Brand Management
A qualitative study on branding in a SME

Bachelor Thesis within Business Administration
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Abstract

Purpose

The purpose of this thesis is to investigate how branding is exercised in a SME and to develop a model for how SMEs can implement branding. This means that we will especially focus on aspects that are important for a SME when building and strengthening a brand.

Background

When looking at the concept of brand management, the wide range of literature gives examples of corporations such as Nike, Coca-Cola, and Apple who have been successful in the field. It rarely talks about how SMEs deal with branding, if at all. Brand management in SMEs has been widely overlooked, despite that a vast majority of the companies are SMEs. There are as mentioned obstacles when working with brand management in SMEs, but the existing literature is mainly focusing on how larger organizations should implement brand management and the benefits of doing so. We argue that there is lack of existing literature on how SMEs should implement branding.

Method

To fulfill the purpose, a qualitative method was chosen. The study was done within a SME, Triumf Glass, where eight people were interviewed in a semi-structured way. This was done to investigate how branding is exercised in a SME.

Conclusion

The outcome of the study is a model that describes the process we believe to be necessary for a SME to go through when building and strengthening its brand. The model consists of the phases brand essence, brand reflection and brand strategy which result in brand equity.
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1 Introduction

This chapter introduces the reader to the broader concept of our study. The problem of the study will be discussed and will be followed by a formulation of the purpose. The chapter will be concluded with a delimitations section.

In today’s society brands are everywhere we turn. Companies are trying to influence consumers into buying their product instead of their competitors’ products. To do so, they need to differentiate themselves. They need to convince the customers that their product offers a higher value. For instance Coca-Cola does not only sell cold drinks, they provide a lifestyle. Drinking Coca-Cola means much more to some consumers than just satisfying the need for a cold beverage. Choosing Coca-Cola instead of Pepsi provides an added value to some customers. Despite the fact that Pepsi is preferred in blind-tests and the price is about the same, Coca-Cola is favored by most people. Coca-Cola has a competitive advantage over Pepsi through the Coca-Cola brand. Coca-Cola has through its branding been able to create long-term relationships with its customers and establish a connection between the customers and the brand. Coca-Cola is one of the world’s most recognized brands. The value of a strong brand has during the last couple of years been heavily discussed and the impact it has on the customers. A strong brand is nowadays considered a valuable asset (Melin, 2001).

The American market association (2010) defines a brand as: “A name, term, design, symbol, or any other feature that identifies one seller’s good or service as distinct from those of other sellers”.

This thesis will focus on brand management within small and medium-sized enterprises (SMEs). SMEs are defined by the European Union (2003) as companies with 250 or less employees. A vast majority, about 99 percent, of all enterprises within the European Union are SMEs. Brand management, or branding that it is commonly referred to, is the way companies use their brands to expose an image. For instance when someone mentions Volvo, most people instantly think of safety. There are several aspects of branding that have to be taken into consideration when trying to improve a brand. Brand equity is the combined value of a brand and is defined by Aaker (1996) as a set of assets that generate value to the customers or to the firm. This is what you gain from your efforts to create or enhance the brand. Brand equity is the difference recognized in the marketplace due to the investment that has been put into the brand (Campbell, 2002). According to Aaker (1991) the aim with all branding is to increase brand equity. Aaker recognizes a few factors that are of significance when improving brand equity. Three of them being brand awareness, brand loyalty and brand associations. These concepts will be discussed further in the theoretical framework section.

Some people believe that branding is just about naming a brand and representing a product or service (Kapferer, 2004). Branding is more complex than that. According to Kapferer, brands are a result of the strategy of market segmentation and product differentiation. Brands help companies to differentiate themselves towards the competition, to attract certain groups of the market. Branding also enables customers to distinguish between different products and services and recognize what they perceive satisfies their needs the most.

Due to the complexity of branding it requires a significant amount of resources to conduct it. For SMEs this amount of resources might not exist and this is an issue faced by many of
these companies. The challenge with performing branding in a SME will be discussed in the next section.

1.1 Problem Discussion

When looking at the concept of branding, the wide range of literature gives examples of corporations such as Nike, Coca-Cola, and Apple who have been successful in the field. It rarely talks about how SMEs deal with branding, if at all. Branding in SMEs has been widely overlooked, despite that a vast majority of the companies are SMEs (Berthon, Ewing, & Napoli, 2008). Branding has a different role in a SME compared to in a major organization. There is a big difference in having ten times as much to spend on branding (Krake, 2005). Krake continues by arguing that a SME is most commonly more oriented towards achieving sales. Branding is therefore often sidelined and seen as a part of marketing. The minor effort on branding by SMEs makes them less able to establish long-term relationships with the customers. One of the reasons for the lack of investments in branding is as Aaker (1996) states the difficulties with linking financial performance to an intangible asset such as brand equity. This makes it difficult for SMEs to justify the invested resources.

There are as mentioned difficulties when working with branding in SMEs, but the existing literature is mainly focusing on how larger organizations should implement branding and the benefits of doing so. Therefore, the problem this thesis concerns is the lack of studies on how SMEs should implement branding.

1.2 Purpose

The purpose of this thesis is to investigate how branding is exercised in a SME and to develop a model for how SMEs can implement branding. This means that we will especially focus on aspects that are important for a SME when building and strengthening a brand.

1.3 Delimitations

Our study is limited to a specific SME, Triumf Glass. Triumf Glass is a medium sized company located in Göteborg, Sweden. The respondents are employees at Triumf Glass that have been selected with the desire to understand how branding is exercised in a SME.
1.4 Disposition

Theoretical Framework

- The theoretical framework chapter presents theories within the fields of brand equity, brand identity, challenges, and opportunities for how a SME should work with branding. The chapter is structured according to a funnel approach; it will explain broader theories in the beginning to give an understanding of branding and then narrow down to theories that highlight the challenges of branding in a SME.

Method

- In this chapter, we motivate why we have used a qualitative method and qualitative semi-structured interviews. We will also show why and how we chose the respondents to our interviews and present the company, Titumir Glass, where the study has been conducted. The chapter closes with a discussion regarding the usefulness of the study.

