in the buying decision process is security, or in other words, to lower the risk of making a wrong decision. The more often the expectations are met, the more secure it is for the customer to buy the product, and the customer starts building trust towards the Brand. E.g. the more often Google satisfies the expectations for the search of information, the higher the chances rise, that the customer will use Google the next time they search for information as well. The meeting of expectations creates customer satisfaction, and Cary W. Adams writes that "*With increased customer satisfaction the likelihood of customer loyalty increases*"³. This is only one of the many sources, which declare that there is a positive correlation between customer satisfaction and customer loyalty.

Customer loyalty offers several benefits. The chances are very high, that a loyal customer buys the product more often. Also the customer is more immune to advertisements of competitors. Cross-Buying effects⁴ are also characteristics of a loyal customer, which means that the positive image the customer has of the Brand is transferred to other products/ services of the Brand's company. This can be achieved by using similar names or syllables of the already known brand name. Customers, who had good experiences with the Google search engine, are also likely to start using Google email (Gmail) as their mail account. This is a very efficient strategy for a product launch, where normally awareness and image have to be created through costly marketing campaigns. Image building is especially simplified through the image transfer. Another benefit customer loyalty offers is the impact on price sensitivity. The gained trust justifies a higher price for the product, since the customer is willing to pay more in exchange for less risk. Also the communicative behaviour of the customer is influenced. A loyal customer tends to share her/ his positive experiences with other people. This is called Word-of-mouth advertisements and actively utilized by a lot of companies as an efficient advertisement tool.

³ http://www.adamssixsigma.com/Newsletters/measure_value.htm

⁴ Cross-Buying means that the customer buys other products offered from the same company.

The customer is promoting the product for free. The following figure 1 will provide an overview of the positive effects of customer loyalty.

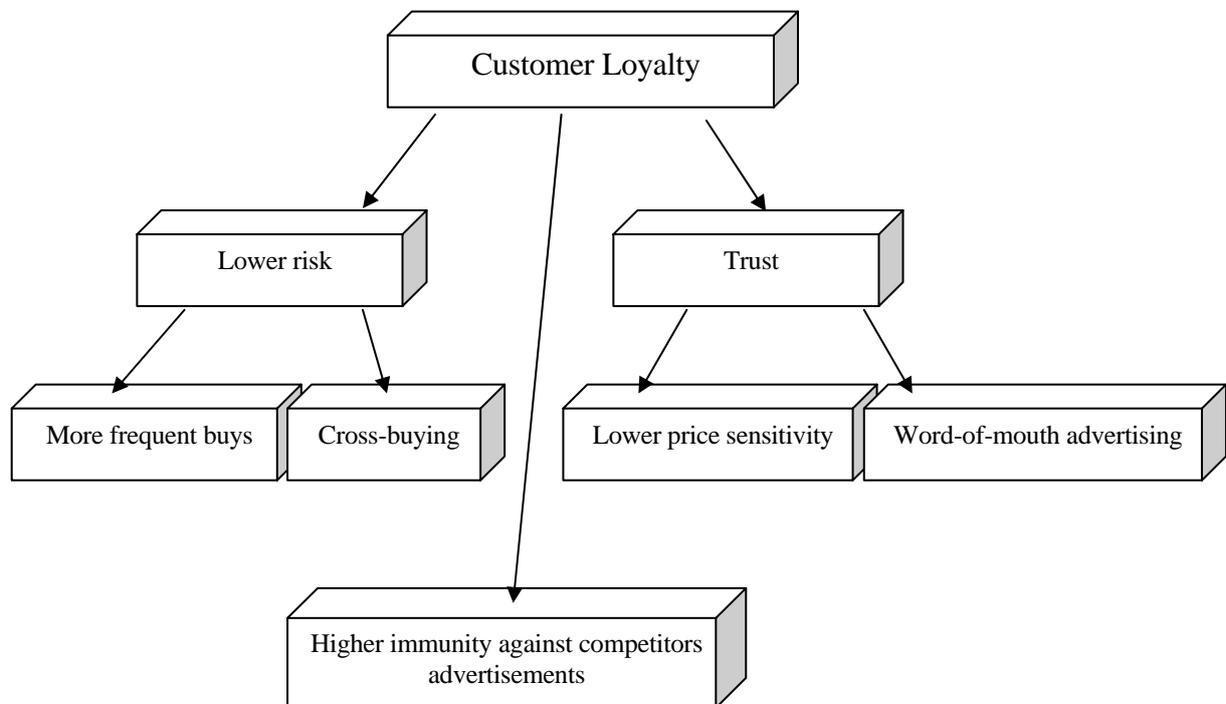


Figure 1: Effects of customer loyalty

2.2.1.2. Perceived quality

As mentioned above one of the main characteristic of a Brand is to create a product/ service which offers high quality on a functional level e.g. Google's superior search results. In addition to creating actual higher quality for the product, a strong Brand is often perceived as being higher quality than similar competitors' products. As a study of Hoyer and Brown (as cited in David A. Aaker, 1996, p. 11) showed, in a very objective taste test, solely the familiarity with a Brand name dramatically increased the taste of the product. The respondents had to try different peanut butters and rate their taste. One of the peanut butters was labelled with a well-known Brand name. But the content was a different peanut butter, which was marked in several taste tests, as to be inferior in taste. However, seven out of ten respondents selected the peanut butter with the familiar Brand name as the best tasting one.

A product can offer emotional benefits as well. This is often the case in product categories where products are to a high degree interchangeable and the functional benefits do not leave enough space for differentiation e.g. in the market of mineral waters where the taste differences are minor between products. Evian offers an emotional benefit with its slogan “*Another day, another chance to feel good*” and promoted the Brand and its benefit very effectively. Laboratory products tests usually rank Evian on an average quality level⁵. It was described as having “*low level of mineral and significant errors in taste*”, but customers perceive the quality much higher, due to the emotional benefits transported with the Brand. Brands offer the possibility to increase the perception of the quality beyond the “real” quality.

In the authors opinion this possibility should not be taken advantage of, if it is in conflict with ethical standards e.g. promoting a product as healthy, whereby in fact it adversely affects health.

2.2.1.3. Differentiation from competitors

Differentiation plays a key role in most of the Brand definitions. Why differentiation is such a central issue in today’s markets is due to the fact that more and more markets are saturated, competition is growing, and product life cycles are getting shorter and shorter. The phenomenon of the growing saturation of markets was explained by the theory of the *affluent society*, which describes the shift from a society, which had a lack of provision to a society of affluence. According to Gailbraith (as cited in Becker, 1990, p. 1), this caused a power shift from the seller to the buyer, triggering the necessity for the sellers to promote their products more effectively. From the 1960th on, Marketing became a central function in companies and more resources were allocated to it, with the goal to differentiate ones products from the competition. In the chapter above, the perceived quality of a Brand was introduced. This characteristic also provides the Brand with the possibility of differentiating itself from competitors, either through creating a superior functional benefit or an emotional benefit. A combination of these benefits is desirable, because the more complex the unique characteristics are, the more difficult it will be for the competition to copy.

Google managed to differentiate its services from the competition in the early stage of its history by its superior search algorithm. People recognized that Google brought up search results, which matched the typed

⁵ http://www.testberichte.de/test/produkt_tests_evian_naturliches_mineralwasser_p51117.html

keyword(s) better than the search results of the competitors. In later stages Google achieved to create new additional services (email accounts, calendars, map services et cetera) for their target audience and kept up their high quality of services. Google is now associated in the customers minds with a high standard of services, which supports the differentiation of Google from the competitors.

2.2.2. Internal Benefits

2.2.2.1. Financial

2.2.2.1.1. The Brand Continuum Process

Based on the works of David A. Aaker, the AVS company, a marketing and training company from La Crosse, Wisconsin, created the Brand continuum process, which describes the benefits, interactions and financial impacts of a Brand. AVS⁶ points out that *“Each of these benefits can be measured and they are interdependent and build on each other”*.⁷ The work of AVS reveals that if a company manages to create a Brand and its benefits, the process will enhance itself and the Brand will grow stronger and stronger every cycle. The following figure 2 shows the Brand continuum process, which will be described in detail in the next paragraphs.

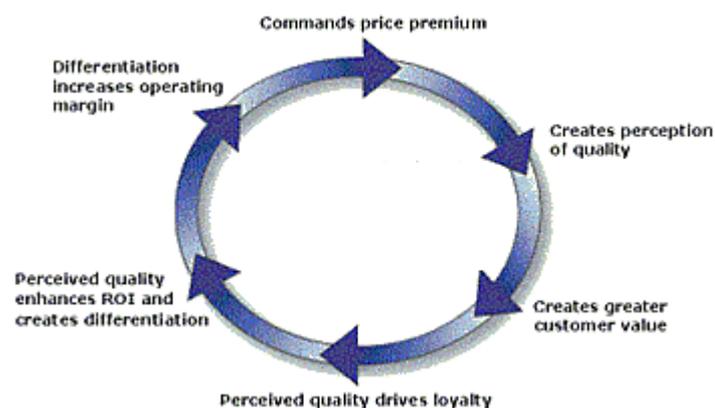


Figure 2: The Brand Continuum Process
Source: www.avsgroup.com, February 11th 2007

⁶ www.avsgroup.com

⁷ http://www.avsgroup.com/resources/financial_benefits.asp

The first benefit is the **price premium** benefit. This was explained in the customer loyalty chapter with the term “lower price sensitivity”. The gained trust justifies a higher price for the product, since the customer is willing to pay more in exchange for less risk. But also the differentiation has influences on this benefit. The differentiation provides the company with a “mini-monopolistic” price range. The price range is the upper and lower limit a customer is willing to pay for a product or service. The Brand is perceived to be outside the competition (“mini-monopolistic”) (Kotler & Poertsch, 2006, p. 53), which creates the possibility to sell at a higher price than the competition or in other words, closer to the upper limit of the price range. David A. Aaker (David A. Aaker, 1996, p. 320) points out, that “*a consumer... may be willing to pay up to 15 percent more for a Coke than a Pepsi*”.

The second benefit **perception of quality** was already covered earlier in this paper. In addition to the points already listed, a premium price Brand is perceived by the customer as having a higher quality simply by the fact, that it has a higher price than a comparable product. The consumer’s perception is “If it costs more, it must have a higher quality as well.”

The third benefit is called **greater customer value** and is created through the effects of customer loyalty. As shown above, customer loyalty leads to more frequent buys, cross-buying effects and lower price sensitivity, which all increase the total value of customer for the company.

The fourth benefit is that **perceived quality drives customer loyalty**. The increase of perceived quality raises the customer loyalty, because the higher the perceived quality is, the more the customer satisfaction grows, which positively correlates with customer loyalty as mentioned before. It can be argued that this benefit could be placed earlier in the Brand continuum process, since customer loyalty creates customer value.

The fifth benefit is titled **perceived quality enhances ROI and creates differentiation**. The work of David A. Aaker (David A. Aaker, 1996, p. 17-19) reveals that perceived quality is the strongest contributor to a companies’ ROI (Return-on-Investment), being more important than e.g. market share or marketing expenditures. As mentioned earlier in this paper, the perceived quality creates differentiation through a superior functional benefit and/ or an emotional benefit and/ or a higher price than comparable products.

The last benefit in the Brand continuum process is **differentiation increases operating margins**. This was covered with the explanation of the “mini-monopolistic” price range, since the product is perceived to be

outside the competition, which justifies a higher price and therefore increases the margin.

At this point the cycle starts to enhance itself, since the higher the perceived quality, the higher the premium price can be set and the higher the premium price is set, the higher the perceived quality and so on. Naturally there are limits to this cycle, which can be explained with the upper limit of the price range of the customer for a product. This is also called the price sensitivity of the customer. A customer will not pay 200 € for a chocolate bar or a bottle of mineral water. However, as mentioned before, the Brand offers the possibility to maximise the margin by selling at the upper extreme point of the price range.

2.2.2.1.2. Other financial benefits

As mentioned earlier, the Brand creates customer loyalty, which is also lowering the marketing costs. As Aberdeen research director Harry Watkins⁸ states: „*On average, it is five times more expensive to acquire a new customer than retain a customer.*” This fact and the free word-of-mouth advertising are lowering the marketing costs.

2.2.2.2. Employees

The creation of a Brand also provides employees with a clear vision, as well as providing a source for motivation through clear goals and challenges. If a Brand creates expectations through the experiences of a customer and its advertising, these have to be matched as well; therefore the challenge is to retain high quality. Peoples' motivation rises if they are challenged and provided with a clear goal. Therefore the Brand enhances staff motivation. Google now has to keep up its quality of existing services and the consumers expect Google to create new additional services as they have done before (Google earth, Google mail et cetera). Kevin Randall⁹ summarizing the benefits of a Brand for employees, states that:

“Effective internal brand-building and communications efforts result not only in higher employee job satisfaction, improved morale, lower turnover and enhanced productivity, but also increased worker motivation, focus, engagement and conviction in the brand enterprise all of which leads to higher employee and organizational performance.”

⁸ www.crm-daily.com

⁹ www.brandchannel.com

Based on this it is concluded that increased employee motivation has a positive impact on employee performance/ productivity, which finally influences the ROI of the company in a positive way.

It was shown that Brands have numerous and interdependent benefits, both external and internal ones. The following figure 3 will visualize the findings of this chapter. The red lines highlight the self-enhancing cycle.

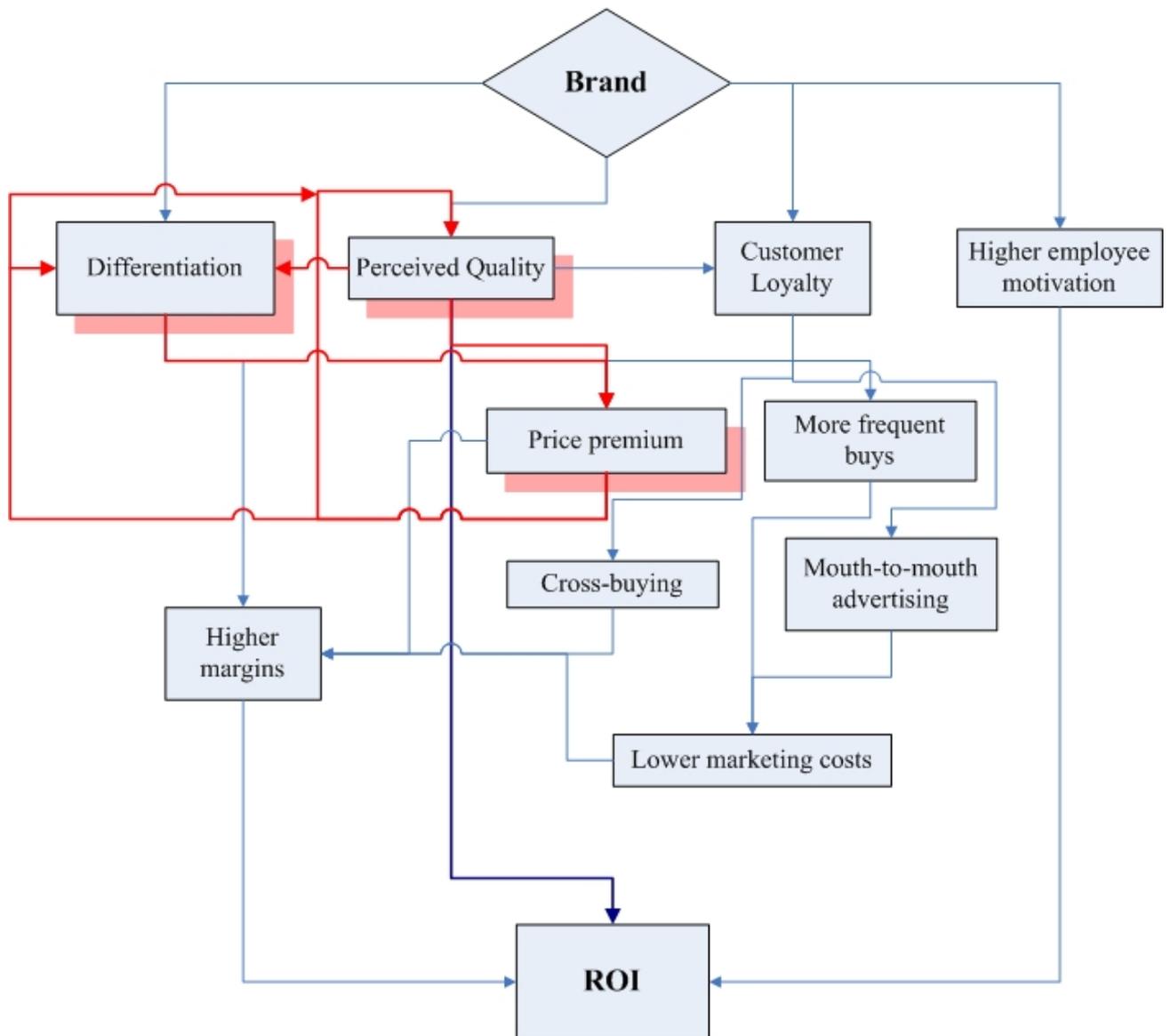


Figure 3: Brand benefits, self-enhancing cycle and effects

So far the paper has provided a general overview of the term Brand, as well as describing the benefits and their interactions a Brand offers. However, the whole structure of a Brand is much more complex and its elements are numerous. Different models are coexisting in the literature and every model offers different perspectives and supports building the necessary knowledge to successfully create and manage Brands. Thus it is now important to take a look at the most common characteristics and terms, which offer a deeper and broader comprehension of a Brand's structure. Also the following terms will be used throughout this thesis and are therefore a requirement **to fully understand** the later chapters. The next chapter will answer the question "What is the structure of a Brand?"