Empirical Presentation

- This chapter presents a summarized version of the conducted qualitative interviews. The chapter is structured according to the important concepts described earlier: brand strategy, brand identity, company dimension, brand power, loyal customer base, and brand association. The main question asked within each of the concepts is presented to illustrate what the empirical data is based on. We sat down with 8 people at Titumir Glass and discussed how branding is conducted at Titumir Glass.

Analysis

- This chapter uses the theories and concepts that the theoretical framework discusses to throw light on the empirical presentation. The chapter is structured and divided according to the important concepts described earlier: brand strategy, brand identity, company dimension, brand power, loyal customer base, and brand association.

Conclusions and Final Discussion

- This chapter will start with a section explaining three phases based on the analysis that we have found to be important for branding in a SME. The following section will present the JKR model we have developed and describe the process in the model. The chapter ends with a final discussion about our trials and some possible future studies.
2 Theoretical Framework

The theoretical framework chapter presents theories within the fields of brand equity, brand identity, challenges and opportunities for how a SME should work with branding. The chapter is structured according to a funnel approach; it will explain broader theories in the beginning to give an understanding of branding and the discussion will then narrow down to theories that highlight the challenges of branding in a SME.

2.1 Choice of Theory

The theoretical framework starts by discussing brand equity. The brand equity section includes three important elements generating brand equity. The concepts being brand awareness, brand association and brand loyalty. This is to provide a general understanding of branding. Building on this general insight about branding the theoretical framework continues by describing brand identity and how companies can deal with branding internally. Since the purpose of the study is to develop a model for how SMEs should work with branding, investigating the internal aspect is of great importance. A theory by Gad (2000) will follow, discussing how knowing your brand identity and brand code can be used to project your brand on different dimensions to your customers and consumers. Challenges with building a brand will be highlighted to be able to avoid common pitfalls when developing the model. Since the study focuses on investigating aspects that are important for a SME when branding and not in general, a section explaining an existing theory on how to deal with branding in a SME will be described. This is done to acquire an insight in what recommendations the existing literature gives to SMEs when branding and to be able to draw on them when developing our model. The theory will be presented as the last section because insights in branding gained from previous sections is needed before focusing on branding in SMEs.

2.2 Brand Equity

Keller (2002) argues that working with branding is all about creating differences and equipping products with the power of brand equity. Farquhar (1989) explains brand equity as the added value to the firm, the trade, or the consumer with which a given brand gives a product. Aaker (1991) means that there are liabilities and assets linked to the brand and that these brand assets can provide value to both the company and customers in form of brand equity. He describes the different ways as:

- Helps the customers interpret, process and store large amounts of information about products and brands.
- Affect customers’ confidence in purchasing decisions, because of previous experience with the brand.
- Attract new customers or recapture old ones; it enhances brand loyalty and is a platform for growth in other fields through brand extension.
He continues by saying that one of the most important value, brand equity gives to the company, is that it provides entry barriers for competitors.

Brand equity is as argued by Keller (2002) the goal of branding. How much brand equity you equip your product with depends on how well you do your branding. To understand how to equip your product with brand equity it is therefore important to look at elements and factors that produce brand equity to the brand and the products. Aaker (1991) points to brand awareness, brand associations and brand loyalty as three important concepts that generate brand equity. These three concepts will now be discussed further to gain more insight in brand equity used when developing the model. This will enable us to later in the theoretical framework go deeper into branding with theories about brand identity, challenges with branding and how this should be used in a SME.

2.2.1 Brand Awareness

Aaker (1991) means that brand awareness is the customer’s ability to identify the brand under different conditions. For marketers to create brand awareness they have to give their product an identity. There are two main types of brand awareness, brand recognition and brand recall.

**Brand Recognition**

Aaker (1991) explains that brand recognition is the customers’ ability to verify prior contact to the brand when given the brand as a reminder. Will they be able to recognize it as one they have been exposed to before? He continues by saying that the customers unconsciously choose brands that they earlier have been in contact with rather than completely new ones. Therefore, the familiar brand will have an edge. Another way consumers view marketing is that it is generally believed that companies will not spend money on bad products; the consumer takes the recognition as a sign that the brand is good (Aaker, 1996).

**Brand Recall**

Brand recall is the customer’s ability to recall and retrieve the product when the customer thinks of the product category (Keller, 1997). What marketers try to achieve is that their brand is “top of mind” (first that customer’s recall) or dominant (only brand recalled) (Aaker, 1996). A brand that easily can be recalled has deeper brand awareness than a brand that only can be recognized (Keller, 1997)

**Advantages**

There are many advantages of creating high level of brand awareness, according to Keller (1997). He continues by stating it is important that the customer is considering your product when making a purchase where the need can be fulfilled by your brand. The customers usually have a few brands in mind when making a purchase. The customers have a consideration set of brands, and a higher level of awareness will affect choices of these brands even thought there are no associations to the brands.
Connecting your brand to a positive association is a way to enhance the brand awareness; if this is done effectively it could generate brand equity. The next section will discuss the concept of brand associations and how this could bring value to the firm.

### 2.2.2 Brand Associations

A brand association is everything linked to a brand. Most brands bring to mind several associations for their customers (Aaker, 1991). Farquhar & Herr (1993) argue that there are several types of associations; they could be product attributes, related customer benefits, product categories bearing its name or just a usage situation. They mean that these associations also have a level of strength. An association will be stronger if it is based on many experiences rather than of those that just have a few.

According to Aaker (1991) there are many different ways brand associations can bring value to the firm and its customer.

The different ways are:

- **Differentiating the brand** - Associations can play a big role in separating your brand from your competitors.
- **Process/retrieve information** - An association can help summarize information so it is easier for the consumer to cope.
- **Generating reasons to buy** - It can characterize a basis for buying decisions or brand loyalty. It can provide credible confidence in the brand that will help the purchase decision.
- **Creating positive attitudes/feelings** – Association can stimulate positive feelings that will be linked to the brand. Celebrities connected to the brand can enhance such a feeling.

Keller (1997) argues that brand associations can be classified in to three different groups or categories. These categories are attributes, benefits and attitudes.

#### Attributes

Attributes are those descriptive features that characterize a product or a service. This category can be divided into two subcategories, non-product-related attributes and product-related attributes. Non product-related attributes refer to things that are not related to the performance of the product, things such as color and the design of package. Product-related attributes relate to the physical compositions; this is what determines the level of the products performance (Keller, 1997).

#### Benefits

The second category is benefits. There are three subcategories of benefits; functional benefits, symbolic benefits and experiment benefits. Benefits are the personal value consumers attach to the product and service attributes. This is what the consumers believe the product can do for them. The first type of benefit is functional benefits. This type is linked to the desire to solve a difficulty. Symbolic benefits refer to the needs for social improvement. A product can assure users that they are using a product only used by “beautiful people”. Experimental benefits relate to what it feels like to use the product. This refers to sensory pleasures such as taste, sight, sound, smell and feel (Keller, 1997).
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Attitude

Brand attitudes can be seen as the ultimate association; it is the customer’s overall evaluation of the brand. This is an important part of how the customers deal and behave with the brand (Keller, 1997).

Brand association is an important concept with regard to the purpose of this thesis because of its many ways of bringing value to the company. It is important to investigate how this should be used by brand managers to create brand equity. What brings most value to your brand, argued by Aaker (1996) in form of brand equity is customer loyalty. Having effective brand associations and a high brand awareness will help build this brand loyalty. Creating re-buys of your brand is very important and it is therefore something brand managers have to consider. Values of brand loyalty and how these can be achieved will be explained in the next section.

2.2.3 Brand Loyalty

One can look at high sales in two different ways; you can either have many people buying your brand or a few buying a lot. The second one is referred to as brand loyalty by Ford (2005).

Aaker (1996) explains that brand loyalty is a core factor in brand equity and should be taken in consideration when setting a value on a brand. He continues saying that a highly loyal customer base is expected to bring in stable sales and profit streams. This loyal customer base is also important when considering marketing cost; it is more costly to attract new customers than to retain old ones. Customer loyalty is also a costly entry barrier for competitors because changing the mind of a loyal customer is often very expensive. According to Melin (2001) the general target with all branding is to attract a wide base of brand loyal customers. This is achieved through establishing long-term relationships with the customers.

An important part of branding is therefore to enhance customer loyalty. A few factors that can improve this customer loyalty are brand awareness, product quality and an effective clear brand identity (Aaker, 1996). Aaker (1996) however, argues that the most important one is experience. The brand has to be experienced through usage of the brand, as one step towards creating a strong bond between the brand and the customer.

The strategic values of brand loyalties according to Aaker (1991) are:

- Reducing marketing costs: As mentioned earlier, it is simply less costly to retain customers than to attract new ones.
- Trade leverage: Strong loyalty will result in better storage space, this is important for companies selling to retail stores (Aaker, 1991).

Three different factors affecting brand equity have been discussed. Brand awareness being if the customer recall and recognize your brand, brand associations being everything that is linked to a brand and brand loyalty as having people buying your brand over and over again. Brand equity and these factors are all very important part of branding and important concepts for brand managers to consider. The next section will discuss another important concept, this concept being more focused on how the company perceives itself and how this is reflected in the brand. For the model that will be developed to be useful it is impor-
tant to not only look at how we project our brand externally but also how we deal with it internally. The next section will discuss the concept of brand identity and how this is dealt with both internally and externally.

2.3 Brand Identity

As mentioned by Krake (2005), building a brand demands a significant amount of resources. A problem for SMEs is that they have fewer resources to invest in their brand. Bjerre, Heding and Knudtzen (2009) argue that a strong brand identity is essential for brands value creation. It is therefore important that SMEs knows their brand identity to get as much possible out of the resources invested in the brand. Looking at the internal part of branding will be important when investigating how branding is exercised in a SME, to see if strategic decision and culture affect the brand. Melin (2001) describes brand identity as what the brand holder want the brand to stand for.

2.3.1 Brand Identity model

Bjerre et al. (2009) have created a model on how to deal with brand identity. This model consist of external and internal elements that a company need to identify to solve the important question: Who we are? It will be important for us to investigate both the internal and external part of how to work with brand identity, this because the internal part often effect the external part and that will be important when developing the model.

Bjerre et al. (2009) explain that brand identity consists of four components. The internal components are organizational identity and corporate identity. The external components are image and reputation. Combining these components will provide a clear picture of the brand identity. The model described below can be seen in Figure 2-1.

Internal

The first internal component is corporate identity. It can be divided into visual perspective and strategic perspective of the brand and its brand identity. The visual perspective is concerned with how the company expresses itself visually, and how it should express its inward commitment of the organization through signs and symbols. This perspective focuses on the logo, the name, color, sound, touch and smell. The importance of these attributes reflect the brand identity. The strategic perspective focuses on the central idea of the organization. The philosophy of the organization as well as mission and vision statements are in focus for the strategic perspective. It tries to link the corporate strategy to the brand identity, how the corporate strategy can be expressed and be reflected in the company’s image and reputation. Corporate identity adds to brand identity in two ways: first it implements the strategic direction of the firm (vision and mission statements) and, second it tries to convey the brand identity visually in form of logos and signs (Bjerre et al., 2009).

The second internal component is organizational identity. This component refers to the cultural and behavioral aspects of an organization, how the members of an organization identify who they are and what they stand for. Organizational identity is of importance because organizational culture is closely related to performance and employee commitment. It is the employee’s capability to deliver what is promised of the brand that will affect brand image and reputation. The brand comes to life through the interaction between the employees and the consumers. Embedding certain values in the culture and behavior of the organization is a way to improve the organizational culture. This can align employee behav-
ior with the brand vision and identity. However, in reality this is very difficult, and studies prove that the employees do not really buy in to internal branding in the long run (Bjerre et al., 2009).