3. What is the structure of a Brand?

The structure of a Brand consists of several different characteristics. These are the Brand identity, Brand personality, Brand promise, Brand image and Brand positioning and also their subcategories. The characteristics Brand consistency and Brand dynamics will also be covered. The Brand has to be resistant to change e.g. not following every new emerging trend, therefore consistent and at the same time flexible to changes in its environment (economic, political, social, technological, competitors), hence it has to be dynamic. In this sense the Brand has to act and react like an organic entity. Examples are provided throughout this chapter, which will emphasize this characteristic. This all combined creates the structure of a Brand. A figure, which summarizes the structure of a Brand and its effects, will be placed at the end of this chapter.

3.1. Brand identity

The Brand identity is the central element of the Brand structure. It can be described as the heart and soul of a Brand. Its goal is; to communicate the benefits and characteristics of the Brand to the customer, partners and employees. The Brand identity consists of two main elements; the Brand core and the extended identity. While the first one is more resistant to change, the extended identity will usually change with time or can be altered for different countries/ markets.

3.1.1. Brand Core

The Brand Core is one of the elements of a Brand's identity. Often it is expressed as "adjective, adjective, noun" e.g. *Nike - genuine athletic*

performance. It usually consists of a several qualities of the Brand, but in certain cases only of one quality. This will be explained later in this paragraph. These central qualities can originate from a wide variety of areas, e.g. product characteristics, distribution and advertising. The qualities are the cause for the effects perceived by the consumer. The following table 2 offers some popular examples:

Table 2: Cause and effect relationship
Source: Klaus Brandmeyer, 2002, p. 65

Quality/ cause		Image/ effect
Only available in high class stores		Givenchy is luxury
Cowboy		Marlboro is freedom
Tins close hermetic		Tupperware is fresh
Only mechanical clockworks		Blancpain is tradition

The Givenchy example is a distributive one; only selected stores are allowed to sell the Brand, which creates the image of luxury brand. Marlboro's Cowboy is a quality which originates from the advertising offering an emotional benefit. This is also a good example for the timeless character of the Brand core. The commercials for Marlboro changed over time, but they always have the same core elements, the cowboy, horses and idyllic landscapes, which represent the freedom. Every year, new commercials are produced, which are similar but not the same as the last ones.

The hermetically sealing Tupperware and mechanical clockworks of Blancpain are product characteristics offering a functional benefit. A product characteristic can be, but is not necessarily a central quality. As mentioned with Evian in the market of mineral waters, the functional benefits do not create a unique selling proposition, since the difference in the taste of mineral waters is not significant enough. Therefore the functional benefit of Evian mineral water, to avoid dehydration, is part of the extended identity, not the Brand core.

If a Brand only focuses on one functional benefit, it is easy for the competition to copy. Also an emotional benefit can be copied through similar advertising strategies and tactics. Therefore for creating a Brand, it is essential to combine emotional and functional benefits to build a complex Brand, which is difficult or impossible for the competitors to copy.

Naturally in markets with low competition a single quality can be enough to differentiate the Brand from the competition. E.g. new emerging markets in the early stage of their life cycles, triggered through an innovation, are characterised as having low competition. No more than a few companies, in the beginning usually only one company, are offering a new innovation. The new functional benefit for the customer will be enough to differentiate the product/ service from the competition in a broader sense. When the mobile phone emerged, it was competing with phone booths or the standard phone, the new possibility to use a phone literally everywhere created a unique selling proposition.

However, with the increase in competition the necessity for creating a complex Brand is growing. Companies start to focus on their niche and develop strategies to differentiate their product from the competition.

The starting point for the creation of a Brand must be the Brand identity, the analysis of the central elements (Brand core) and additional elements (extended identity) the Brand can offer and, if necessary, the creation of an emotional benefit. A term which is used synonymously in the literature for Brand Core is Brand essence. The second element of the Brand identity is the extended identity, which will be described in the next chapter.

3.1.2. Extended identity

The extended identity covers the gestalt¹⁰, slogan, product characteristics, country of origin and Brand personality. It transports the benefits of a Brand and is more concrete than the core as well as more flexible, since it has to adapt to time changes and different markets. All the above mentioned elements play a role in the extended identity and together with the Brand core create a mental picture of the Brand in the customer's mind. Their weight will vary from organization to organization, from Brand to Brand. It is important to consider all these elements, when trying to create a Brand. According to David A. Auker (David A. Auker, 1996, p. 78), who uses in his definition the term perspective, which is called in this paper element:

¹⁰ A German word which is used in English nowadays as well and defined as *"a structure, configuration, or pattern of physical, biological, or psychological phenomena so integrated as to constitute a functional unit with properties not derivable by summation of its parts"* (<http://www.m-w.com/dictionary/Gestalt>)

“Not every brand identity needs to employ all or even several of these perspectives. For some brands, only one will be viable and appropriate. Each brand should, however, consider all of the perspectives and use those that are helpful in articulating what the brand should stand for in the customer’s mind.”

Additionally it is important to mention that considering these different elements supports providing a holistic and clearer picture of a Brand for the company and help during this creative process of finding ideas for marketing purposes as well.

3.1.2.1. Gestalt

In this context the term gestalt covers the name, logo and colours of a Brand. It is the combination of these elements which creates the gestalt of the Brand. This plays a vital role in communicating the Brand core and its benefits.

3.1.2.1.1. Name

Choosing a name for a product is one of the first difficult tasks, when creating a Brand. In some cases the name might already exist. One can find a vast amount of literature on this topic, delving deep into customer psychology. Some believe a name should represent a brands core function, others believe that, “only a creative and exotic name” will help sell the product. It is obvious that it is important to be aware of these two different approaches. Different products and customers require different emphasis, when creating or choosing a name. The right decision for a name must be based on the careful analysis of the product and the target customers.

However, the goal of this thesis is to create a list of suggestions and concrete steps on how to create a Brand out of the product LangPerform. The name already exists and will be analysed later in this paper. Thus it will be sufficient to provide a list of important considerations, when creating a Brand name. This list is a summary, which Joe Marconi (Joe Marconi, 1999, p. 6-7) offers

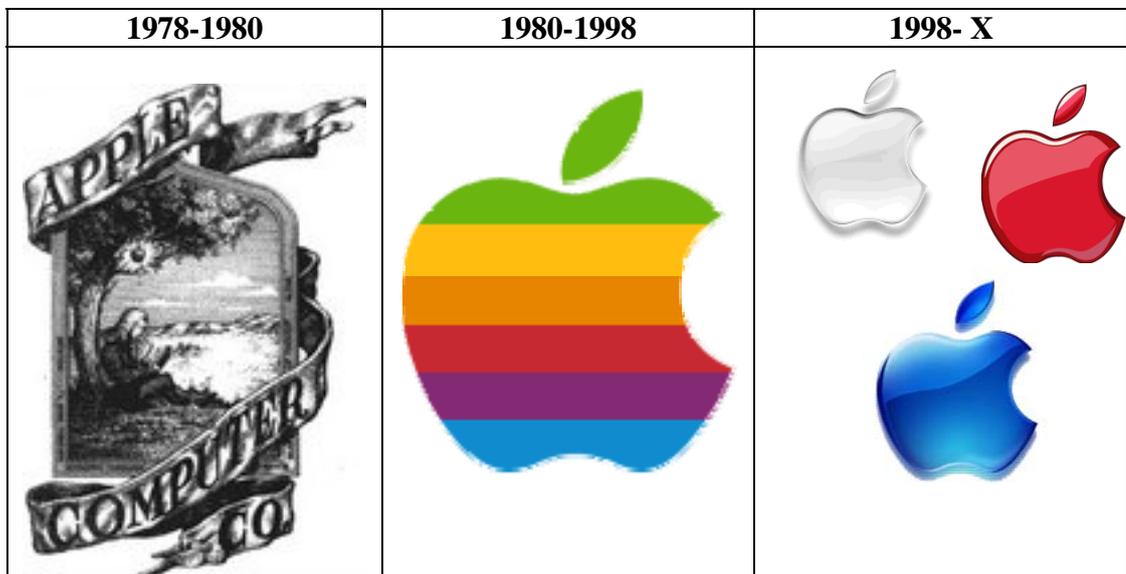
- Your product name, when possible, should say something about the product or/and its benefits (Blend-a-dent)
- Avoid negative imagery or identification (AYDS weight-loss candy)
- Try to avoid acronyms. People want to buy products and services with names
- Simple is better than complicated

- Fewer letters is better than much longer names
- Upbeat names are better than heavy names

If a company owns several Brands it has to consider the creation of new Brand names for the new products. One possibility is that the new product is offering a different Brand promise (see chapter 3.2., p. 30) than existing ones, in this case a new Brand name should be developed. The other possibility is that the Brand communicates the same promise. If this is the case, then the new name could be the same or very similar to the existing names. A good example are the products of Apple, which are all communicating the same Brand promise. Therefore their names are all starting with an **i**, e.g. **iPod**, **iMac** or the recently released **iPhone**. This is an essential part to achieve the previously mentioned strategy (see chapter 2.2.1.1., p. 12) to transfer the positive image a customer has of a Brand to new emerging Brands of the company. Since the name is part of the extended identity, it can also be handled more flexible in certain cases. A good example is washing powder, which is usually not promoted globally; moreover the name is adapted to new markets. This is not only due to a different language being spoken in the new market, but also the necessity for different promoting styles and emphasis in different cultures. Also other problems can occur. The Brand "*Persil*" from Henkel, originally from Germany e.g. faced the problem that the word "*Persil*" means parsley in France, which would be a rather an odd name for a washing powder. Therefore the product was sold under the name "*LeChat*". The core element of the washing powder, its ingredients and their functional benefits, will not change when entering new markets, but the name has to be dynamic and adapt to the changes if necessary.

3.1.2.1.2. Logo

The logo can be the name of the Brand, written in a certain style or it can be a symbol. The logo has to be based, similar to the name, on the function and/or benefits and/or target customer. Usually logos change over time, they are dynamic, mainly a characteristic of the extended identity. The Brand usually produces similar, but never identical logos over time. The following table 3, showing different apple logos, providing a very good example of the evolution of a logo over time, visualizing the balance between the dynamic nature and consistency a Brand has to have.

Table 3: Evolution of Apple logo¹¹

Another good example is the evolution of the Kodak logo which is shown in figure 4:



Figure 4: Evolution of Kodak logo
Source: www.kodak.com, March 10th 2007

¹¹ Pictures retrieved from www.apple.com

As an example for a non-profit organisation the evolution of the logo of the World Wildlife Found (WWF) is provided in the following figure 5.



Figure 5: Evolution of WWF logo
Source: en.wikipedia.org, March 3rd 2007

The logo has to transport the Brand identity to the market, it has to be easy to identify and help differentiating the product from the competition. In addition to that, Brad vanAuken (Brad vanAuken, 2002, p. 71) states: *“Today, logos must be designed with the foresight that they will be used in multimedia environments (from television to internet)”*.

3.1.2.1.3. Colours

Colour plays an important role in the Brand identity as well. It will be omnipresent, since it will represent the Brand in all marketing material, such as brochures, trade stand, homepage, package, TV-spots et cetera. The chosen colours have to match the Brand core and the identity as a whole. Colours have an impact on the emotions of the customer as well as they have to provide a certain level of functionality.

A good example for the emotional impact of colours is the fact that yellow evokes happy feelings and that houses with yellow gardens or trim sell faster (Brad vanAuken, 2002, p. 71). In different cultures the same colour may be associated with something entirely different, e.g. white in Central Europe represents peace and pureness, whereby in China white is associated with death and destruction. These possible differences have to be taken into account.

Functionality refers to the fact, that for marketing purposes, the colour has to support readability and create attention. For this thesis it is sufficient to provide two lists. The first table 4 will contain the main colours and what

people associate them with, the second list will cover the functionality of colours.

Table 4: Colours and their associations¹²

Source: www.color-wheel-pro.com, February 13th 2007

 Red	<p>Red is the colour of fire and blood, so it is associated with energy, war, danger, strength, power, determination as well as passion, desire, and love.</p>
 Orange	<p>Orange combines the energy of red and the happiness of yellow. It is associated with joy, sunshine, and the tropics. Orange represents enthusiasm, fascination, happiness, creativity, determination, attraction, success, encouragement, and stimulation.</p>
 Yellow	<p>Yellow is the colour of sunshine. It's associated with joy, happiness, intellect, and energy.</p>
 Green	<p>Green is the colour of nature. It symbolizes growth, harmony, freshness, and fertility. Green has strong emotional correspondence with safety. Dark green is also commonly associated with money.</p>
 Blue	<p>Blue is the colour of the sky and sea. It is often associated with depth and stability. It symbolizes trust, loyalty, wisdom, confidence, intelligence, faith, truth, and heaven.</p>
 Purple	<p>Purple combines the stability of blue and the energy of red. Purple is associated with royalty. It symbolizes power, nobility, luxury, and ambition. It conveys wealth and extravagance. Purple is associated with wisdom, dignity, independence, creativity, mystery, and magic.</p>
 White	<p>White is associated with light, goodness, innocence, purity, and virginity. It is considered to be the colour of perfection.</p>
 Black	<p>Black is associated with power, elegance, formality, death, evil, and mystery.</p>

The following list provided by Brad vanAuken (Brad vanAuken, 2002, p.72) allows an overview of the functionality of colours, which is especially important for marketing purposes:

- The most visible colour is yellow.
- The most legible of all colour combinations are black on yellow and green on white followed by red on white. It is no surprise that most traffic signs use these colour combinations.
- Black on white is the easiest to read, on paper, and on computer screens.
- Hard colours (red, orange, and yellow) are more visible and tend to make objects look larger and closer. They are easier to focus upon. They create excitement and cause people to overestimate time.
- Soft colours (violet, blue and green) are less visible and tend to make objects look smaller and further away. They are not easy to focus upon. They have a calming effect, increase concentration, and cause people to underestimate time.

3.1.2.2. Slogans

As mentioned before, the main function of the extended identity is to create a more concrete picture of the Brand in the customer's mind. A slogan is not necessary for each Brand, e.g. Google is the Top Global Brand and uses no slogans at all. However, slogans can transport the benefits and other specifics to the customer. Depending on the Brand core and the picture the company wants to represent, the slogan may focus on functional, emotional or a combination of both benefits. Also the basic marketing rules apply to the slogan. Besides representing benefits or/ and the Brand personality, the slogan should be simple, easy to understand, easy to memorize and have high readability. Partially based on these considerations Timothy Foster (Timothy Foster, 2001, p. 4-13) provided the following groups of slogans and examples summarized in table 5:

Table 5: Characteristics and examples of slogans

Source: based on Timothy Foster, 2001, p.2

Characteristic	Examples
<u>Memorable</u> <ul style="list-style-type: none"> • Alliterations • Coined Words • Puns 	<u>Fila</u> : Functional... Fashionable... Formidable <u>Jaguar</u> : Don't dream it. Drive it. <u>Guinness</u> : Guinness isn't good for you. <u>Neff</u> : Nefficiency <u>John Deere</u> : Nothing runs like a Deere. <u>Absolut Vodka</u> : Absolut magic.
<u>Differentiate</u>	<u>Ariel Ultra</u> : Not just nearly clean, but really clean. <u>Metropolitan home</u> : Mode for your abbot.
<u>Recall the Brand name</u> <ul style="list-style-type: none"> • Rhymes 	<u>City Link</u> : City Linking, smart thinking. <u>Thomas Cook</u> : Don't just book it, Thomas Cook it.
<u>Represent the Brand personality</u>	<u>Guinness</u> : Good things come to those who wait <u>Volkswagen Beetle</u> : Think small
<u>Key Benefit</u>	<u>Polaroid</u> : The funs develops instantly <u>Adjustamatic beds</u> : For the rest of your life
<u>Strategic</u>	<u>BICC</u> : <u>Engineering tomorrow's world</u> <u>Hyundai</u> : Form chips to ships

According to Timothy Foster (Timothy Foster, 2001, p. 2) these all are characteristics a good slogan should have, but obviously not all characteristics can be included into one slogan. Otherwise simplicity, a core element of a successful slogan cannot be achieved.

In addition to transporting the benefits of a Brand, a slogan can also provide a guideline for employees e.g. the Avis slogan "We are number 2, we try harder" (as cited in David A. Aaker, 1996, p. 58).

3.1.2.3. Product characteristics

Product characteristics are as well called product features or products attributes. Usually these are the functional benefits offered by the product/service, but occasionally they could be emotional benefits as well. As mentioned earlier, some of these benefits qualify to create the Brand core, offering enough space for differentiation from the competition. The rest of the product characteristics are not promoted especially, since the customer will expect them anyway. E.g. a car has to drive straight, when the steering wheel is in the neutral position. It is possible, however, that some of the product features, which not qualify for the Brand core, are creating a benefit for a special target group and should be promoted to them exclusively.

3.1.2.4. Brand personality

The basic idea of Brand personality is similar to the human personality concept. Every human has a unique combination of **consistent** characteristics and behavioural patterns, which form his/ her personality. A study by Jennifer Aaker¹³ shows that five personality characteristics are covering 93 percent of the differences between Brands (as cited in David A. Aaker, 1996, p. 143). The five characteristics, which are named personality factors by Jennifer Aaker, are sincerity, excitement, competence, sophistication and ruggedness. Each of these factors is divided into subcategories and then a set of adjectives as well as nouns, which describe the factors more accurately. The following table 6 provides an overview.

Table 6: Personality factors of a Brand

Source: www.valuebasedmanagement.net, March 16th 2007

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

¹³ http://www.valuebasedmanagement.net/methods_aaker_brand_personality_framework.html

The personality factors helps to coordinate and create marketing activities, since it provides the company with a clear picture of what the Brand is representing and what not. As mentioned above, the Brand personality consists of a combination of the different factors as well as their weights. A Brand could be perceived as friendly and humorous at the same time. Also some characteristics are usually more important than others.

David A. Aaker makes clear that, the drivers of the Brand personality can be product related or non-product related (David A. Aaker, 1996, p. 146). Product related characteristics can be e.g. package, price or product attributes. Non-product related characteristics are according to David A. Aaker, symbol, age, country of origin (see chapter 3.1.2.5., p.31) or the CEO (e.g. Bill Gates of Microsoft). The personality factors can be the basis for internal or customer surveys to identify the Brand personality, using a five-point scale (5= very descriptive to 1= not descriptive at all). Since the characteristics have to be consistent, otherwise the Brand personality is varying, which causes confusion in customers' mind, it also supports the necessary discipline needed to stay consistent in all marketing activities, which is one of the Brand principles (see chapter 5.1., p.46).

3.1.2.5. Country of origin

As stated earlier in the paper, the country of origin can be a part of the Brand personality. In addition to this, it can be as well an element of the Brand core as e.g. Harley Davidson Brand identity is strongly based on their country of origin, the USA. For other companies the country of origin might have no usage at all, or in the extreme case can be harmful. This is the case, if e.g. the country is associated with low quality-products, as Japanese products where in the 1960^s. With the instalment and mastering of TQM (Total Quality Management), the Japanese were able to change that image dramatically. Today Japanese products are valued around the world, especially for their technical precision.

3.2. Brand promise

The Brand promise is created trough the contact of the customer with a Brand as a whole, including Brand identity as well as marketing activities promoting the Brand promise. Not every aspect of the Brand identity qualifies for promotion, the customers needs have to be taken into consideration as well as the competitor's Brand promise. The goal is always to differentiate ones product from the competition. The already mentioned Evian case provides a good example. An element of the Brand

identity of Evian water could be the country of origin. But this element might not offer enough space for differentiation and therefore the focus of Evian was on creating an emotional benefit. Apple also successfully transported its Brand promise through the slogan “*Think different*”. Simon Spence¹⁴ explaining the success of the Apple Brand promise, states that:

“From a brand point of view, Apple sells to the “Think Different” market irrespective of whether the particular customer works in the corporate sector, in design, in film production, or in education. Apple appeals to an attitude choice and not a market segment.”

The Brand Apple is based on simplicity, attention to detail, ease of use and creative thinking. It represent at way of life, offering the customer to differentiate itself from the majority, who uses Microsoft related products. But only the **consistency** in marketing as well as product characteristics offers the possibility to create a sustainable Brand promise.

The Brand promise has several positive effects. It is the very meaning of the word “promise”, which describes the first advantage. One should keep his/ her promises. For the company this leads to the fact that it will energize the staff to keep the Brand promise, e.g. Google keeping up their high quality in their search engine function. The promise is as well a differentiation promise, creating the possibility to create a competitive advantage through differentiation. Naturally the Brand promise must be based on the companies’ strengths, emotional or functional benefits, in other words its Brand identity elements; otherwise there would be no room for differentiation. It is important to not confuse Image and Core, while planning to develop a Brand. This will be covered in greater detail later (see chapter 3.6.1., p.38)

3.3. Brand image

The Brand image is created inside the customer’s mind, through a combination of advertisement (e.g. Brand promise) and the experiences of the customers with the products/ service. The hard facts (e.g. product characteristics) are as important as the soft facts (e.g. benefits articulates through advertisements). Only if these two elements match, the customer can create a consistent mental picture of the Brand, the Brand image.

¹⁴ <http://db.tidbits.com/article/06919>

3.4. Brand positioning

Brand positioning is the approach of the company to position the Brand at a certain point in the customer mind relative to its competition. It is the desired position of the Brand image in the customers' mind, which is actively promoted through advertising. The concept of positioning is closely related to the subject **differentiation**, which was covered earlier in this paper. If a position is occupied by a competitor in the customers mind, it is much more difficult to sell another product positioned at a similar spot, since it is difficult for the customers to differentiate the products, they are perceived to be alike. The positioning is based on a combination of the Brand core and the extended identity, of which the desired parts are communicated through advertising, offering a Brand promise. This in combination with the experiences the customers has, itself creates the Brand image. If two products are positioned similarly, the customer cannot differentiate between them, except through the price. Therefore it is important to position the product at a position, which is less occupied by the competition. The car market offers good examples for the positioning of Brands. E.g. Volvo positioned its Brand as an economic car, while BMW is positioned as a sportier car.

A straightforward approach to get an overview of the competitive environment in sense of positioning is the use of a positioning model. The basic idea is to apply two antipodes pairs to a coordinate system, which will create positions for the Brands. This model is a good starting point to realise the positioning of the products in a market, even if it simplifies the complex structure of a Brand, it is using the main elements important for competing in the market. The following figure 6 uses high price/ low price and economic/ sportive as antipodes for the coordinate system to provide an example for the possible position of the car Brands BMW, Fiat, Ferrari, Opel and Volvo.

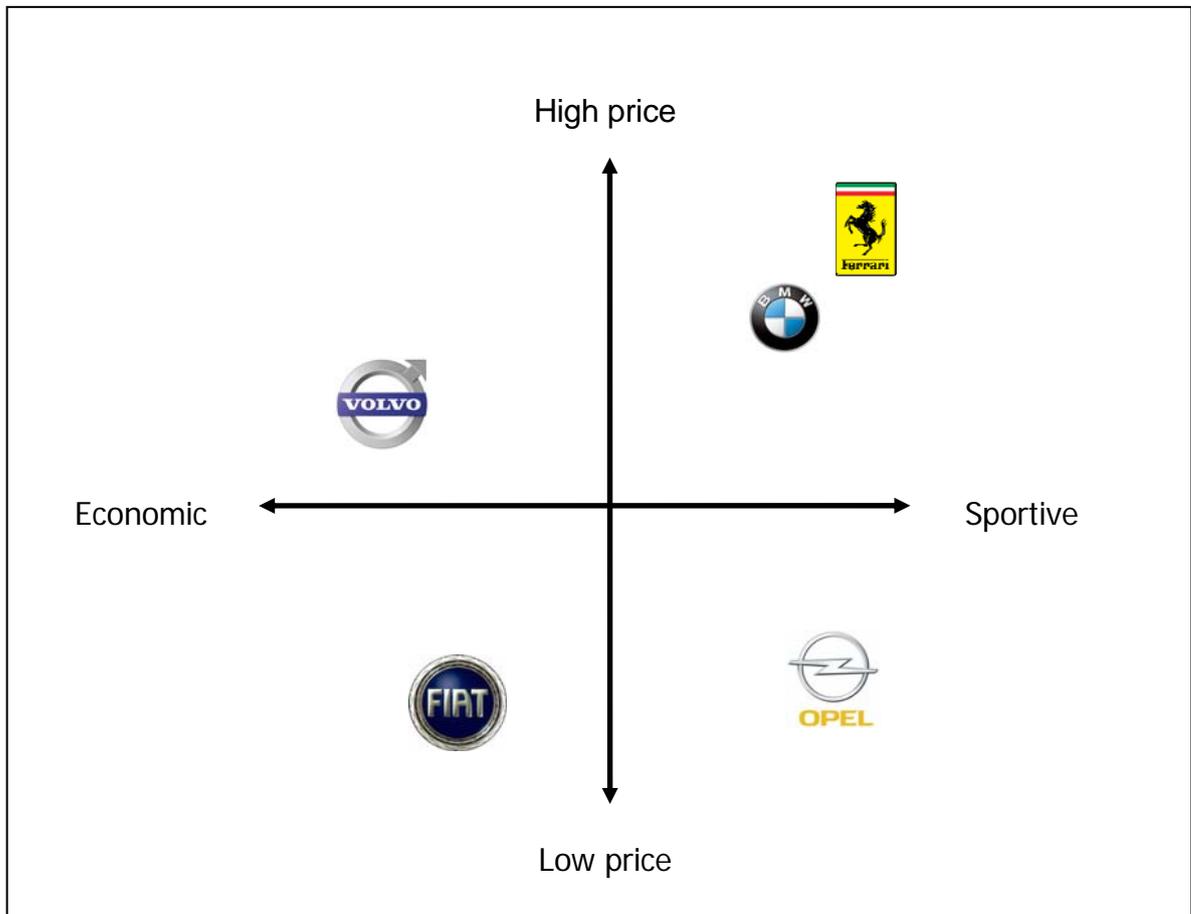


Figure 6: Brand positioning model for car market

Every Brand is targeting a specific segment of customers, thus avoiding the direct competition for customers. E.g. Ferrari is not competing with FIAT, since they are targeting entirely different customer segments. Therefore a good positioning of the Brand in the market is important to increase marketing efficiency, since advertisements will focus on potential customers, not on the entire market.

3.5. Brand consistency vs. Brand dynamics

These terms were mentioned earlier in the thesis and it is important to mention them at the end of this chapter Brand structure. The balance of Brand consistency and Brand dynamics is essential for the survival and long-term success of the Brand. Consistency in this context means continuity of certain elements e.g. the Brand promise is essential for the survival and long-term success of the Brand. Consistency in this context

means continuity of certain elements e.g. the Brand promise as well as the consistent appearance of the Brand throughout every element, which is exposed to customers, partners and employees. Brand dynamics refers to the ability of the Brand to adapt to changes in its Brand environment. Simon Spence, using Apple as an example, describes the importance of Brand dynamics and consistency as well as the need for balancing these two elements when he states:

“Apple's brand has remained remarkably consistent ever since, and that is, to a large degree, the secret of Apple's long-term success. Products change quickly, technology constantly evolves, but the message stays the same. Consistency over time makes a strong brand, especially when it's supported by fresh and contemporary ways of demonstrating the same attitudes and brand promises.”

Also the analogy to the survival of organic entities, which have to adapt to a certain degree to their environment, but also stay consistent to a certain level at the same time, helps in understanding this essential balance for the Brand.

As an example a short story will be cited. The philosopher Wilhelm Leibniz, living in the 18th century, used the existence of consistency and dynamics of organic entities to get rid of unpleasant guests. If he was talking with guests in his garden, and one of them would annoy him, he would send the guest away, asking him: “Please bring me two similar leaves from one of the oak trees in my garden”. This kept the unpleasant guest occupied for a long time. Leibniz knew that the leaves of a tree are very similar, but never identical. The tree adapts to its environment. On the one hand it is consistent, and grows leaves on every branch, using the same process, creating the same basic shape, reproducing similar leaves every year again. On the other hand, it has to be dynamic at same time, since depending on the wind and sun intensity, the leaves will be different on every side of the oak tree. The leaves either have to absorb as much light as possible and grow big, or the leaves may have to be small so as to not create too much resistance if strong winds are blowing.

This story also highlights the fact, that organic entities never produce identical output as a machine does, but they produce similar output, which is essential for their survival. The same rules apply to a Brand since it does not exist in a mechanical environment, but in an organic environment with constant change. Apples provides a good example, since their design principles exist throughout their entire product rang, from the iMac to the iPod.

No clear rules can be established for how dynamic or consistent a Brand should be, since this is always depends on the unique environment the Brand faces. The changes in the Brand environment dictate the balance between Brand consistency and Brand dynamics. As guideline it can only be stated, that the Brand core and his elements should be consistent to a higher degree than the extended identity of the Brand. Or the inversion of the argument, the extended identity should be more dynamic than the Brand core.

The following figure 7 visualizes the structure of a Brand, its Brand environment as well as the creation of the Brand promise and Brand image.

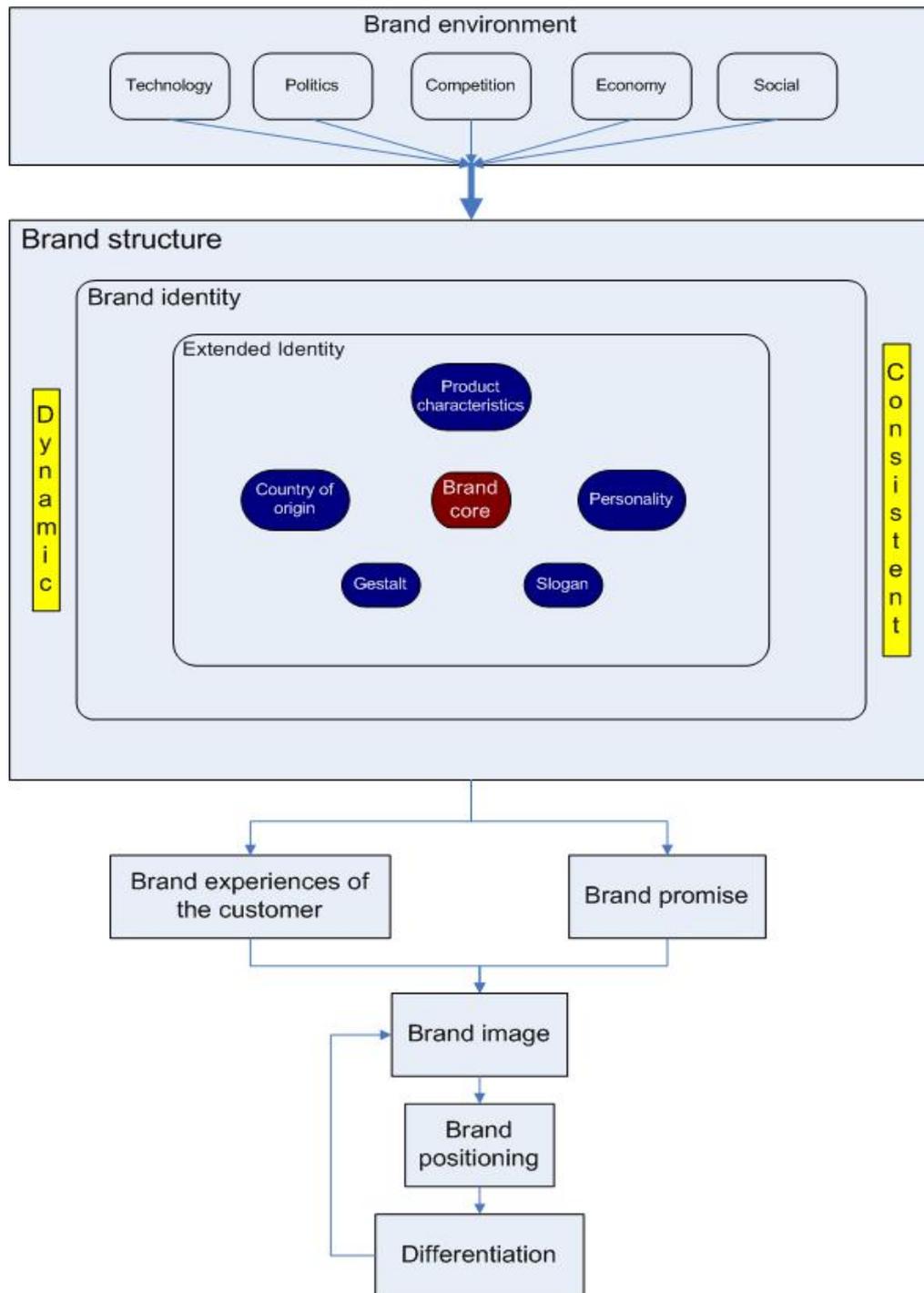


Figure 7: Input, Brand structure and output

3.6. What are the challenges for creating a Brand?

At this stage it is important to describe the challenges that the creation and management of a Brand identity generates. These challenges offer important insights to the most common mistakes made while creating a Brand identity. The findings of David A. Aaker concerning these challenges, (David A. Aaker, 1996, p. 69-77), are summarized in the following chapter. The challenges are named by David A. Aaker **Brand traps** and his work reveals four common traps: Brand image trap, Brand position trap, external perspective trap and product-attribute fixation trap.

3.6.1. Brand image trap

The Brand image offers the possibility to receive valuable information about how the customer perceives the Brand as a whole. This information is important for the process of creating a Brand identity. However, due to the fact that the product LangPerform is not distributed yet, there is no customer base to receive data. This must be done at a later stage of the Brand's lifecycle. Nevertheless, an exaggerated influence of the customers' opinion and perception creates the Brand image trap. Brand image becomes the Brand identity, instead of being the effect of it. The Brand identity is based on the Brand core and the extended identity, of course taking into consideration the customers needs and wishes, but at the same time taking into account the Brand strengths, characteristics and goals. Only a balance between the external (customer/ market) and internal (core, identity, structure) perspective will lead to a long term successful brand. David A. Aaker (David A. Aaker, 1996, p. 70), states that:

"While Brand image is usually passive and looks to the past, Brand identity should be active and look to the future, reflecting the associations that are aspired for the Brand. While Brand image tends to be tactical, Brand identity should be strategic, reflecting a business strategy that will lead to a sustainable advantage."