**External**

Images are important because it is the basic element in thoughts. The goal is to project one single image to all stakeholders. Corporate image is not the image that the company believes it to be, but the image the audience has in their minds. Corporate image is therefore all the signals, informal and formal, that the company sends out to its audience. It is important for the company to regularly check the corporate image to recognize how the customers and stakeholders perceive the brand identity (Bjerre et al., 2009).

Reputation is different from image because it is how the company has behaved and acted over time and it is therefore more long-term. Corporate reputation is often used externally to measure the customers’ evaluation of the brand identity. Enhancing reputation through communication is most effective when it comes from an independent third party. This is one of the reasons why companies invest in PR and good relationship to media (Bjerre et al., 2009).

![Brand Identity Model](image)

Source: Bjerre, Heding, & Knudtzen. (2009)

The next section builds upon the importance of knowing your brand identity. It explains that through knowing your brand identity and your company’s brand code you can provide the customers with an extra added value through three different dimensions.

### 2.4 Brand Value Dimensions

This section presents three different dimensions where companies through their brand can provide an extra value to the customer, a value beyond what product gives the customer (Gad, 2000). This value will also build a relationship between the customer and the company. This opportunity to provide extra value will according to us contribute to increasing the brand equity; this will be of importance when developing our brand model for SMEs.
Gad (2000) writes that for companies to fully understand their brands and everything it stands for, they need to create their own brand code. The brand code refers to the business DNA. It is the characteristics of the business. Not just what the brand is, but who it is. The companies can build upon their knowledge of their brand code to project these values to their customers.

Gad (2000) describes social dimension, mental dimension and spiritual dimension as the three dimensions where companies can provide value.

The Social Dimension

The social dimension is the ability to identify with a group. Buyers make their purchases based on social aspects. They purchase the brand that reflects their social identity. The trademark or the logo becomes the symbol of a social group. A good example is Nike and its famous swoosh. These logos or symbols makes the consumers feel a connection between them and other consumers using the same brand. It can also work the other way around as repulsive feeling when seeing someone using a competitive brand. This dimension is in some cases even stronger than functional attributes since people buy a particular brand because of the sense of belonging instead of a competitor brand that might offer better quality (Gad, 2000).

The Mental Dimension

We can look at the social dimension as the connection between the customers and the people they want to belong to. The mental dimension on the other hand has everything to do with what you think of yourself. The mental dimension is about transforming what you think about yourself, getting new insights about yourself. Reframing mental pictures from our past is very important and this is therefore a big opportunity for a brand builder. The brand that succeeds in doing so reaches in to the consumer on a deeper level. One example of that is Nike and its slogan “Just do it”. It reminds us of how important it is to overcome the feeling of passivity or forestalling and just do it. Volvos safety element is a mental dimension fulfilling individual needs of security and safety (Gad, 2000).

The Spiritual Dimension

This refers to the social responsibility, both globally and locally. What can be seen as new with the spiritual dimension is that brand managers now are more concerned with the dimension when building their brands. A problem is if you market your brand as very high on social responsibility and cannot keep what you promise, you will receive a lot of criticism. An example of an entrepreneur that used this spiritual dimension to differentiate her brand was Anita Roddick and Body Shop. She stated that her cosmetic was not tested on animals; this became very associated with the brand Body Shop (Gad, 2000).

Gad (2000) claims that being different is one of the keys to success. If you are not different it will most certainly lead to you being replaced. By looking at these dimensions you can create a brand that is different from your competitors. Being different in the way you deliver your product is sometimes more valuable than being different in the product you deliver.

The concepts presented so far have emphasized brand equity and what generates it, brand identity and additional values that can be provided to the customer. There are of course
also obstacles to overcome when working with branding. The next section will present obstacles described by Aaker (1996) when building a brand. It is important to highlight these obstacles to be able to successfully avoid them.

2.5 Challenges with Building a Brand

When trying to develop a brand model for SMEs it is easier to look at all the opportunities that arise, to see all the different approaches and factors that affect the brand equity. What is equally important is to look at obstacles that arise in the process of building your brand. The challenges are not presented from the perspective of SMEs, therefore some of them will be more important than others for our purpose. The obstacles are described in this section because having insight about them gives us the ability to spot them early on and enables us to develop the model in a way that SMEs can avoid them.

Aaker (1996) describes a model called: why is it hard to build brands? He portrays eight factors that make the brand building process hard to implement successfully. He uses the metaphor of scoring high on a golf course with a lot of traps and tricky obstacles. In other words there are many pitfalls that one has to watch out for. The factors are described further below.

Pressures to compete on price
In today’s economy there is great competition on price lead mainly by strong retailers. If it is not the norm in an industry it is most likely becoming the norm. Aaker (1996) claims that private-label brands were very limited to low-quality and low-price products a decade ago. Now, retailers still offers so-called price brands and at the same time private-label brands at the high end of the business. The difference is that now the costs can be divided over hundreds of products that put even more pressure on prices.

Proliferation of competitors
This factor is about the increasing numbers of competitors. An increase in competitors means a decrease in possibilities to communicate a unique identity. In turn this makes companies to position their brands more narrowly and target a smaller market. Further, new and desperate competitors get more motivated to take more risky approaches or to copy what has been successful in the past. This trend can result in a destabilization of competitive dynamics.

Fragmenting markets and media
A challenge today for keeping brand awareness high is the many different media where a brand must be present. One common pitfall is according to Aaker (1996) that the company lacks coordination between the different communication channels. One should always strive to send the same message regardless of consumer segment since media audiences invariably overlap.

Complex branding strategies and brand relations
In addition to knowing its identity, each brand needs to understand its role in each context where it is involved. The relationships between the brand and its sub-brands must be clear both strategically and with respect to customer perceptions.

Bias toward changing strategies
A common problem with branding is that internal pressure is so high to change identity
that the brand never reaches its potential. Aaker (1996) describes brands as Marlboro and Volvo as perfect models for brand that have chosen a clear identity and kept it.