3.6.2. Brand position trap

As mentioned earlier in the text, the Brand position is created through the Brand promise and Brand image, which only reflect some components of the Brand identity, using the parts of the identity which are most suitable for the marketing program. The Brand position trap occurs, when during the process of creating a Brand identity, the needs for later marketing

material, e.g. advertising slogans and promoting the desired position of the Brand, are influencing the entire process too strongly. Of course the Brand identity can be very complex and exacerbate the creation of three word marketing slogans. However this shall never interfere with the creation of the Brand identity.

3.6.3. External perspective trap

As stated earlier a Brand also supports the internal functions of a company, since it provides guidelines, goals and a clear understanding of what the product is about for the employees. This leads to an increased employees' performance. Neglecting this perspective can cause the external perspective trap. The company does not understand the value a Brand can have for improving internal functions. A Brand can only be used to its maximum potential if it is clearly communicated internally.

3.6.4. Product-attribute fixation trap

The trap occurs when the company focuses only on product attributes for creating and promoting its Brand. This error has several causes, e.g. it is easy to acquire the desired product attributes of the customer through marketing research and they are often unproblematic to communicate via advertising. This perspective neglects the possibility of using emotional benefits as well as the other elements of a Brand identity. The risk is to focus only on functional benefits, which as stated earlier, are often easy to copy. The potential of creating a complex identity, which is differentiating the Brand from the competition, is wasted and focused solely on product attributes which has in most cases, serious negative impacts on the competitiveness of the Brand.

3.6.5. Summary of Brand traps

Based on the description of the Brand traps it can be concluded, that it is essential for the creation of a Brand to take a holistic perspective in the beginning of the process. Otherwise potential is wasted and can cause serious negative effects for the Brand. At a later stage, for practical reasons such as the creation of marketing programs, it is of course necessary to take a more specific perspective, taking into consideration customers, competition and suitability of elements for marketing purposes. Due to the limitations of this work, the topics customers and competition cannot be discussed in this work in great detail.

4. B2B-Markets

In the previous chapters the described effects of Brands on consumers also apply to the B2B-environment. Richard Heimsch¹⁵ states that:

“...brands function as important social influencers, and this is a phenomenon that is not limited to the consumer environment. In B2B arenas, brands are symbols of quality, reliability and risk reduction, in addition to being significant aspirational targets.”

However, the B2B-environment is different and offers similarities to the B2C-environment at the same time. Business buyers are using more rational thought when selecting a product or service for their company. They are motivated by saving money, risk reduction, increasing productivity or raising profitability. Consumers are more motivated by desire, style and prestige and the possibility to differentiate themselves from others. Usually companies in the B2B have a smaller number of customers, which raises the importance of personal relationships. They deal with far more complex products and more money is involved in their transactions. This all leads to a greater need for objectivity. To reach this goal, buying centres are created where a group of individuals are formed to reach an optimal decision on the purchase.

Nevertheless, these optimized processes do not exclude the influence of human factors in the decision making entirely. As for the consumer, perceived quality plays a significant role in the decision making process of B2B-customers, therefore a Brand, which is always striving to be a high quality product, is satisfying this need. The following paragraphs will explain the differences and similarities of B2B compared to B2C in greater detail and its impacts in the creation and management of a Brand.

4.1. Differences compared to B2C

Kotler and Poertsch (Kotler & Poertsch, 2006, p. 20-31) reveal in their work the most important distinctions between B2B and B2C. Their findings will be summarized in the following paragraphs.

¹⁵ <http://www.competitivebranding.com/b2bdecisionmaker.html>

4.1.1. Complexity of industrial products

The products sold to companies usually have high complexity, e.g. machines for a production line. Therefore the purchasing process needs experts on both sides, which take into consideration the specific needs of each company and are able to negotiate about technical details. The same applies for software products which usually have to be integrated into a larger system.

4.1.2. Derived demand

The demand on the company's side is created through the demand of the customer. All activities and purchases are linked to the final link in the value chain, the customer. That causes e.g. the effect that "*the industry demand is more volatile than consumer demand*", as stated by Kotler and Poertsch (Kotler & Poertsch, 2006, p. 23).

This phenomenon, which was described in several research works, is called the *bullwhip effect*. The more distant the company is situated in the value chain from the end consumer, the higher the fluctuation of the original demand will be. This effect is amplified by the length of lead times for information and material.

4.1.3. Internationality

The main concern of business markets is functionality and performance. Thus the products and services of the B2B-markets are very similar around the world. In contrast to the B2C-markets, which have to consider to a large degree the cultural differences, in their product development and marketing efforts.

4.1.4. Buying situations

The occurring buying situations companies face can be divided into three different situations, the straight re-buy, modified re-buy and new task. Each of these have a different impact on the complexity of the buying decision. It is important to be aware of these different situations, since the seller has to adapt to these differences.

The **straight re-buy** is the most usual one and involves the lowest risk. Often standardized procedures (including long-term relationships with suppliers) exist and the complexity of the purchase is low. A good example is the reoccurring need for office material.

The **modified re-buy** is when the company wants to evaluate the alternatives for satisfying their needs. This can occur due to changes in the products environment e.g. new regulations as well as the appearance of a new supplier, which can offers a cost benefit.

The most complex buying situation is the **new task** situation. This can be triggered e.g. by new customer needs, which causes the necessity to integrate new components or elements into the product/ service. In this situation the level of risk is high as well as the level of uncertainty. The more money and risk that are involved also increases the number of people involved in the buying decision, to maximise the chance of a good decision. This also leads to a longer decision time. As mentioned earlier, a well known Brand offers the possibility of an image transfer, increasing the trust on the buyer's side, which can decrease the decision-making time. The more complex the buying situation, the more a company will profit from their strong brand, through increased trust, which serves one of the most important factors for the business buyer, the reduction of risk (Kotler & Poertsch, 2006, p. 46).

4.1.5. Buying centre

The buying centre is often called decision-making-unit (DMU) in the literature. This name will be used throughout this thesis.

The DMU is not a fixed set of people and procedures. Moreover, depending on the buying situation and its complexity, it will vary accordingly. The DMU consists of several individuals, which all play a different part in the buying decision process. Each of the individuals has different criteria for the purchase decision as well as influence the process at different times. It is essential to be aware of these different criteria's, to find the best way to approach and persuade these persons. Several different models of the DMU can be found in marketing literature, each with slight variations. According to Kotler and Poertsch (Kotler & Poertsch, 2006, p. 26-27) the different roles in a DMU are:

- **Initiators** are generally those who detect that there is a need for something and subsequently request a product purchase. They may be front line employees or high level managers

- No matter how complex the product or service to be bought is, in most cases there will be a **user** who – big surprise – will have to use it in the end. The influence of the user on the buying decision depends on the sector of activity and the corporate culture. Usually, the higher qualified the users, the more weight is given to their opinion
- **Influencers** are people who have the power to guide the buying decision by defining specifications or providing further information for the evaluation of alternatives. These could be senior executive or external consultants
- The final decision of the purchase is made by the **decider**. The more important the decision is for the entire company, the higher this person will be in the hierarchy
- Before the final decision translates into proposed action there are **approvers** who have the authority to approve or disapprove it
- **Buyers** are the ones who are formally authorized to select the supplier and arrange the purchase terms
- **Gatekeepers** are all people who have the power to control the information flow to the members of the DMU (purchasing agents, receptionists and telephone operators, etc.)

Additionally to the points mentioned by Kotler and Poertsch, examples were added to the list and it is important to stress the point, that each role can be filled by one or more individuals, depending on the complexity of the purchase and the organizational structure. It is also possible that one individual is covering more than one role.

4.1.6. Personal relationships

Due to the fact that there are fewer customers per company in the B2B-markets and the need for risk reduction, lead to long-term buyer-seller relationships. The individuals know each other well, and their personal relationship is built over years. It is important to cultivate these personal relationships.

4.1.7. Brand functions

A study by McKinsey and MCM (Kotler & Poertsch, 2006, p. 45-47) reveals the differences of the functions Brands have in B2C and B2B. 750 companies were included into a survey with the goal to determine the most important functions Brand offers in B2B-environments. The survey shows that **risk reduction** is the most important function of a Brand in a B2B-market with 45 % and **information efficiency** the second with 41 %. **Value added/ image benefits** only reached 14 %, compared to 40% in the B2C-environment, followed by information efficiency with 37 % and risk reduction with 23 %. Based on these results it can be concluded that risk reduction is the most important function of a Brand in the B2B-environment, which has its roots in the amount of money usually involved in the B2B-transactions. Image plays only a minor role for business buyers. The following figure 8, provided by Kotler and Poertsch (Kotler & Poertsch, 2006, p. 47) visualizes the results of the survey.

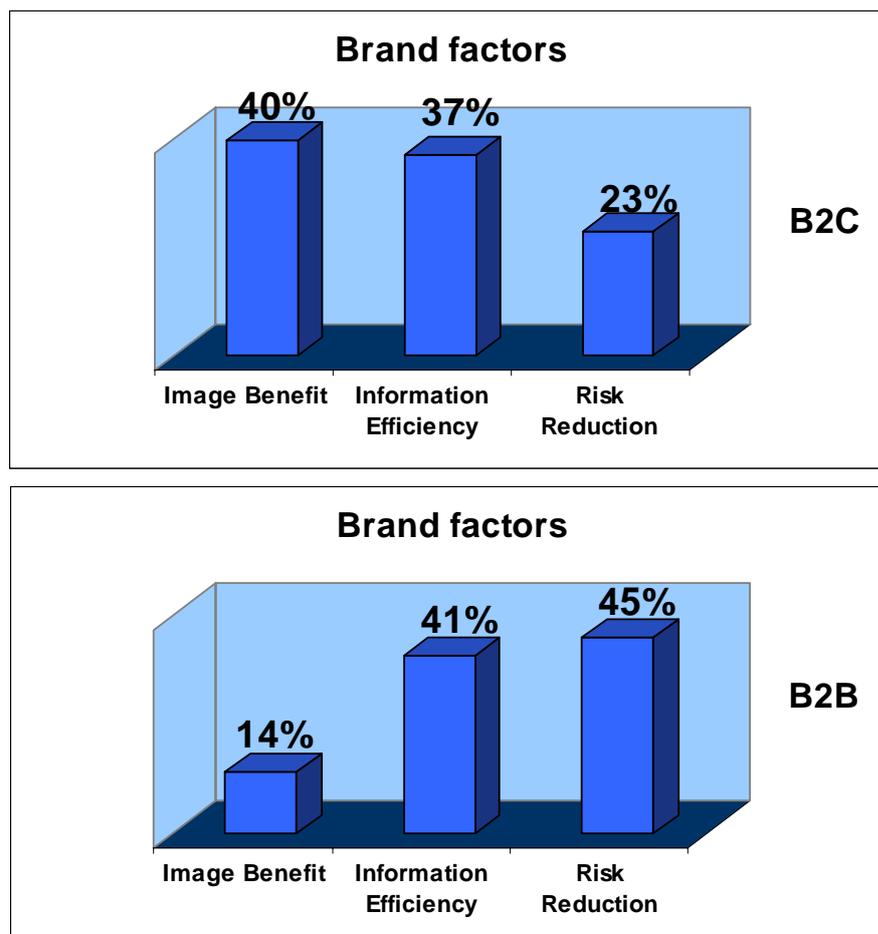


Figure 8: Importance of Brand functions in B2C vs. B2B

Source: Kotler & Poertsch, 2006, p. 47

4.2. Similarities with B2C

After reviewing the differences between B2B and B2C, the following paragraphs will cover the purchase motivations and the human factor influencing the decision making, which offer some similarities to the B2C-environment.

4.2.1. Purchase motivations

Similar to the B2C-environment, the main purchase motivations are price and quality. Additionally technical specifications and warranties play a greater role than for an average consumer buy. However, for consumers the status and style are much more important than for business buyers. The following list, created by Brad vanAuken (Brad vanAuken, 2002, p. 33), provides an overview of the purchase motivations in the B2B-environment:

- Price
- Perceived quality
- Technical specifications
- Warranties
- Post sale support
- Financial stability of the seller
- Buyer's past experience
- Organizational policies
- Fear of making a mistake
- Friendship

4.2.2. Human factor

As explained above, it is typical for the B2B-environment, especially in new task situations to create a group of individuals (DMU), who will carry out the purchase and use e.g. complex matrixes to assist the decision making process, with the goal of increasing objectivity and maximising the chances of finding an optimal solution.

However, it has to be mentioned that the decision will never be entirely rational. At the end of the day there are always human factors influencing the decision making process. The person's age, job position, income, education, personality, attitudes towards risk and culture will influence their motivations, perceptions and preferences, which strongly affects the decision making process (Kotler & Poertsch, 2006, p. 30). Therefore it is important to know as much as possible about these factors to maximise the effect of marketing efforts.

4.3. Summary of B2B-markets

The above mentioned differences and similarities between the B2B and B2C-environment which have to be considered when acting in the B2B-environment. Especially the DMU, the long-term personal relationships and its impacts on the seller's marketing activities. Also not believing in the existence of absolute rational decision making in the B2B area, but taking into account the human factor, are important considerations for successful B2B-Brand marketing. Finally the awareness of the different importance of Brand functions in B2B compared to B2C, is valuable for the creation of marketing material.

5. Brand Marketing

5.1. Brand principles

The work of Philip Kotler and Waldemar Poertsch (Kotler & Poertsch, 2006, p. 162-163) reveals five principles, which are essential for a successful Brand. Some of these principles were previously covered in this paper; however it is important to have all of them listed together, since they have to be kept in mind during the creation and management of a Brand. These principles have to be present in all marketing activities. Kotler and Poertsch list **consistency**, **clarity**, **continuity**, **visibility** and **authenticity** as the five Brand principles. Their descriptions will be summarized in the following paragraphs.

- **Consistency** has to be achieved throughout all relevant dimensions of a Brand, from the product characteristics to the customer contact of employees. According to Kotler and Poertsch, it is the most important principle.
- The customer and partners have to know what the Brand stands for and for what not. **Clarity** has to exist throughout all marketing activities. Advertising campaigns have to clearly communicate the Brand promise.
- As mentioned above, the Brand should not adapt to every change in the environment or to needs from the customers side. It has to represent **continuity**. This is as well reflected in the consistency a Brand has to offer. People feel attracted to Brands, since they deliver what they expect over a long period of time.

- The customer has to be aware of the Brand, therefore it has to be promoted constantly and through the most efficient channels, creating a high level of **visibility**.
- Everybody in the company has to focus on the creation of originality. The customer has to feel, that something unique is created for him/her. This is called **authenticity**.

Kotler and Poertsch do not list dynamics as a Brand principle. In the opinion of the author dynamics play a significant role for the survival and long-term success of a Brand, this was explained earlier in this thesis. Thus **Brand dynamics** will be regarded as the 6th Brand principle.

5.2. Effects on the 4 P's

The 4 P's divide the marketing activities into four groups: Product, price, promotion and place. Together they form the marketing mix and support a systematic approach to marketing activities. It is important to be aware of these four dimensions as well as the impact of creating and managing a Brand including the Brand principles that they have on them.

The dimension **product** covers all aspects and specifications of the product itself. This includes quality, functionality, product characteristics, service, support and the implementation of customer needs. The most important aspect for a product which strives to become a Brand is quality. Only with **continuous consistency** of high quality throughout all aspects of the product from components to after sales service, the essential customer loyalty as well as the effects of the Brand continuum process can be maximised.

Of course the high quality can only be delivered, when taking into consideration the changes in the environment of the Brand, therefore applying the Brand principle **dynamics** is important as well.

The element **price** covers the process of setting a price for the product. This includes the list price, discounts, financing as well as leasing options. It is important to be aware of the strong link between the price and the product's performance. On the basis of the cost-benefit or price-performance ratio, the customer judges the product (Jochen Becker, 1990, p. 443). As mentioned earlier in this thesis, only a high level of perceived quality justifies a high price and the high price itself increases the perceived quality (Brand continuum process). On the other hand a lower price is often perceived as lower quality of the product. A famous example

is the lowering of the price for Twinkies, a snack cake, where the lowering of the price led to the perception of low quality¹⁶. For pricing a Brand it is essential to be aware of these impacts on the perceived quality, since the product must offer a good price-performance ratio and avoid a low quality image.

The highest possible price, close to the point where the price-performance ratio is dropping rapidly, is defined through the upper limit of the price sensitive of the customer (see chapter 2.2.1.1., p. 12). Brad vanAuken (Brad vanAuken, 2002, p. 85) states that “*Raising the price across that threshold (upper limit of the price sensitive) is akin to walking off of a cliff.*” The price-performance ratio will drop dramatically. The lowest possible price is defined by the point from which on the perceived quality will decrease. Both these extreme points are very important to be aware of or in other words, the price range has to be known to the company. Impacts of changing the price have to be closely monitored; therefore price sensitivity research and analysis are important tools, if the price range is difficult or dangerous to estimate by trial and error and observation.

Promotion consists of the various methods which exist for promoting the product. This includes advertising, sales promotion, public relations, personal selling, direct marketing and trade shows. The goal of all promotion activities is to create awareness for the Brand and transport the Brand promise to customers to create the Brand image. The objectives of creating a consistent Brand image and successful Brand positioning, can only be reached by implementing the Brand principles **consistency**, **continuity**, **dynamics**, **clarity** and **visibility** into all promotional activities. Only this will create a holistic Brand image (Kotler & Poertsch, 2006, p. 111).