**Organizational bias against innovation**
Companies with a successful brand can be so satisfied with their past and current success that they are reluctant to change and innovate. This is a big risk to take since competitors not enjoying the same success constantly try to innovate and become competitive.

**Pressure to invest elsewhere**
Another pitfall for companies handling successful brands is that they tend to cut down on investments in the brand in order to support new business diversification. The brand most often suffers more than the company gains from their effort to diversify and the overall outcome is negative.

**Pressures for short-term results**
The aim to make fast results, instead of working with a long term focus is a major factor when it comes to being competitive in branding according to Aaker (1996). As a result of the search for short term results brand-building programs is often sacrificed.

To fulfill our purpose of developing a brand model for SMEs it is important not to only look at opportunities, approaches and challenges of building a brand. It is important to look at it from the perspective of SMEs. The next section will therefore present some guidelines on how branding could be dealt with within SMEs. These guidelines from (Lassen, Kunde, & Gioia, 2008) are presented to get an insight on what recommendations on branding the existing literature gives to SMEs and to be able to draw from them when developing our brand model for SMEs.

**2.6 SME Perspective**
As previously mentioned a SME often sees branding as an unnecessary expense rather than a possibility. However, new products alone are in most cases insufficient to encourage sales and add value in the long-term (Lassen, Kunde, & Gioia, 2008). It is fundamental that CEOs, managers and company owners take a long-term view on branding in order to build strong brands.

Lassen et al. (2008) recognize the following guidelines for brand management in SMEs.

1. **Identify the brand essence**
   What makes the brand unique? What is the personality, culture and values of the brand? This is about identifying the soul of the brand. Managers need to understand the underlying character of the brand.

2. **Focus on the right target group**
   Lassen, et al. argue that it is better to have a big influence on a small number of people rather than having a small influence on a large number of people. When the marketing resources are limited it is much better to attract a certain group.

3. **Select the right media**
   With branding in SMEs a lot comes down to handling with small means. By choosing a small target group it enables the company to use its marketing as value-enhancing
initiatives, by addressing the same media continuously.

4. **Devise a consistent concept**  
   Formulate a concept statement that drives all the communication towards the same goal.

5. **Keep all communication consistent**  
   The values and concepts the company wants to be affiliated with need to be consistent. This consistency needs to be sustained with a long-term focus. Branding does rarely give short-term gains; it should be considered a long-term process.

6. **Renew the brand over time**  
   It is important to constantly renew the brand. Make the brand feel alive, with creative ideas and make the customer feel that the brand is improving over the years.

### 2.7 Important Concepts

The theoretical framework presented has been discussing what we believe to be the most essential theories for the purpose of investigating how branding is exercised in a SME and to develop a model for SMEs. The framework includes the concepts of brand equity, brand awareness, brand associations, brand loyalty and brand identity. It also discusses three dimensions where companies can provide an extra value to the customers, challenges when building a brand and existing literature on how to deal with branding in an SME. This section describes the most important concepts drawn from the presented theories. The chosen concepts are: brand strategy, brand identity, company dimension, brand power, loyal customer base and brand associations. These concepts will design our interviews, empirical presentation and analysis. This design will further be discussed in the method chapter. The concepts will be described and motivated below.

**Brand Strategy**

Brand strategy draws from many different theories and it is chosen by us because we believe it connects many of the different theories into what is most important when it comes to how the brand should be managed. Bjerre et al. (2009) discuss how the strategic direction of the firm (vision and mission statements) should reflect in the brand. This concept will help us understand how branding is exercised in a SME, on what levels the employees are involved or aware of the brand strategy.

**Brand Identity**

SMEs usually have fewer resources to invest in branding. It is therefore important for them to know their brand identity. Knowing who they are and what they stand for can make it easier to know how to do good branding with the resources they have. Melin (2001) describes brand identity as what the brand holder wants the brand to stand for. We chose this concept because we see the possibility for SMEs to save a lot of money and we believe that it is important from the perspective of our model to evaluate a company internally before projecting a brand externally.
Company Dimension

We also need to understand what kind of differences there are in a SME in contrast to a larger. Lassen et al. (2008) argue that it is fundamental that CEOs, managers and company owners take a long-term view on branding in order to build strong brands. We will use parts of their guidelines to see what kind of differences there are and how they are dealt with. This is a very important concept since it is closely related to our purpose of developing a brand model especially for a SME and not make it general to fit all companies regardless of size.

Brand Power

The concept of brand power is not a concept included in our theoretical framework. It is a concept we see is connected with the concept of brand equity. It is what we believe the power brand equity gives the firm. Aaker (1991) describes how generating brand equity in form of strong loyalty will result in better storage space, and how this is important for companies selling retail stores. How this brand power gives advantages or disadvantages to the firm at different levels of the organization will help us to understand the role of branding in a SME and how this can be used in our model.

Loyal Customer base

Ford (2005) refers a loyal customer base as having few customers buying a lot of your products in opposite to many customers buying your product once. Aaker (1996) explains that one of the benefits with a loyal customer base is less marketing costs, it is more costly to attract new customers than to retain old ones. It is for the same reason a large entry barrier for competitors. We believe that a loyal customer base is a result of good branding. It is therefore important for us to examine how a SME deals with this and what factors the managers’ prioritizes, when building this loyal customer base. A loyal customer base can save money for the firm.

Brand Associations

Aaker (1991) explains how most brands bring to mind several associations and that there are at the same time several different ways associations can bring value to the firm. Using association can help the brand to become top of the mind for the consumers. Consciously linking the right association to your brand will strengthen it. We believe that associations are important because it is, if doing it right, a big opportunity for SMEs to create more value to the firm. We believe it is an important concept for our purpose of developing a model and want to investigate how this is dealt with in a SME.
3 Method

In this chapter we motivate why we have used a qualitative method and qualitative semi-structured interviews. We will also show why and how we chose the respondents to our interviews and present the company, Triumf Glass, where the study has been conducted. The chapter closes with a discussion regarding the trustworthiness of the study.