In the B2B-environment the personal selling is the most important tool, due to the limited number of customers and the importance of long-term relationships. Thus the sales force’s communication skills, their appearance and their understanding of the Brand’s identity are critical on how the Brand will be perceived by the customer. Kotler and Poertsch (Kotler & Poertsch, 2006, p. 112) point out that

“The appearance and manner of the salesperson is just as important as their factual knowledge about the products and services. Every brand contact communicates something to customers and thereby delivers a certain impression about the brand and/ or the company that can be either positive or negative”

¹⁶ <http://en.wikipedia.org/wiki/Pricing>

This citation again stresses the point that every contact the Brand has with its environment has an impact on the Brand image, therefore **consistency** is the most important Brand principle. Only a positive Brand image supports the risk reduction which is the most important Brand function in B2B (see chapter 4.1.7., p. 43).

The second most important Brand function in B2B is **information efficiency** which is created by clear communications throughout all promotional activities, taking into account the Brand principle **clarity**.

The dimension **place** refers mainly to the locations where the product is sold. Therefore it is strongly linked to the logistic function of the company. Again **consistency** plays a significant role. The logistic function has to support the high quality image and the Brand identity which it represents. E.g. fast deliveries can be an essential part of the Brand identity for companies throughout the value chain, of course especially for logistic providers. The company has to strive to always deliver the product as fast as possible to create and sustain their Brand image.

Sales location can also support the creation of the Brand image. The neglecting of careful selection and monitoring of shops which sell the Brand can have serious negative impacts on the Brand image. A high quality product which strives to become a Brand should be sold only in high quality locations, e.g. as mentioned earlier, Givenchy is carefully selecting its distribution partners, which support the creation of a luxury Brand.

It is essential for the success of a Brand, that the Brand principles and the Brand identity are reflected in the 4 P's. Only the disciplined application of the Brand principles **consistency, dynamics, continuity, clarity** and **visibility** as well as the consideration of the Brand identity will create a sustainable advantage.

6. The product LangPerform

6.1. In a nutshell

LangPerform are computer-based language training and assessment tools. Additionally to the software the only necessary equipment is a PC/ Laptop and a headset with microphone. The test person faces different situations where it is necessary to read, write, listen or speak in a foreign language, which provides the possibility to create a comprehensive picture of the test person's language skills. The task and storyline will be described in the one of the following paragraphs, providing a feeling for the product, which is necessary to understand the development of the Brand LangPerform. In the current version, the LangPerform Deutsch, a story line links the different situations logically, increasing the feeling of realism. All the data including questionnaire, text files, result of multiple-choice tasks and oral performances are stored in files on the hard disk. The maximum length of the task part of the tool is 53 minutes.

6.2. Hardware requirements

The software is created with the MS Visual Editor and runs on Windows XP and Vista. The minimum system requirements are not defined specifically yet, but every PC capable of running Windows XP is sufficient.

6.3. Different tasks and story line

In the beginning of the test, the test person has to fill a questionnaire. The goal of the questionnaire is to receive a profile of the test person's language background. In combination with the test person's performance, this provides a comprehensive picture of the learner's skill in a foreign language.

A moderator guides everybody through the entire test, explaining the next part of the story and task. The tool starts with the moderator describing the tool, its purpose and provides a basic understanding of the testing procedure. Throughout all tasks a time limit is given, which is represented by a green bar at the bottom of the screen. The bar and the moderator are shown in figure 9.



Figure 9: Moderator explaining time bar

A sound signal indicates when the recording of the voice starts. A help box provides the test person with the summary of the task. The first task is to introduce oneself, telling one's name and residence as well as talk freely about family and friends. This task helps the test persons to get familiar with the visual (green bar & help box) and audio support (sound signal). The help box can be seen in the following figure 10.



Figure 10: First task with help box

After introducing themselves, the test persons are asked to describe two different pictures of vacation locations; one is showing a sunny beach with young people and the other a winter landscape with a ski lift. The test person must then describe which vacation location he/she would favour and why. Then the favourite landscape must be chosen via mouse click. This information will alter the storyline and some of the tasks later on in the test. The moderator thanks the test person for their performance so far and a small break starts. Then the moderator explains that the test person

has received an email from his/ her friend Julia. The task is to read the email and answer ten multiple choice questions concerning the content of the email. Julia explains in the email that she won a trip, asking if the test person wants to accompany her. The next task is to answer to this email, then the moderator appears again, mentioning the content of the email and asks to write an SMS to Julia, since Julia asked to be notified as soon as possible. This task is shown in figure 11.



Figure 11: Task to write SMS with help box

Following the SMS the moderator explains, that the test person will now listen to her/ his mailbox, which contains a message from Julia. While listening to this message, the task is to note down three questions Julia mentions. Julia asks if the test person could go to a travel agency and receive information about hotel and flights. The moderator explains that the test person will now go to a travel agency and talk to an employee, trying to receive the information. During the sequence in the travel agency, the earlier noted down questions from Julia's mailbox message will appear. If necessary, the correct questions can be shown as well, if the test person missed to note them down. The test person will have a dialog with the employee of the travel agency and all the answers will be recorded. Depending on the favourite location of the test person, the employee will offer either a trip to Malta or a trip to Norway. This situation is shown in figure 12.



Figure 12: Dialog in travel agency

At the end the conversation gets interrupted by an important phone call the employee receives. He offers to send the travel information via post, hands over a brochure, and explains that he will call later to inform the test person about the flight times. This is the next task. In a phone conversation with the employee from the travel agency, the test person has to note down the flight times and numbers. The moderator informs the test person that the attempt to call her did not work out, since she is not answering her phone. A video clip shows Julia on a bench, reading a book and her phone is in her back and muted. Thus the test person has to leave a message on Julia's mailbox, telling the details for the trip. After that the moderator tells the test person that he/ she should write a small essay as homework, telling about her plans for vacation. The brochure, received earlier at the travel agency, is shown as well and information from the brochure should be included in the essay as well. This is the last task and after writing the essay the moderator thanks the test person for his/her participation.

6.4. Evaluation

The text results are stored in rtf format and the oral performance in a wav file, since these formats can be opened on every standard PC, this offers the possibility for user-friendly and multiple evaluation of the test person's performance. A tool is integrated which simplifies the evaluation of the performance. It consists of a surface, where the evaluator can read the question or the context of the task and listen or read the corresponding answer. Then the evaluator can grade the performance using different variables in accordance with the recommendations of the Common European Framework of Reference. In a later stage of the project, the creation of an online-portal is planned, where persons responsible for

evaluation can access the necessary files. The following figure 13 shows the evaluation surface.

Aufgabe	Inhalt	Flüssigkeit	Aussprache	Ausdruck	Sprachliche Richtigkeit
1. Selbstvorstellung (Zusammenhängendes Sprechen)	A1	A2	A2	A2	A2
2. Bildbeschreibung 1 (Zusammenhängendes Sprechen)	A2	B2	C2	A1	A1
3. Bildbeschreibung 2 (Zusammenhängendes Sprechen)	C2	A1	A1	C1	A1
4. Stellungnahme zu den beiden Bildern + Auswahl des Ufaubootes (Zusammenhängendes Sprechen)	C2	A1	C2	A1	A2
5. E-Mail (Leseverstehen - Ja / Nein / Weiß ich nicht)	A1			A1	C1
6. E-Mail-Antwort (Lesen + Schreiben)	B1			B2	A2
7. SMS verfassen (Schreiben)	A2			B1	A1
8. Julius Anruf (globales / selektives Hören + Schreiben)	0	C2	C2	C1	C2
9. Reisebüro 1 - Erklärung der Situation (Lesen + Sprechen)	C2	V1	A2	A2	C2
10. Reisebüro 2a - Gespräch mit dem Angestellten (Hören + Sprechen / Conversing / An Gesprächen teilnehmen)	A2	B1	C2	A1	A1
11. Reisebüro 2b Gespräch mit dem Angestellten	A1	A1	B1	C1	B2
12. Telefonat mit dem Reisebüro (Hören + Sprechen + Schreiben/Notieren)	A2	A1	B1	B1	0
13. Telefonnachricht an Julia (Sprechen)	A2	A1	B1	A1	A2
14. Aufsatz: Meine Urlaubspläne (Lesen + Schreiben)	A2			A1	A2

Figure 13: Evaluation tool

7. The Brand structure of LangPerform

7.1. Brand identity

7.1.1. Brand core

The Brand core is the timeless and central element of a Brand (see chapter 3.1.1., p. 19). It should be expressed by “adjective, adjective, noun”. Of course this is not a strict rule and can be altered for practical use. Two different approaches were used to develop the Brand core of LangPerform.

The first approach was to create a list of suitable elements for the Brand core. These elements are describing the product from different perspectives. As concluded earlier (see chapter 3.6.5., p. 38) “*it is essential to take a holistic perspective for the creation of the Brand core. Otherwise potential is wasted and can cause negative effects for the Brand*”. The result was the following table 7, which included product characteristics, scientific background, range of application, benefits for institutions and teachers and the feedback from prior users.

Table 7: Different dimensions of LangPerform

<u>Product characteristics</u> <ul style="list-style-type: none"> • use of new media • innovative • realistic • authenticity • diversified tasks • combining reading, writing, listening and speaking (non-mechanical) • computer simulation 	<u>Scientific background</u> <ul style="list-style-type: none"> • latest academic knowledge • academic foundation • pioneer product • frontier research • Common European Framework of Reference (CEFR)
<u>Wide range of application</u> <ul style="list-style-type: none"> • language training • language learning • language assessment 	<u>Users' opinion</u> <ul style="list-style-type: none"> • fun • challenging • something different • never seen or done before • realistic
<u>Emotional benefits for institutions</u> <ul style="list-style-type: none"> • image innovative school/ university/ company • image of open minded school/ university/ company 	<u>Functional benefits for institutions</u> <ul style="list-style-type: none"> • motivating teachers/ staff • teaching and assessment according to CEFR • improvements for language training and assessment
<u>Emotional benefits for teachers</u> <ul style="list-style-type: none"> • image of innovative teacher • image of open minded teacher • ability to use new ways of teaching and assessment 	<u>Functional benefits for teachers</u> <ul style="list-style-type: none"> • motivates students • holistic assessment of learner • increased objectivity possible • document progression of learner

The second approach uses the cause-effect relationship (see chapter 3.1.1., p. 19). As explained in the theory part, the central element can have their roots in various areas e.g. functional or emotional benefits, product characteristics or the distributive structure the product utilizes. The approach is to create several different cause-effect relationships, which describe central elements of the product LangPerform. First the areas, from which the central elements cannot originate from, due to the environment LangPerform is acting in, have to be detected.

The distributive structure is not suitable to create the Brand core of Lang Perform. There are two main ways to distribute the product to the customers, mainly educational institutions such as schools or universities. Personal selling by representatives of LangPerform itself or the use of a publisher which has the distributive network established already. Both of these possibilities do not leave enough space for differentiation or have the potential of transporting an image of LangPerform, as e.g. for Givenchy

which is only distributed via high class stores, creating the image of a luxury brand (see chapter 3.1.1., p, 20).

As mentioned earlier, emotional benefits are used mainly in saturated and highly competitive markets, where product features do not leave enough space for differentiation (see chapter 2.2.1.2., p. 13). Since LangPerform is acting in a B2B-environment, targeting mainly schools and universities, the functional benefits are more important than the possible emotional benefits. As mentioned earlier, *“Consumers are more motivated by desire, style and prestige, the possibility to differentiate themselves from others.”* This is mainly achieved by purchases which offer these emotional benefits. A school would not spend their resources for products which mainly offer emotional benefits, since it is important to increase the performance of teachers and students. This is the main concern of educational institutions and their purpose as such, therefore the Brand core of LangPerform must consist of functional benefits.

Not only due to the above mentioned purchase motivations of educational institutions, the LangPerform Brand core must consist of functional benefits and product characteristics. Also the innovative character of the product, based on its new elements and non-traditional ways of language teaching, learning and assessment, forces the Brand to place functional benefits and product characteristics as the heart and soul of the Brand.

However the earlier described product-attribute fixation trap and its risks have to be considered, when functional benefits and product characteristic form the central element of the Brand identity. One risk is that functional benefits are easy to copy. But the innovative character of the product minimizes this risk, as long as the product evolves over time, with the necessary dynamic a Brand needs, and stays innovative. The other risk involved in the product-attribute fixation trap is the neglecting of emotional benefits. To avoid this risk, some of the emotional benefits were already described in table 7 and will be considered for later marketing purposes and not be neglected. Due to the above mentioned reasons, functional benefits and product characteristics will be used to create cause-effect relationships. The result was the following table 8:

Table 8: Cause-effect relationship for LangPerform

Quality/ cause		Image/ effect
computer based test		innovative product
use of new media		innovative product
realistic situations		pioneer product
continuous storyline		pioneer product
holistic language profile		latest scientific knowledge
document learner's progression		latest scientific knowledge
non-mechanical assessment of skills		non-traditional language learning
increased objectivity possible		fairness

7.1.1.1. Innovation as a Brand core element

As mentioned above, the risk of being copied by competitors, if functional benefits and product characteristics are forming the Brand core, can be minimized by staying innovative over time. One of LangPerform's main elements is the innovative character. E.g. the non-traditional approach to measure the learner's performance, mixing the different elements reading, writing, listening and speaking. Also the realistic situations the learner faces and the continuous storyline are innovative elements in language tests. Another innovative element is the combination of the learner's language profile and the performance, to create a comprehensive picture of the learner's language skills and background. The saving and recording of the data over a longer period of time offers the possibility to evaluate the progression of the learner and the evaluation of different teaching methods as well. All the above mentioned innovative elements are based on latest academic knowledge and frontier research. Therefore being innovative must be one part of LangPerform's Brand core. On a more concrete level this would include constantly searching for partners which offer innovative add-ons for the product e.g. in the area of voice recognition as well as always implementing the latest academic knowledge in the area of language teaching and assessment into the product. **Innovative** will be the first adjective in the "adjective, adjective, noun" construction, representing the Brand core of LangPerform.

7.1.1.2. Computer use as a Brand core element

Another core element, which will be consistently present as long as LangPerform products are produced, will be that it is software which runs on a computer. New developments in the software and hardware architecture will open more possibilities to develop the LangPerform further. Only the computer solution offers e.g. the chance of storing large amounts of data created by the learner. This element differentiates the product from a wide variety of non-computer learning and assessment materials. Therefore the second adjective should be a word symbolising the use of the computer for the tools.

7.1.1.3. Language as a Brand core element

LangPerform are tools to learn and assess foreign languages. The language component should be an element of the Brand core as well. The most suitable expression would be language simulation. LangPerform is more than a tool, since it includes the possibility to improve the evaluation of the performance as well, through data storage and the possibility to have multiple teachers evaluating the performance of the student.

Combining the above concluded most suitable elements for the Brand core **innovative, computer** and **language simulations**, the result is:

Innovative computer based language simulations

7.1.2. Extended identity

7.1.2.1. Brand personality

7.1.2.1.1. Survey about Brand personality

The goal is to identify the personality factors of the Brand LangPerform by using the Brand personality factors provided by Jennifer Aaker (see chapter 3.1.2.4., p. 29) to create a survey.

A questionnaire (see appendix 1, p. 79) was created, which can be used at a later stage in the Brand's lifecycle, to acquire insights on how the customer perceives the Brand personality of LangPerform. The adjectives and nouns in the questionnaire, provided by Jennifer Aaker, should be rated according

to the suitability as a personality factor of LangPerform. The used scale was:

- 5 = extremely descriptive
- 4 = mostly descriptive
- 3 = moderately descriptive
- 2 = slightly descriptive
- 1 = not descriptive at all

A quantitative survey with external random candidates would not be logical, since until now only the people involved in the creation of LangPerform have the necessary knowledge to describe the Brand LangPerform. Only four people are so far able to describe the Brand personality of LangPerform. This number is too small to receive a valid result through quantitative research. Thus the survey was filled and on the basis of the results a discussion took place to receive the most suitable descriptions of the Brand LangPerform.

At a later stage in the Brand's lifecycle the questionnaire will be used as a quantitative research tool, to receive information about how different customer segments (teachers, students, HR-Personnel, candidates) perceive the Brand personality of LangPerform.

7.1.2.1.2. Results of Survey

The questionnaire (see appendix 1, p. 79) was filled by four persons. The first step was to calculate the arithmetic average of each subcategory. Based on these, the arithmetic average of the personality factors were calculated, which gave the following results shown in table 9:

Table 9: Quantitative results of personality factors survey

Personality factor	Arithmetic average
Sincerity	2,87
Excitement	3,46
Competence	4,2
Sophistication	2,75
Ruggedness	3,01

The results demonstrate that competence and excitement were the most suitable personality factors for LangPerform. During a meeting of the four persons involved in the creation of LangPerform the results were handed out, with the goal to find the most suitable subcategories, adjectives and nouns to describe the Brand personality of LangPerform.

The outcome of the discussion was that the following personality factors, subcategories, adjectives and nouns are together representing the Brand personality of LangPerform. The order of appearance is coherent with the level of importance, first **competence** and its subcategories, **reliable** and **intelligent** and second **excitement** with its subcategories **up-to-date** and **spirited**. Not listed in the table is the subcategory **imaginative**, where **fun** is one of the adjectives. It was discussed, that this element is a part of the Brand Personality as well; however due to the possible negative effects, since **fun** and **competence** could be perceived as contradictory, this element plays only a minor part and the use for marketing purposes has to be planned carefully. Therefore it was not listed in the following table 10 which will serve as an orientation e.g. creating marketing material, logo and choosing suitable colours for the Brand LangPerform.

Table 10: Personality factors of LangPerform

Personality factor	Competence		Excitement	
Subcategory	Reliable	Intelligent	Up-to-date	Spirited
<u>Adjectives</u>	<ul style="list-style-type: none"> • secure • trustworthy • efficient 	<ul style="list-style-type: none"> • technical 	<ul style="list-style-type: none"> • innovative • independent • contemporary 	<ul style="list-style-type: none"> • cool

7.1.2.2. Gestalt

7.1.2.2.1. Name

LangPerform consists of the abbreviations of the terms **language** and **performance**. The first part is language, since the product is a computer based language simulation and assesses the language skills of the test person. The second part of the name, performance, is used because the performance of the test person is measured.

As described earlier, there are two main approaches existing for creating a name. Either focus on core functions or using an exotic name, depending on the product and its target customers. Exotic names are widely in use in B2C-products, where they represent a certain lifestyle (see chapter 4., p, 40). LangPerform is promoted in a B2B-environment, where functional benefits are more important than in the B2C-environment and are one of the main purchase motivations as well as rationality is playing a more important role. Therefore an exotic Brand name would not serve its purpose in the environment of LangPerform and the Brand name

LangPerform, describing the core benefits of the product, suits the environment it is acting in from this perspective.

7.1.2.2.1.1. E-survey

Additionally to the already mentioned arguments in favour of LangPerform as a Brand name, the important considerations for creating a Brand name (see chapter 3.1.2.1.1., p. 22) will be used to analyse the suitability of LangPerform as a Brand name. An E-survey was carried out to receive data which describes the suitability of the Brand name concerning the considerations provided by Joe Marconi (Joe Marconi, 1999, p.6-7). The participants could rate on a scale from 1-5, how good the considerations were taken into account for the Brand name LangPerform as well as a possibility was provided for participants to comment freely. The survey (see appendix 2, p. 84) was send via email to 131 business students from the University of Applied Sciences Tampere, who are equipped with the necessary marketing knowledge to evaluate the name from a Brand marketing perspective.

7.1.2.2.1.2. Results of E-survey

After ten days, the survey results were downloaded and stored in an excel file. The number of responses was 66. Since the survey was sent out to 131 recipients, the response rate was 50.38 %. The free comments field was filled by 18 recipients. The arithmetic average from the survey results of each consideration will be listed in the following table 11.

Table 11: Quantitative results of E-survey

Considerations	Arithmetic average
1. Your product name, when possible, should say something about the product or/and its benefits (Blend-a-dent)	3,5
2. Avoid negative imagery or identification (AYDS weight-loss candy)	3,94
3. Try to avoid acronyms. People want to buy products and services with names	3,73
4. Simple is better than complicated	3,53
5. Fewer letters is better than much longer names	3,11
6. Upbeat names are better than heavy names	3,37

The results for the first consideration is **3.5**, which means a moderate/ good match. Seven recipients mentioned that they were not able to associate **Lang** with Language on the first sight. Three recipients described that the name reflects the product and its purpose well. The result shows that LangPerform reflects the product and its purpose as such sufficiently. However the benefits of the product are not integrated into the Brand name. If benefits would be included, the name would get longer and more complicated as well, which would be a contradiction to consideration four and five, to keep the name simple and short.

The arithmetic average of **3.94** for consideration two was the highest of all averages, clearly matching the consideration well. Additionally none of the free comments mentioned any negative associations; thus this consideration of a negative imagery is not a critical one for the name LangPerform.

For consideration three, the average was **3.73** which means a good match of the consideration. None of the free comments were referring to this consideration. LangPerform is an abbreviation but not an acronym, therefore this consideration is as well not a weak point of LangPerform.

Consideration four reached an average of **3.53**, a moderate/good match. One free comment mentioned that the name “... *is difficult and complicated but it is telling something about the product, I agree with that.*” No other comments described the name as complicated; neither was it described as a simple name. Thus this consideration of a too complicated name is also not a weak point of LangPerform.

The lowest average of all considerations, **3.11**, received number five. Three free comments mentioned that the name was too long as well. This demonstrates that the length is the most critical point of the name LangPerform, since it is perceived as too long. One recipient stated that: “*LangPerform is quite long, but when I tried to think of how to shorten it, it seemed to be the most appropriate abbreviation.*”

The last consideration six has an average of **3.37**. No additional comments were given about this consideration in the free comments. The name LangPerform might be perceived as technical and not very upbeat in general.

It has to be remembered that the results concerned considerations which have to be taken into account but are no strict rules. Hardly any Brand name will score high points in all categories, since compromises are necessary in order to create a name. E.g. it has to be short but not an acronym and simple but at the same time tell something about the product

and its benefits, therefore the consideration are contradictory themselves to a certain degree. Companies such as SAP, IBM, Sun, Nokia, Daimler etc. would also not score high points in all categories, however they are highly successful companies. In all of the categories LangPerform reached a moderate or good score, which clearly qualifies LangPerform as a Brand name from this perspective as well.

7.1.2.2.2. Logo and colours

The colours of LangPerform have to match its Brand core and personality, since, as mentioned earlier, *"the colours... will be omnipresent and represent the Brand in all marketing material..."*. In order to find suitable colours for LangPerform the colour associations and the functionality of colours (see chapter 3.1.2.1.3. p, 32) will be combined with the Brand personality of LangPerform.

According to the provided associations, **blue** represents trust, wisdom and intelligence. These are coherent with the Brand personality of LangPerform, which consists also of reliability, intelligence and trustworthiness. The scientific background of the Brand is also coherent with the wisdom, blue represents. In addition to that, blue is a soft colour and these increase concentration and have a calming effect (see chapter 3.1.2.1.3., p. 31), which are desirable effects for language learning and assessment tools. Therefore blue is a suitable colour for LangPerform. Blue offers the largest intersection of associations with the Brand LangPerform off all colours.

Yellow is associated with joy and happiness, which offers coherence with the fun part of the LangPerform personality, represented by excitement and its subcategory imaginativeness. However this plays only a minor role in the Brand personality of LangPerform. One advantage of yellow would be the effect that it is the most visible colour, which is an important element of logo. Yellow offers a small intersection with the Brand LangPerform and can be considered as a suitable colour.

Orange is associated with success as well as happiness. The same arguments for happiness which were used for the colour yellow are suitable for orange. In addition to that the word success is present in a subcategory of competence, the most important Brand personality factor of LangPerform. Also orange is one of more visible colours. Thus orange offers a similar intersection with the Brand LangPerform like yellow and can be considered as a suitable colour.

The last colour which offers an intersection with the Brand LangPerform is **white**. White is associated with perfection, and perfection is part of the quality LangPerform strives to represent. However, white is complicating the creation of a logo and causes problems with visibility. Still white can be considered as a suitable colour, but obviously cannot play a main role.

The associations of the colours, red, purple, green and black do not offer enough similarities to the Brand LangPerform. On the basis of these findings and the knowledge about the Brand LangPerform, several logos were created by the author and two external persons acquainted with the necessary skills to design logos. Ten of all the logos created were chosen to be evaluated in an E-survey.

The author chose the colour combination blue and orange for the creation of logos, since these two colours together offer the largest intersection with the Brand core and Brand personality of LangPerform, symbolising competence, reliability, trustworthiness, happiness and success. Also blue is a less visible colour, but has a calming effect, whereby orange is a visible colour. This again speaks in favour of this combination, since they complement each other very well.

7.1.2.2.2.1. E-survey 2

An E- Survey (see appendix 3, p. 86) was created in order to receive data about how the designed logos and slogans are perceived. On the basis of the results, the further development of the logo and slogans will be carried out. The goal was also to receive personal contacts with persons which are able to design logos professionally and are interested in this task. In addition to the target group from E-survey (131 business students), 40 art students were included as recipients, since they have professional knowledge about logo creation as well as they increase the chance to find a person willing to create a logo for LangPerform.

Due to the fact, that pictures could not be included into the E-survey, a link was integrated into the questionnaire which directed the recipient to a web blog where the ten logos could be accessed. Because this will lower the response rate of the survey, additionally to the above mentioned recipients, the environmental engineer students (125) were added to the mailing list as well, creating a total number of 296 recipients. The applied scale for the survey was:

- 5 = very good match
- 4 = good match
- 3 = moderate match
- 2 = low match
- 1 = very low match

7.1.2.2.2.2. E-survey 2 concerning logos and results

After seven days, the survey results were downloaded and stored in an excel file. The number of responses for the logo section was 28. Since the survey was sent out to 296 recipients, the response rate was 9.45 %. This low response rate compared to the very high from the first E-survey, is mainly caused by the inconvenience created by the necessity to click on a second link to access the logos as well as the increased length of the survey. This conclusion is supported by the fact, that a very similar cover letter was used to trigger the recipients to carry out the survey. The comment field for people interested in designing a logo was filled by one person; the free comment field was filled by two recipients. The logos and the corresponding arithmetic average from the survey results are listed in the following table 12. Logo number one to four were created by the author.

Table 12: Logos of LangPerform and quantitative results of E-survey 2

Number	Logo	Arithmetic average
Logo 1		3.19
Logo 2		3.77
Logo 3		2.73
Logo 4		2.73
Logo 5		2.2
Logo 6		2.6
Logo 7		3.2
Logo 8		3.38
Logo 9		3.46
Logo 10		2.62

The top three logos are logo number two with **3.77**, logo number nine with **3.46** and logo number eight with **3.38**. The next two logos are logo number seven with **3.2** and logo number one with **3.19**, where logo number one is very similar to the top logo number two, only differing in the style of the checkbox and logo number seven similar to the logo number nine using the same font, colours and symbol.

If one compares the top three logos it is obvious, that they all share one attribute: simplicity. Their checkbox is very similar, consisting just of the box and the tick. Logos with more complicated symbols, e.g. logo number five and six, scored the two lowest averages of all logos **2.6** and **2.2**. It can be concluded that simplicity is an important attribute of a successful logo.

The responsible Product Manager from the client, Jani Lankinen, already decided to integrate the top logo, logo number two and the colours of the logo, blue and orange, into the product. A comparison between the prior version and the version with the new logo and colours is attached in APPENDIX X.

7.1.2.3. Slogans

Slogans should transport the suitable parts of the Brand identity to create a more concrete picture in the customer's mind. To create slogans for LangPerform a mind map was created by the author on the basis of the earlier created table 7 (see chapter 7.1.1.2., p. 57). The mind map will support the creative process of creating possible slogans. Due to its size the mind map is placed in appendix 4.

Also the consideration (see chapter 3.1.2.2., p. 27), that

“Besides representing benefits or/ and the Brand personality, the slogan should be simple, easy to understand, easy to memorize and have high readability”

must be taken into account. Based on the groups provided by Timothy Foster (see chapter 3.1.2.2., p. 27) and in combination with the above mind map, the 25 slogans were created for LangPerform.

These slogans were included into E-survey 2 and evaluated by the recipients on the same scale as the logos.

7.1.2.3.1. E-survey 2 concerning slogans and results

The number of responses for the slogan section was 31. Since the survey was sent out to 296 recipients, the response rate was 10.47 %. The slogans and the corresponding arithmetic average from the survey results are listed in the following table 13.

Table 13: Slogans for LangPerform and quantitative results of E-survey 2

Characteristic	Examples for LangPerform	Arithmetic average
<u>Memorable</u> <ul style="list-style-type: none"> • Alliterations • Coined Words • Puns 	Living the language	3.8
	Integrating innovations	2.68
	Assessmance	1.94
	Simulovement	1.55
	Simulate, perform, assess	2.32
	Simulate, perform, improve	2.65
	Train, perform, assess	2.65
Cross borders with LangPerform	3.38	
<u>Differentiate</u>	Simulating reality for real results	3.41
<u>Recall the Brand name</u> <ul style="list-style-type: none"> • Rhymes 	LangPerform- Beating the norm	2.93
	LangPerform- Challenging the norm	3.23
<u>Represent the Brand personality</u>	LangPerform- competence creates competence	3.37
	LangPerform- competence and excitement	2.97
<u>Key Benefit</u>	Innovative language training and assessment	3.27
	Train, assess, improve	2.90
	Holistic language assessment	2.53
	Simulating reality	2.87
	Authenticity first	2.57
	Extend the borders of your mind	3.37
<u>Strategic</u>	Frontier research to overcome borders	2.90
	Transnational frontier research	2.77
	Transfrontier research	2.60
	Pioneering language learning	3.63

The top six slogans are “*living the language*” with **3.8**, “*pioneering language learning*” with **3.63**, “*simulating reality for real results*” with **3.41**, “*cross borders with LangPerform*” with **3.38**, “*extend the borders of your mind*” and “*competence creates competence*” both with **3.37**.

Four of the top six slogans use alliterations, meaning that the same first letter for at least two words occurs (highlighted with bold letters). This repetition helps the slogan to be memorable, which is one of the most important characteristics of a slogan. Also it improves the readability of the slogan; therefore these two elements could be the reason why these slogans were ranked so high except from their content. From each category at least one slogan made it into the top six slogans. This will be helpful for the further development of the slogans, since it can be chosen from a variety of categories, depending on their intent. Only the category “Recall the Brand name” is not present in the top six, however the slogan “*challenging the norm*” reached a score of **3.23** which is place number eight of all 25 slogans, being close to the top six.

The lowest scores received both coined words “*assessmance*” and “*simulovement*” with **1.94** and **1.55**. This demonstrates that these two slogans are inappropriate for LangPerform, and the difficulties one encounters when new words have to be created.

7.1.2.4. Country of origin

For LangPerform its country of origin, Finland, should be an advantage especially considering the market outside of Finland. Finnish technology products, mostly due to the dominance of Nokia in the mobile sector, are highly valued around the world. Additionally valuable is the high reputation of the Finnish educational system in Europe, because of the very good Finnish results in the PISA study. Both these elements support the Brand marketing of LangPerform, since it is based on Finnish educational know-how and programmed in Finland as well. These characteristics should be used especially for marketing purposes outside of Finland.

In Finland the country of origin of LangPerform can play a part in marketing as well, but the idea would be to use the tendency in Finland, that homemade products are often favoured compared to foreign products. However the fact that Finland was very good in the PISA study is not suitable for marketing LangPerform in Finland, since from the internal Finnish perspective the success in the PISA study has not the same value compared to the external perspective.

7.2. Summary of LangPerform’s Brand structure

The following figure 14 visualized the findings for the Brand structure of LangPerform. It consists of the Brand core, Brand personality, Brand gestalt, consisting of logos and colours, slogans, product characteristics as well as the country of origin.

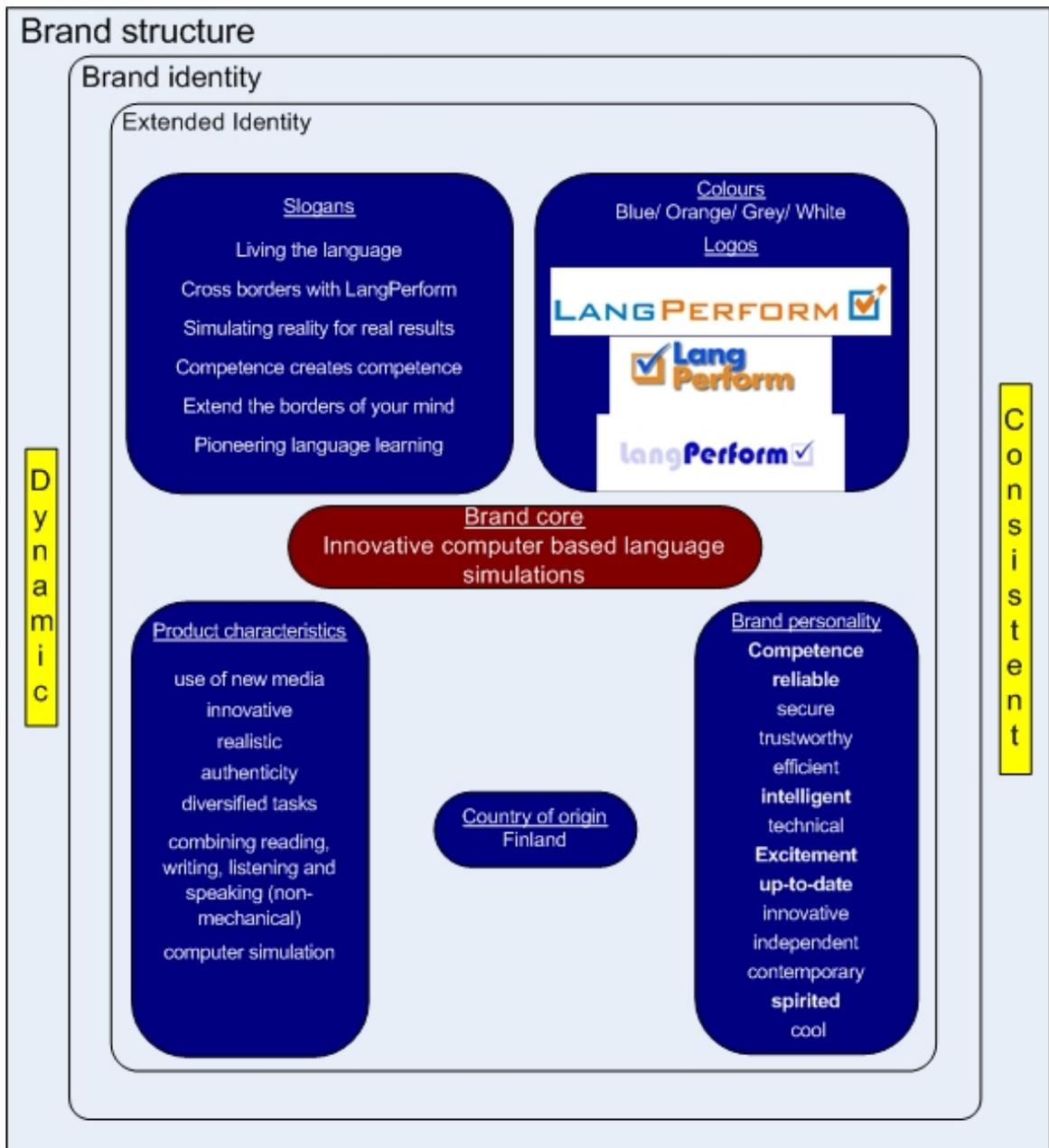


Figure 14: Brand structure of LangPerform

8. Brand marketing material for LangPerform

8.1. PowerPoint presentation

8.1.1. Background

The idea was to create a PowerPoint presentation (see appendix 5, p.92), which could be handed out on CD's as well as presented and played on fairs and seminars. The content should consist of background information of LangPerform, a vision of LangPerform, highlights of the present tool LangPerform Deutsch as well as contact information. An English and a German version were created, taking into account the different target groups of LangPerform. In this work only the English presentation will be described. Also the general appearance of the presentation should reflect as much as possible the findings concerning LangPerform so far as well as Brand principles and the specialities of B2B markets have been taken into account. The target groups of this presentation are decision makers in education institutions, publishers as well as key players in the educational sector.