3.1 Choice of Method

We have chosen to conduct this thesis in a deductive manner, more specifically a qualitative method and qualitative interviews. We will conduct our interviews with employees of the ice cream producer Triumf Glass. A more extensive description of the company and the respondents is presented further below in the text.

The reason to do our thesis with a qualitative method is to fulfill our purpose and therefore we want to get the employees’ view of the company’s brand and how they work with it. Since a part of our purpose is to find out how SMEs and in this case Triumf Glass work with their brand and how they want the brand to be perceived we need to give our respondents the possibility to explain and elaborate their answers in a more descriptive way than what would be possible with a quantitative method. Furthermore, we are interested in evaluating the process of building a brand within a company, not its customers perception of the brand today. Therefore the main focus will be on how Triumf Glass and its employees handle branding today and why or why not the company has certain routines. This information is not something that we believe would be possible to get using e.g. a survey.

3.2 Inductive or Deductive research

Our thesis is conducted in a deductive manner for mainly one reason. The subject of branding is so well-documented that we do not believe it would have been possible for us to do the study without any expectations as the ones mentioned below. Therefore we chose to go from theories to empirics and from there draw our own conclusions on what we think is important when building a brand as a SME. Below we will elaborate the differences and definitions of inductive and deductive research.

Jacobsen (2002) describes deductive research as a research made from theory to empirics. Supporters of deductive research believe that the best procedure is to get some expectations on how the world works and thereafter collect empirics in order to investigate whether these expectations correlates to ones expectations. These expectations will in other words be built upon earlier collected empirics, conclusions and theories. Critics toward this strategy are that the researchers might limit themselves to only finding the information they find relevant to support their expectations. By starting with specific expectations there is a risk that important, maybe even the most important, information is overseen due to the limitations set by the researcher.

Inductive research is defined as the opposite to deductive research, in other words from empirics to theory (Jacobsen, 2002). The ideal inductive research is done by researchers
who collect information from the world they wish to investigate without any expectations at all. When the collection of information is done the researcher draw unbiased conclusions from the empirics and then formulates a theory. The idea with the inductive strategy is that nothing should limit the flow of information collected by the researcher. However, the biggest critic against the inductive strategy is according to Jacobsen that no researcher can do an investigation with an open mind and without expectations. This assumption is made by Schott (1991) (cited in Jacobsen, 2002) and Simon (1945) (cited in Jacobsen, 2002) who have made research about human psychology and the human ability to gather all relevant information. With all this in mind we believe that we would not be able to do this thesis without any expectations and therefore the deductive manner would be the one suitable for our thesis.

3.3 Qualitative vs. Quantitative Method

As Ryen (2004) states, researchers who use qualitative methods can study subjects in their natural environment and interpret phenomena from the meanings people give them. By this Ryen (2004) concludes that the differences between qualitative and quantitative method are often not very clear which Alvesson & Sköldberg (1994) agree with. What Ryen (2004) means is that there is more than one approach to qualitative method. Naturally the interview plays a central part but there are other qualitative techniques such as observations to name one.

There are however some central concepts that distinguish the two types of methods. Ryen (2004) describes the quantitative method as an examination of hypothesizes, while the qualitative method can create hypothesizes suitable for such examinations. Another way to describe the two methods is by writing that the qualitative method seeks different facets of a problem which demands that the researcher focuses on investigating fewer units while the quantitative method due to its evaluative nature demands a bigger number of units investigated (Jacobsen, 2002). Jacobsen also writes that the results gathered from a qualitative or quantitative method will most probably be correct when comparing them; the difference is that the suitability for the two types of method will depend on the study's purpose and problem. Depending on what type of questions one wants, answers to the choice of research will differ. One can also say that all empirical phenomena are qualitative. A quantitative method has more to do with studying large volumes of phenomena while a qualitative method gives more knowledge (Starrin & Svensson, 1994). Ryen (2004) supports this notion by suggesting that a qualitative method searches for reasons to why a phenomenon exists in contrast to explaining on a broad scale what the phenomenon is.

One big advantage with a qualitative method is according to Jacobsen (2002), its openness. He means that the researcher does not have the same limitations when it comes to what he or she is looking for and the information that is gathered is therefore dependent on what the researcher observe or the interviewees. As mentioned above this way of gathering information also gives a clearer understanding about why a phenomenon has occurred from persons that is chosen to investigate due to their knowledge about the specific phenomenon. The openness also leads to a proximity between the researcher and the interviewee which enables the researcher to get a deeper understanding of the interviewee and its answers. We believe that this openness is important for the thesis and our purpose, and chose therefore to use this method. Through our method we will acquire a more specific view on how the chosen theories and models work in practice in a SME. On the other hand, a qualitative method has the disadvantage of being resource consuming. The focus therefore
lies on prioritizing many variables of the phenomenon investigated instead of a large quantity of units when interviewing which can lead to the question whether or not the answers from a few are representative generally. In addition, the ideal of proximity can turn into something negative. The researcher can get to close to the subject investigated and therefore loose objectivity and the ability to critically examine the information gathered (Jacobsen, 2002).

When it comes to the advantages of a quantitative method the biggest advantage, according to Jacobsen (2002), is that the method standardizes the information which makes the information easier to handle. Since one observation or respondent is less time- and cost-consuming the researcher can get a larger number of respondents, hence an increase in possibility to generalize. A quantitative method also has a more clear start and finish point that makes it easier for the researcher to mark off the study. In contrast to what is mentioned above about the proximity in a qualitative method, the researcher can keep distance and be more objective to what the researcher is investigating. There are however some disadvantages with the quantitative method. The quantitative focus can make the study quite shallow and simple. In contrast to the complexity of a qualitative method, the quantitative method cannot be too complex and therefore not try to gain a deeper understanding of the individual variations in a sample. Depending on the purpose and problem of a study there can be a problem with using quantitative methods since the study in hindsight defines what questions are relevant to answer. A qualitative method is more open for the possibility to explore the reasons behind a respondents answer to the questions asked.

3.4 Interviews

In our thesis we chose to interview eight people within Triumf Glass. These interviews were conducted in a semi-structured way which will be further explained below. We structured our interviews but when interviewing the order of the questions could vary as well as the follow-up questions depending on what the respondent answered. By using this method we wanted to make sure that our goal with the interviews was achieved without hindering the respondents from giving their own point of view.

Saunders et al. (2007) write that there are three different types of interviews. These three all have their different purpose. The different types are structured, semi-structured and unstructured interviews.

**Structured interviews** are used best when the interviews are meant to answer questions related to descriptive research. The structured interview can also be used, to a smaller extent, when doing explanatory research. This type of interview contains the same question, in the same order to all interviewees. The order of the questions is not deviated for follow-up questions.

**Semi-structured interviews** are less structured than structured interviews. According to Saunders et al. (2007) the order in which the pre-determined questions are asked can be deviated for follow-up questions as the interview proceeds. This type is best suited for explanatory research but can also be used when conducting exploratory research.

**Unstructured interviews** are informal and causal. The interview does not have predetermined questions but is instead based on a number of concepts. The interview depends on the answers produced by the interviewee and the follow-up ques-
We will use semi-structured interviews with eight persons within Triumf Glass to get a qualitative inside-out perspective of their brand building process. With inside-out perspective we mean the view of the employees and not the company’s customers and consumers. As mentioned before we want to investigate how the company works with its brand and its brand building processes and not to do a market oriented research.

According to Ryen (2004), when a research is done in a single company the better practice is to start an interview unstructured and finish in a more structured way. One can say that this is a ”funnel approach” where the discussion is broad and not steered in a specific direction to start off with and by time the interview gets increasingly structured. We chose this technique to get a broader idea on Triumf Glass’ brand from the employee’s point of view. When we chose to use the ”funnel approach” the idea was to make the respondents comfortable with being interviewed and to get an open discussion which we then could moderate if needed. Another reason was that since the respondents are positioned on different levels within the organization we wanted to hear the different perspectives on Triumf Glass’ brand.

The questions we asked to the respondents were also based on the six areas we highlighted in the theoretical framework as the ”Important Concepts”. All our interviews were conducted in Swedish and to avoid misinterpretations when translating, the questions will be presented in Swedish in the appendix. We will however show a few examples of the interview questions below. An example of one broad question we used in the beginning of the interviews was;

”What does the brand Triumf Glass mean to you?”

The purpose of this question is to get the personal view of the respondent towards what he or she believes is associated with the brand Triumf Glass. Another question that is within the same area is;

”Do you want the brand Triumf Glass to be associated with something more than just your products?”

This question relates to the brand value dimensions described in our theoretical framework which describes dimensions where the company can create more value to the customer with associations such as social responsibility. A question regarding the company dimension part of our Important Concepts is;

”Are there any limitations or possibilities with being a SME when it comes to building a brand?”

Since our respondents have experienced working within a bigger corporation when Triumf Glass was a part of Diplom-Is we wanted to see if there were any differences and if so what they were. Regarding the concept of Brand Strategy one of the questions we asked was;

”Does Triumf Glass have an expressed brand strategy?”

This question worked as an introductory question and depending on what the respondents answered the follow-up questions differed. One example of a follow-up question was;

”Do you think Triumf Glass would profit from having one?”
These were a few examples of the interview questions and all predetermined questions are available in the appendix section.

Ryen (2004) also writes that when a comparison between several companies is done one will benefit more by having a standardized interview, hence the semi-structured implementation. The intent with qualitative interviews is to get access to actions relevant to the problem statement that is not exclusive to qualitative studies. However, a factor that is specific to qualitative studies is the access to the interviewees’ point of view and to be able to make a deeper analysis (Ryen, 2004).

### 3.4.1 Selection of respondents

We have interviewed the eight people presented below:

- Anders Müntzing - CEO of Triumf Glass
- Martin Hesselgren - Marketing manager at Triumf Glass
- Michael Willner - Sales manager for service stores and restaurants
- Lars Johansson - FMCG (Fast Moving Consumer Goods) Manager at Triumf Glass
- Lars Lundmark - Marketing and IT-management at Triumf Glass
- Bengt Johansson - Sales in Gothenburg Division at Triumf Glass
- Mats Eriksson - FMCG Sales Manager at Triumf Glass
- Mats Dahlqvist - Sales in Gothenburg Division at Triumf Glass

We have interviewed these eight persons due to both their varying positions within Triumf Glass as well as their participation in the brand building process of the company. Having interviewed these persons has given us a good understanding of how the employees experience the brand Triumf Glass and how the company works to improve its brand.

Due to that Anders Müntzing is the father of Felix who is one of the writers of this thesis we chose to exclude Felix from all interviews. This decision was made to eliminate that we, as interviewers, would affect the respondents answers in any way.

### 3.5 Data Presentation

As earlier mentioned this study is structured according to a funnel approach. In the theoretical framework we have highlighted what we believe are the most concepts. We have then used these important concepts throughout the whole study. They have been the base in constructing the interviews and therefore the empirical material will be presented in the same structure. There will be some main questions presented of each important concept along with the answers in the empirical presentation. However, since the interviews were conducted in a semi-structured way the questions asked differed to some extent depending on the answers of the respondents. Therefore, we have chosen to present our empirical material in a summarized way for each important concept. However, the questions that we did ask to all respondents are available in the appendix.
3.6 Triumf Glass

3.6.1 Choice of company

When constructing our purpose and recognizing the problem for our thesis we instantly thought of Triumf Glass. Triumf Glass has been going through a change in the last couple of months. They have transformed from being a part of a large corporate group to a family company. As the purpose of our study involves investigating how branding is exercised in a SME, we believed that Triumf Glass was a good fit for our study. Most of the people we interviewed had worked within the organization prior to the transformation. It gave us the possibility to compare brand management in Triumf Glass to how they used it before in the large corporate group.