8.1.2. Structure

For this promotional material targeted at B2B markets, it is essential to consider the importance of information efficiency for the target group. As mentioned earlier:

*“The second most important Brand function in B2B is **information efficiency** which is created by clear communications throughout all promotional activities, taking into account the Brand principle **clarity**.”*

The structure of the presentation has to represent clarity and the length of the presentation should not be more than five minutes. Thus the following structure was created for the presentation:

- What? The idea
- What for? The vision
- How? From vision to reality
- Example: LangPerform Deutsch
- LangPerform – The people
- Interested?

8.1.3. Application of Brand principles

As mentioned earlier:

*“The objectives of creating a consistent Brand image and successful Brand positioning, can only be reached by implementing the Brand principles **consistency, continuity, dynamics, clarity and visibility** into all promotional activities.”*

For this presentation, since it is the first marketing material produced, the principles **continuity** and **dynamics** can be neglected, because they are concerning the long-term perspective of marketing material.

Visibility is covering the constant and efficient promotion of the Brand, creating awareness of the Brand in direct competition with other advertisements. This would cover the package of the presentation, but can be neglected for content of the presentation.

Clarity was tried to be achieved by the structure of the presentation, the use of colours, the amount of text on one slide and the integration of pictures and graphics.

To reach **consistency** the transition of slides and the entrance as well as exit of the slide content were always using the same customized animation. This created a smooth impression of the presentation as well as the automatic transition of the slides. Also one of the top three logos, logo number two, was integrated in the presentation, after deciding that the future logo either would be logo number two or a very similar logo. This logo was placed always at the same spot on the slides, in the lower right corner, except on slide 16, because of the graphic included in this slide, the logo did not fit into the corner. To assure a convenient use of the presentation CD, an autorun file was created, which was integrated into the CD's to assure an automatic start of the presentation.

The chosen colour was blue, since the combination blue/ grey or blue/ orange were not suitable for the presentation. Orange was playing only a minor part, since a frame was created for every picture used, which was orange. The background of the presentation was blue and white and the total length of the presentation was 4:50 min. The presentation was exported into jpg format and added to the appendices of the survey (see appendix 5, p. 91).

9. Suggestions for further development

The next step will be the creation of a homepage for the Brand LangPerform. This was suggested by the author and www.langperform.com, www.langperform.com and www.langperform.eu have been reserved already for this purpose. The content of the homepage should be based on the findings provided in this thesis; especially the PowerPoint can be used as basis for the content of the homepage. Through the second E-Survey, a person living in Tampere was found to create the graphical parts of future projects and he is able to create a homepage as well. The creation of the homepage should not be postponed, since it is an important marketing channel and sign of professionalism.

An E-survey should be created in order to receive information about the market chances of LangPerform in the economical context, as training tool and playing a part of the personnel selection process. This survey should be used to acquire the contact information of potential customers as well.

Due to the innovative character LangPerform and the image which should be transported, it is crucial to always seek for new innovative elements for the Brand e.g. finding partners in the field of voice recognition would be an valuable add-on to the products.

At a later stage of the Brand's lifecycle the Brand personality questionnaire should be used to analyze how LangPerform is perceived from different target groups e.g. students of different age, teachers, principals, HR-personal etc.

The B2B chapter should not be neglected in future marketing activities, since it is crucial to be aware of the specialities of the B2B market to improve the success of marketing activities. The consideration of the DMU concept offers the possibility to create efficient marketing material, addressing the right person with the right information.

The discussed Brand principles, especially **consistency**, **continuity** and **dynamics** have to be applied with high discipline in all future activities concerning the Brand LangPerform. Otherwise it is not possible to create and manage the Brand successfully and it the product will stay a product.

10. Evaluation of the work

The purpose of this thesis was to provide concrete actions and material as well as suggestions on how to transform the product LangPerform into the Brand LangPerform, including the creation of the Brand structure,

consisting of Brand core, Brand slogans, Brand colours, Brand logo and the Brand personality.

To achieve this, the necessary theoretical framework was provided in a logical order and accompanied by figures and tables supporting the acquirement of the knowledge as well as the relations between the individual elements of the theoretical part. First basic knowledge about Brands was covered as an introduction to the topic, followed by the explanation why to create a Brand, describing the internal and external benefits a Brand offers. After that, an in depth look on the structure of a Brand was given, covering almost half of the entire theoretical part, which was due to its importance, since it served as a framework for the entire practical part of this thesis. Next the challenges for creating a Brand were discussed, since the awareness of these is crucial for the long-term success of a Brand. Then the specialities of the B2B-environment and the effects a Brand has on the 4 P's of marketing were covered, since one objective was to create Brand marketing material for LangPerform.

The practical part started with the description of the product LangPerform, providing an overview of the product which was necessary to be able to follow the process of creating the Brand. To create a strong link between the theoretical and the practical part, the findings of the theoretical part were applied for the creation of the practical part. Also the elements of the practical part were interlinked among themselves, because they are interdependent, so that each element would be used for the creation of the following elements.

This process began with the application of the earlier described cause-effect relationship which was used to create the Brand core of LangPerform "**Innovative computer based language simulations**". Then the creation of the extended identity of LangPerform followed, which was based on an internal survey and discussion of the Brand's personality, using the Brand personality factors of Jennifer Aaker (see chapter 3.1.2.4., p. 29). The founded Brand personality factors, subcategories and adjectives were used as one of the creative sources for the production of logos and slogans. For the finding of the suitable colours, the Brand personality factors were combined with the colour associations provided in the theory part, which were utilized in the creation of the logos as well. The results of the logo and slogan creations were analysed in an E-survey and the most suitable logos and slogans for LangPerform were found. Also the additional goal to find a suitable person for later graphical tasks was achieved. All the prior provided knowledge and created elements were combined in the final chapter of the practical part, the creation of concrete Brand marketing material, a PowerPoint presentation about LangPerform. It included one of the created slogans, the winner logo of the E-survey, the

colours which were detected most suitable for LangPerform as well as the specialities of the target group were taken into account, applying the B2B part of this thesis and as well the Brand principles **clarity** and **consistency** were applied in the presentation

In the author's opinion, the created Brand core still offers space for improvements, since the Brand is a very young one, and therefore the core elements of the Brand might still change slightly and are at this stage of the Brand's lifecycle difficult to grasp.

The feedback for the work from the client representative, the Product Manager Jani Lankinen was very positive. This strengthens the perception of the author that the goals of this thesis were achieved. The fact that the created logo and colours were already integrated into the product supports this opinion. Also the offer from the client to the author to further participate in the development and distribution of the Brand LangPerform, taking responsibility for coordination and Brand marketing is evidence that the work was carried out successfully.

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Abbreviations

B2C = Business-to-Consumer

B2B = Business-to-Business

CLIL = Content and Language Integrated Learning

CEFR = Common European Framework of Reference

DMU = Decision Making Unit

TQM = Total Quality Management

Appendices

Appendix 1: Survey concerning Brand personality 1 (5)

Cover letter

The basic idea of Brand personality is similar to the human personality concept. Every human has a unique combination of consistent characteristics and behavioural patterns, which form his/ her personality. A study by Jennifer Aaker shows that five personality characteristics are covering 93 percent of the differences between Brands. The five characteristics, which are named personality factors by Jennifer Aaker, are **sincerity, excitement, competence, sophistication and ruggedness**. Each of these factors is divided into subcategories and then a set of adjectives as well as nouns, which are describing the subcategories more accurately.

The goal of this questionnaire is to find the personality factors which describe the Brand LangPerform most accurately.

Please mark each adjective's suitability as a personality factor of LangPerform.

- 5 = extremely descriptive
- 4 = mostly descriptive
- 3 = moderately descriptive
- 2 = slightly descriptive
- 1 = not descriptive at all

Survey concerning Brand personality 4 (5)

Competence

<u>Reliable</u>	not descriptive at all	1	2	3	4	5	extremely descriptive	<u>Intelligent</u>	not descriptive at all	1	2	3	4	5	extremely descriptive
hardworking		<input type="radio"/>		technical		<input type="radio"/>									
secure		<input type="radio"/>		serious		<input type="radio"/>									
efficient		<input type="radio"/>													
trustworthy		<input type="radio"/>													
careful		<input type="radio"/>													
<u>Successful</u>	not descriptive at all	1	2	3	4	5	extremely descriptive								
leader		<input type="radio"/>													
confident		<input type="radio"/>													
influential		<input type="radio"/>													

Sophistication

<u>Upper class</u>	not descriptive at all	1	2	3	4	5	extremely descriptive	<u>Charming</u>	not descriptive at all	1	2	3	4	5	extremely descriptive
glamorous		<input type="radio"/>		feminine		<input type="radio"/>									
good looking		<input type="radio"/>		smooth		<input type="radio"/>									
pretentious		<input type="radio"/>		sexy		<input type="radio"/>									
sophisticated		<input type="radio"/>		gentle		<input type="radio"/>									

Appendix 2: E-survey concerning Brand name 1 (2)

Cover letter (e-mail)

Subject: Need support for thesis!

Hello!

For a part of my thesis I need you to fill this mini-survey (it takes 2 minutes max.). It is about your judgement of a Brand name, which was created for a new product.

Please click the below link and support me by filling the survey.

<https://lomake.tpu.fi/v2/lomakkeet/3048/lomake.html>

Thank you,
Simon

Questionnaire

As part of my thesis I have to analyse a Brand name. The name of the product is LangPerform (Language Performance) and the product is a computer-based language training and test tool. Its main benefits are increased learner motivation, increased objectivity as well as increased efficiency for the evaluation processes.

The following considerations should be taken into account, when creating a Brand name. Please rate on a scale from 1-5, how good the name LangPerform matches these considerations.

- 5 = very good match
- 4 = good match
- 3 = moderate match
- 2 = low match
- 1 = very low match

E-survey concerning Brand name 2 (2)

Considerations

Please rate how good the Brand name LangPerform matches these considerations

	1	2	3	4	5
1. Your product name, when possible, should say something about the product and/ or its benefits (Blend-a-dent)	<input type="radio"/>				
2. Avoid negative imagery or identification (bad example: AYDS weight-loss candy)	<input type="radio"/>				
3. Try to avoid acronyms (e.g. SAP, LG, etc.). People want to buy products and services with names	<input type="radio"/>				
4. Simple is better than complicated	<input type="radio"/>				
5. Fewer letters are better than much longer names	<input type="radio"/>				
6. Upbeat names are better than heavy names	<input type="radio"/>				

Comments

Please write your comments here!



Appendix 3: E-survey 2 concerning slogans and logos 1 (3)

Cover letter (e-mail)

Subject: Need support for thesis II

Hello!

For a part of my thesis I need you to fill this survey (it takes 5minutes max.). It is about your judgement of Brand slogans and logos, which were created for a new product.

Please click the below link and support me by filling the survey.

<https://lomake.tpu.fi/v2/lomakkeet/3104/lomake.html>

Thank you,
Simon

P.S.: Thanks to the persons who participated in the first survey!

Questionnaire

E-Survey about slogans and logos for LangPerform

As part of my thesis I have to analyze slogans and logos for the Brand LangPerform. LangPerform is a computer-based language training and test tool. Its main benefits are increased learner motivation, increased objectivity as well as increased efficiency for the evaluation processes. The Brand should represent competence but also excitement, its target groups are educational institutions as well as HR-departments of companies.

Please judge the following slogans and logos and take into account the information provided of the Brand LangPerform.

5= very good
4= good
3= average
2= poor
1= very poor

E-survey 2 concerning slogans and logos 2 (4)

The slogans are categorized, depending on their main characteristic.

A slogan should be memorable

	1	2	3	4	5
Living the language	<input type="checkbox"/>				
Integrating innovations	<input type="checkbox"/>				
Assessmance	<input type="checkbox"/>				
Simulovement	<input type="checkbox"/>				
Simulate, perform, assess	<input type="checkbox"/>				
Simulate, perform, improve	<input type="checkbox"/>				
Train, perform, assess	<input type="checkbox"/>				
Cross borders with LangPerform	<input type="checkbox"/>				

A slogan should differentiate

	1	2	3	4	5
Simulating reality for real results	<input type="checkbox"/>				

A slogan should recall the Brand name

	1	2	3	4	5
LangPerform- Beating the norm	<input type="checkbox"/>				
LangPerform- Challenging the norm	<input type="checkbox"/>				

E-survey 2 concerning slogans and logos 3 (4)

A slogan should include a key benefit

	1	2	3	4	5
Innovative language training and assessment	<input type="checkbox"/>				
Train, assess, improve	<input type="checkbox"/>				
Holistic language assessment	<input type="checkbox"/>				
Simulating reality	<input type="checkbox"/>				
Authenticity first	<input type="checkbox"/>				
Extend the borders of your mind	<input type="checkbox"/>				

A slogan should represent the Brand personality

	1	2	3	4	5
Competence creates competence	<input type="checkbox"/>				
Competence and excitement	<input type="checkbox"/>				

A slogan should be strategic

	1	2	3	4	5
Frontier research to overcome borders	<input type="checkbox"/>				
Transnational frontier research	<input type="checkbox"/>				
Transfrontier research	<input type="checkbox"/>				
Pioneering language learning	<input type="checkbox"/>				

E-survey 2 concerning slogans and logos 4 (4)

Information about viewing Logos

<http://picasaweb.google.com/simon.lechner>

The link will take you my picasa photoblog where you can see the album "Logos".
Sorry about the inconvenience, but this editor does not allow any pictures.

If you do not bother to judge the logos, please still submit the results you provided so far.

Logos

	1	2	3	4	5
Logo1	<input type="checkbox"/>				
Logo2	<input type="checkbox"/>				
Logo3	<input type="checkbox"/>				
Logo4	<input type="checkbox"/>				
Logo5	<input type="checkbox"/>				
Logo6	<input type="checkbox"/>				
Logo7	<input type="checkbox"/>				
Logo8	<input type="checkbox"/>				
Logo9	<input type="checkbox"/>				
Logo10	<input type="checkbox"/>				

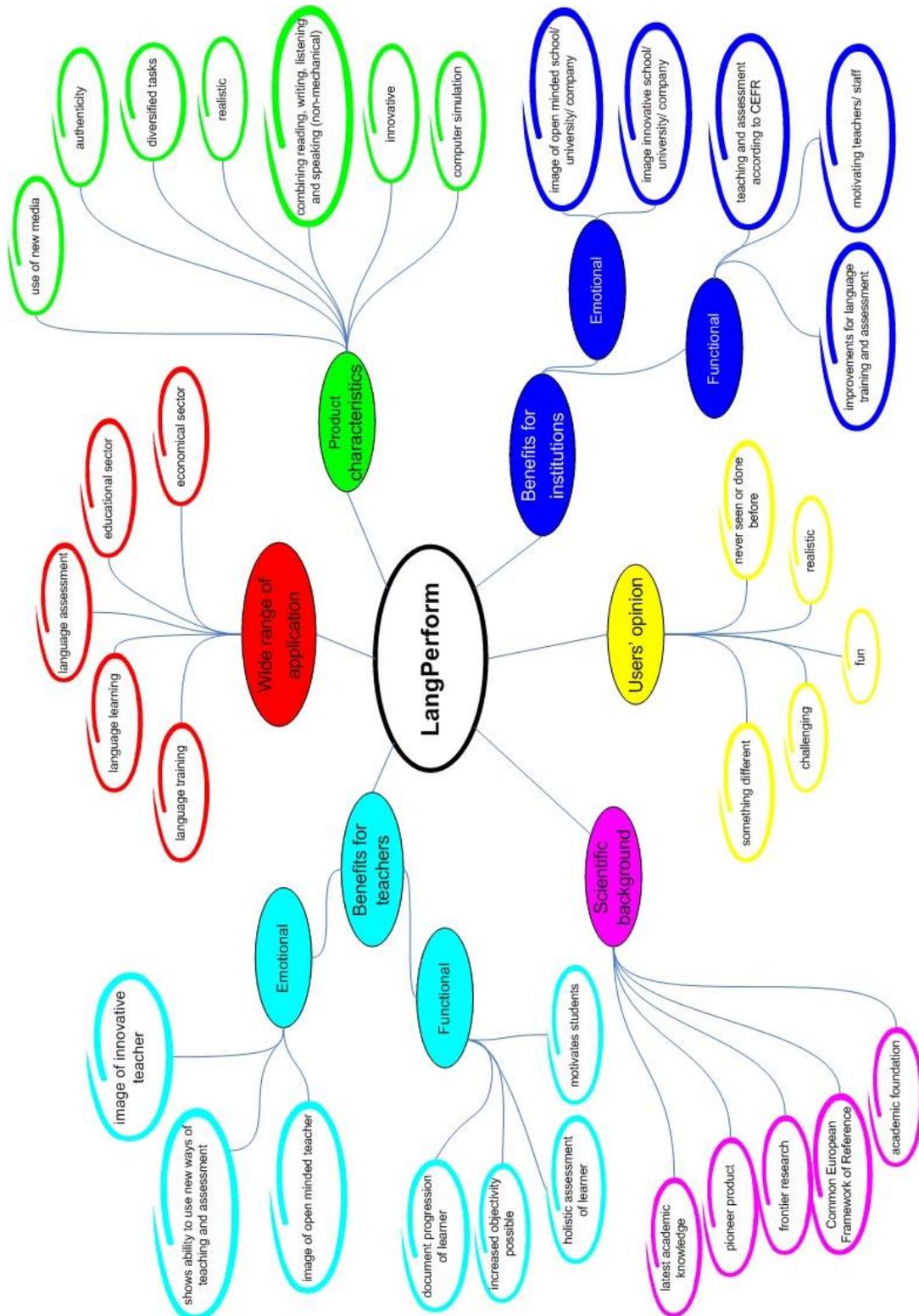
Logo design

If you are interested in designing a logo for LangPerform, please note down your email address in this box. Of course it will be treated confidentially!

Comments

If you have any comments or ideas for improvements please place them here.

Appendix 4: Mind map of LangPerform 1 (1)



Appendix 5: PowerPoint of LangPerform 1 (9)

**Cross borders with
LangPerform**

Computer simulations for training,
documentation and evaluation of
language performance



What? -The idea

LangPerform – training and evaluation tools

ENABLE
a comprehensive and performance-based training,
documentation and evaluation of communicative
language skills

CAN BE TAILORED FOR
various specific training and evaluation purposes in
different fields of education, research and working life

ARE DEVELOPED
on the basis of up-to-date research and in
accordance with guidelines and recommendations
of the pan-European language education policies



PowerPoint of LangPerform 2 (9)

What for? - The vision

To improve quality and effectiveness in all training, test and evaluation measures across different fields of education, research and working life by implementing up-to-date information and communication technologies

How? – From vision to reality

by contributing

to the development of high quality pre- and in-service teacher education structures both nationally and transnationally

by supporting

the mediation of cross-curricular communication skills with the help of information and communication technologies (ICT)

by enabling

a comprehensive and realistic training, documentation and evaluation of language performance

PowerPoint of LangPerform 3 (9)

An example: LangPerform Deutsch - Evaluation

A **LangPerform-tool** for documentation and evaluation of communication skills in German



LANGPERFORM 

LangPerform Deutsch - Evaluation

Step 1

Creation of a learner-specific language acquisition profile

Consisting of an individual language acquisition biography...

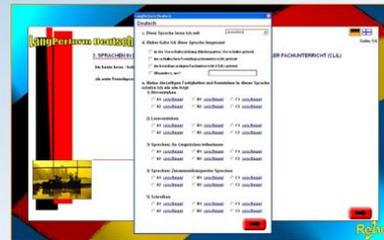


LANGPERFORM 

PowerPoint of LangPerform 4 (9)

LangPerform Deutsch - Evaluation

...self-assessment of foreign language proficiency on the basis of the Common European Framework of Reference for Languages...



LANGPERFORM

LangPerform Deutsch - Evaluation

...and a learner's analysis of the mediation of German as a foreign language at school



LANGPERFORM

PowerPoint of LangPerform 5 (9)

LangPerform Deutsch - Evaluation

Step 2

Participation in the test

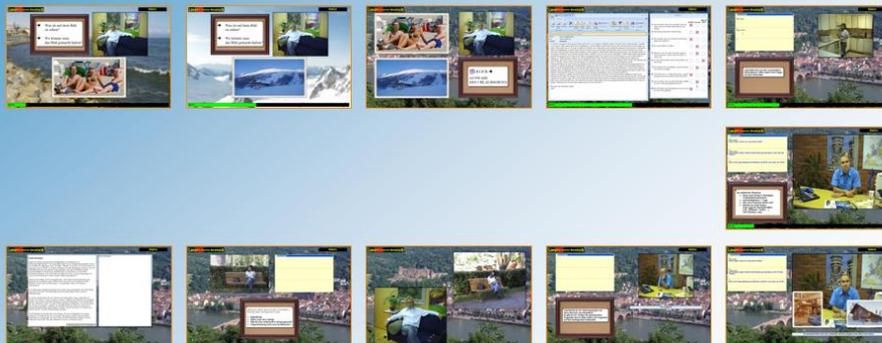
Including a test moderation
– oral and written guidance
through different
communication situations...



LANGPERFORM 

LangPerform Deutsch - Evaluation

...a coherent storyline with a
series of various
communication tasks...



LANGPERFORM 

PowerPoint of LangPerform 6 (9)

LangPerform Deutsch - Evaluation

...such as
picture description...



LANGPERFORM

LangPerform Deutsch - Evaluation

...e-mail-
correspondence...



LANGPERFORM

PowerPoint of LangPerform 7 (9)

LangPerform Deutsch - Evaluation

...mobile phone communication...



LANGPERFORM

LangPerform Deutsch - Evaluation

...and simulated face-to-face situations



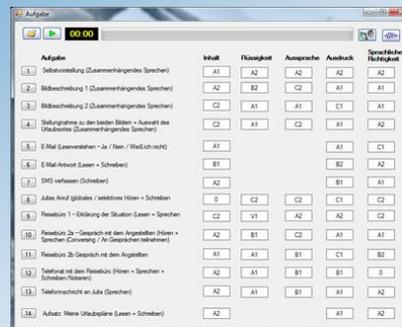
LANGPERFORM

PowerPoint of LangPerform 8 (9)

LangPerform Deutsch - Evaluation

Step 3

Global, task- and skill-specific self-assessment with a digital LangPerform - assessment tool



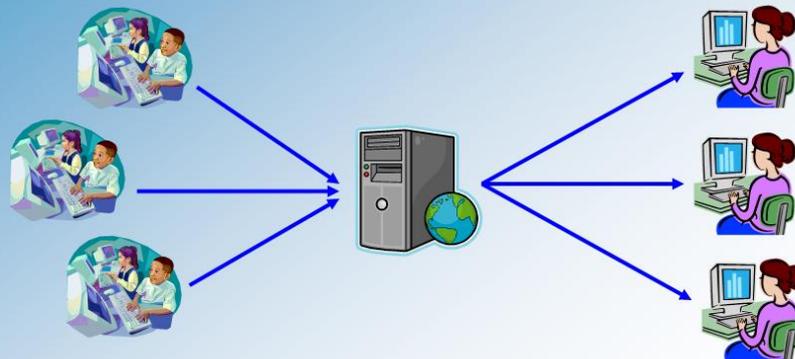
Aufgabe	Inhalt	Flüssigkeit	Aussprache	Ausdruck	Sprachliche Flexibilität
1.) Selbstvorstellung (Zusammenhängendes Sprechen)	A1	A2	A2	A2	A2
2.) Bildbeschreibung 1 (Zusammenhängendes Sprechen)	A2	B2	C2	A1	A1
3.) Bildbeschreibung 2 (Zusammenhängendes Sprechen)	C2	A1	A1	C1	A1
4.) Stellungnahme zu den beiden Bildern + Auswahl des zutreffenden Zusammenhängendes Sprechen)	C2	A1	C2	A1	A2
5.) 4-Mal (Lesenverstehen - Ja / Nein / Vielleicht nicht)	A1			A1	C1
6.) 4-Mal (Lesenverstehen - Lesen + Schreiben)	B1			B2	A2
7.) SMS verfassen (Schreiben)	A2			B1	A1
8.) Audio Hörf (Globaler / selektives Hören + Schreiben)	B	C2	C2	C1	C2
9.) Reaktions 1 - Erklärung der Situation Lesen + Sprechen	C2	V1	A2	A2	C2
10.) Reaktions 2 - Gespräch mit dem Angebotenen Hören + Sprechen (Contextual / An-Gesprächen-situational)	A2	B1	C2	A1	A1
11.) Reaktions 3 - Gespräch mit dem Angeboten	A1	A1	B1	C1	B2
12.) Telefonat mit dem Reisebüro Hören + Schreiben + Schreiben (Telefonat)	A2	A1	B1	B1	B
13.) Telefonat mit dem Reisebüro Hören + Schreiben	A2	A1	B1	A1	A2
14.) Aufsatz: Meine Urlaubspläne (Lesen + Schreiben)	A2			A1	A2

LANGPERFORM

LangPerform Deutsch - Evaluation

Step 4

External final evaluation through an international experts' pool via internet



PowerPoint of LangPerform 9 (9)

LangPerform – The People

- Mr. Kim Haataja, PhD (Research tasks, creation of storylines, development of test structures and items, coordination of evaluation)
- Mr. Simon Lechner (B.A.) Coordination of LangPerform development and realisation
- Mr. Jani Lankinen (Programming, ICT-expertise)
- Mr. Tomi Nuotio (Video recording and editing)

LangPerform Deutsch – Evaluation was created in conjunction with:

- **OPEKO, the National Centre for Professional Development in Education, Finland**
- **Institute of General and Applied Linguistics and Cultural Studies of the University of Heidelberg, Germany**
- and
- **Remote Networks Ltd. Finland**



Interested?

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See you soon at

www.langperform.com



Appendix 6: Implementation of colours and logo 1 (2)

Old



New



Implementation of colours and logo 2 (2)

Old

LangPerform Deutsch

Türkisch

Ich höre

- jeden Tag
- ca. drei- bis fünfmal / Woche
- ca. ein- bis zweimal / Woche
- ca. einmal in zwei Wochen
- ca. einmal im Monat oder seltener

Ich höre diese Sprache am häufigsten

- im Umgang mit Freunden und Bekannten
- beim Fernsehen und Filmen (z.B. DVD)
- beim Radio- oder Musikhören (z.B. CDs)
- im Internet (Webradio, Video Clips, etc.)
- in anderen Situationen, welchen?

Ich spreche

- jeden Tag
- ca. drei- bis fünfmal / Woche
- ca. ein- bis zweimal / Woche
- ca. einmal in zwei Wochen
- ca. einmal im Monat oder seltener

Ich spreche diese Sprache am häufigsten

- im Umgang mit Freunden und Bekannten
- im Internet (Messenger, Skype, Spielchats oder andere Echtzeitplattformen)
- in anderen Situationen, welchen?

Ich lese

- jeden Tag
- ca. drei- bis fünfmal / Woche
- ca. ein- bis zweimal / Woche
- ca. einmal in zwei Wochen
- ca. einmal im Monat oder seltener

Ich lese diese Sprache am häufigsten

- im Umgang mit Freunden und Bekannten (einschl. E-Mail und Chat)
- beim Zeitung- und / oder Bücherlesen
- im Internet (ausgenommen E-Mail und Chat)
- in anderen Situationen, welchen?

Ich schreibe

- jeden Tag
- ca. drei- bis fünfmal / Woche
- ca. ein- bis zweimal / Woche
- ca. einmal in zwei Wochen
- ca. einmal im Monat oder seltener

Ich schreibe diese Sprache am häufigsten

- im Umgang mit Freunden und Bekannten (einschl. E-Mail und Chat)
- beim Verfassen anderer Texte mittels Computer oder anderer Medien
- in anderen Situationen, welchen?



New

LangPerform Deutsch

Dänisch

Ich höre

- jeden Tag
- ca. drei- bis fünfmal / Woche
- ca. ein- bis zweimal / Woche
- ca. einmal in zwei Wochen
- ca. einmal im Monat oder seltener

Ich höre diese Sprache am häufigsten

- im Umgang mit Freunden und Bekannten
- beim Fernsehen und Filmen (z.B. DVD)
- beim Radio- oder Musikhören (z.B. CDs)
- im Internet (Webradio, Video Clips, etc.)
- in anderen Situationen, welchen? wenn ich mit Noora oder Lukas red

Ich spreche

- jeden Tag
- ca. drei- bis fünfmal / Woche
- ca. ein- bis zweimal / Woche
- ca. einmal in zwei Wochen
- ca. einmal im Monat oder seltener

Ich spreche diese Sprache am häufigsten

- im Umgang mit Freunden und Bekannten
- im Internet (Messenger, Skype, Spielchats oder andere Echtzeitplattformen)
- in anderen Situationen, welchen?

Ich lese

- jeden Tag
- ca. drei- bis fünfmal / Woche
- ca. ein- bis zweimal / Woche
- ca. einmal in zwei Wochen
- ca. einmal im Monat oder seltener

Ich lese diese Sprache am häufigsten

- im Umgang mit Freunden und Bekannten (einschl. E-Mail und Chat)
- beim Zeitung- und / oder Bücherlesen
- im Internet (ausgenommen E-Mail und Chat)
- in anderen Situationen, welchen?

Ich schreibe

- jeden Tag
- ca. drei- bis fünfmal / Woche
- ca. ein- bis zweimal / Woche
- ca. einmal in zwei Wochen
- ca. einmal im Monat oder seltener

Ich schreibe diese Sprache am häufigsten

- im Umgang mit Freunden und Bekannten (einschl. E-Mail und Chat)
- beim Verfassen anderer Texte mittels Computer oder anderer Medien
- in anderen Situationen, welchen?



LangPerform Deutsch

Dänisch

c. Diese Sprache lerne ich seit

d. Bisher habe ich diese Sprache insgesamt

- in der Vorschulerziehung (Kindergarten, Vorschule) gelernt
- im schulischen Fremdsprachenunterricht gelernt
- im fremdsprachigen Fachunterricht (CLIL) gelernt
- Woanders, wo?

e. Meine derzeitigen Fertigkeiten und Kenntnisse in dieser Sprache schätze ich ein wie folgt:

1) Hörverstehen

- A1 [siehe Beispiel](#) B1 [siehe Beispiel](#) C1 [siehe Beispiel](#)
- A2 [siehe Beispiel](#) B2 [siehe Beispiel](#) C2 [siehe Beispiel](#)

2) Leseverstehen

- A1 [siehe Beispiel](#) B1 [siehe Beispiel](#) C1 [siehe Beispiel](#)
- A2 [siehe Beispiel](#) B2 [siehe Beispiel](#) C2 [siehe Beispiel](#)

3) Sprechen: An Gesprächen teilnehmen

- A1 [siehe Beispiel](#) B1 [siehe Beispiel](#) C1 [siehe Beispiel](#)
- A2 [siehe Beispiel](#) B2 [siehe Beispiel](#) C2 [siehe Beispiel](#)

4) Sprechen: Zusammenhängendes Sprechen

- A1 [siehe Beispiel](#) B1 [siehe Beispiel](#) C1 [siehe Beispiel](#)
- A2 [siehe Beispiel](#) B2 [siehe Beispiel](#) C2 [siehe Beispiel](#)

5) Schreiben

- A1 [siehe Beispiel](#) B1 [siehe Beispiel](#) C1 [siehe Beispiel](#)
- A2 [siehe Beispiel](#) B2 [siehe Beispiel](#) C2 [siehe Beispiel](#)



LangPerform Deutsch

Englisch

c. Diese Sprache lerne ich seit

d. Bisher habe ich diese Sprache insgesamt

- in der Vorschulerziehung (Kindergarten, Vorschule) gelernt
- im schulischen Fremdsprachenunterricht gelernt
- im fremdsprachigen Fachunterricht (CLIL) gelernt
- Woanders, wo?

e. Meine derzeitigen Fertigkeiten und Kenntnisse in dieser Sprache schätze ich ein wie folgt:

1) Hörverstehen

- A1 [siehe Beispiel](#) B1 [siehe Beispiel](#) C1 [siehe Beispiel](#)
- A2 [siehe Beispiel](#) B2 [siehe Beispiel](#) C2 [siehe Beispiel](#)

2) Leseverstehen

-  A1 [siehe Beispiel](#) B1 [siehe Beispiel](#) C1 [siehe Beispiel](#)
- A2 [siehe Beispiel](#) B2 [siehe Beispiel](#) C2 [siehe Beispiel](#)

3) Sprechen: An Gesprächen teilnehmen

- A1 [siehe Beispiel](#) B1 [siehe Beispiel](#) C1 [siehe Beispiel](#)
- A2 [siehe Beispiel](#) B2 [siehe Beispiel](#) C2 [siehe Beispiel](#)

4) Sprechen: Zusammenhängendes Sprechen

-  A1 [siehe Beispiel](#) B1 [siehe Beispiel](#) C1 [siehe Beispiel](#)
- A2 [siehe Beispiel](#) B2 [siehe Beispiel](#) C2 [siehe Beispiel](#)

5) Schreiben

-  A1 [siehe Beispiel](#) B1 [siehe Beispiel](#) C1 [siehe Beispiel](#)
- A2 [siehe Beispiel](#) B2 [siehe Beispiel](#) C2 [siehe Beispiel](#)