3.6.2 Company background

The ice cream producer Triumf Glass was founded in 1946 by Arne Müntzing in Göteborg, Göteborg and the western part of Sweden has been their strongest area. Triumf Glass has a strong connection to Göteborg and the brand name is well-known throughout the region. In 2003, Triumf Glass was the second largest ice cream producer, producing 16 million liters annually with a turnover of about SEK 300 million. The next year it was sold to the Norwegian ice cream producer Diplom-Is. Diplom-Is had a turnover of about SEK 700 million and about 50% within the domestic market. Diplom-Is is a part of the large Norwegian dairy group, Tine. Tine has a turnover of about SEK 4 billion. The new name for the Swedish company was Diplom-Is Sweden and it was now a part of a large corporate group. Diplom-Is were operating all across Scandinavia and had with the takeover the desire to create a single Scandinavian ice cream brand. The Triumf Glass brand was still used by Diplom-Is as a sub brand. However the Diplom-Is brand was unknown to the Swedish market and Diplom-Is had severe problems in making the company profitable. On the 3rd of February 2010, Diplom-Is sold the Swedish section back to the previous owners and the company and the primary brand became once again Triumf Glass. Triumf Glass was once again a small family company. Today Triumf Glass has about 60 employees and brand recognition of 96% in Göteborg and 85% in the whole Swedish market (Hesselgren, personal communication, 2010-04-14).

Triumf Glass is working with both end-customers and customers. The end-customers for Triumf Glass are the people buying their ice cream at a location for instance in a store. Their customers are the stores who sell their ice cream. Triumf Glass refers to their end-customers as consumers and their customers as customers.

3.7 Trustworthiness

In a thesis that is carried out in a qualitative manner the criteria for trustworthiness differs a bit from those in a quantitative thesis. Instead of focusing on reliability and validity the issues for a qualitative thesis are credibility, transferability and dependability (Shenton, 2004). Merriam (1995) does not go as far as changing the definitions but suggests that trustworthiness, expressed in validity and reliability, should be grounded in the worldview of qualitative research. Merriam also divide the term validity into external and internal validity which Shenton (2004) refers to as credibility and transferability. These different criteria are presented below along with the definitions of the terms as well as the measures we have taken to ensure that our thesis fulfill these requirements.
3.7.1 Credibility

This criterion is, according to Shenton (2004), the qualitative research’s equivalent to the quantitative research’s internal validity. With internal validity it is meant that the researcher should seek to ensure that what the study seeks to measure or test is what is actually measured. The critical question to address a study’s credibility is instead “How congruent are the findings with reality?” Merriam (1995) argues that the key to understanding internal validity is to realize whether reality is fixed as positivists believe or constructed and an interpretation as qualitative researchers believe. Merriam argues that qualitative research assumes that there is no single truth but instead that all reality is humanly constructed and ever-changing. She continues with writing that the researchers in a sense offer their interpretation of someone else’s interpretation of reality. There are however some measures one can take to make a thesis like ours credible. Triangulation is one of these measures which mean the use of multiple investigators and sources. Doing this the researcher will not only be influenced by one source’s opinion or interpretation as well as the researchers interpretation will not only be based on the interpretation of one person (Merriam, 1995). Due to our broad selection of theories and our “funnel approach” when choosing our important concepts we argue that we have fulfilled this measure. One can question if what we see as important is important to everyone else, however as Merriam says, we will offer our interpretation on what someone else’s reality.

Another measure researchers can take is described as engagement in the research situation. To fulfill this measure the researchers have to collect their data over a sufficiently long period of time to ensure that a deep enough understanding of the phenomenon is achieved (Merriam, 1995). Since we have had a limited amount of time doing investigation we have maximized the time investigating as much as possible. Another measure put forward by Shenton (2004) is the researchers’ tactics to ensure honesty in informants. Basically this means that respondents taking part in the study should be there on a voluntary basis and there should be no circumstances that can hinder them from answering with complete honesty. The respondents should not fear that there is a wrong answer that can cause them problems in any way (Shenton, 2004). As described during the segment about the interviews, one of the researchers has a family relation to one of the respondents. In order for us, as interviewers, not to influence the answers in any way we chose to exclude him from the interviews. Therefore the two who conducted the interviews would not have another affect on the respondents than anyone else would have had.

3.7.2 Transferability

Merriam (1995) describes transferability, or external validity, as the extent to which the results of an investigation can be applied to other situations. Since qualitative studies seldom use random sampling as quantitative use to be able to generalize to a bigger population the conclusion is that one cannot generalize a qualitative study. Not being able to generalize is however not something those supporters of the method see as a limitation. Instead the purpose of the qualitative study is to get a deeper understanding of a phenomenon rather than to understand what generally is true for many. Shenton (2004) argues that another important factor to insure transferability is to have a sufficient description of the phenomenon which is investigated. A clear description of the phenomenon enables the readers to identify important factors of the phenomenon and then make it easier to relate to a similar situation as the one investigated. To make sure the readers of this thesis can relate our investigation to other situations we have described what we see as a problem, given a broad perspective of the available theory and motivated some areas of the theory which we sug-
suggest as important for the problem. Furthermore, we have also given a clear description of the choice of method and the company investigated.

3.7.3 Dependability

Dependability, or reliability, is concerned with whether the findings of an investigation would be found again if the investigation was repeated in the same context, with the same methods and participants (Shenton, 2004). Merriam (1995) describes the problems with dependability when it comes to investigating phenomena where humans play a part with stating the fact that human behavior is never static. She also makes the point that there are situations where the observations of one person can be more reliable than the observations of five hundred people. If these five hundred people would have seen a magician cut a person in half, the sole person who had seen it from backstage would be more reliable than the five hundred in the crowd. To ensure that if someone else would do the same study as someone else, the process of the study should be clearly defined and thereby the researchers enable future researchers to repeat the work and by doing so getting the same results (Shenton, 2004). In our thesis the study process is clearly defined. The theory and empirics also follows a common thread which also is projected in our analysis.

The next chapter will present the empirical material based on our interviews with the employees in Triumf Glass.
4 Empirical Presentation

This chapter presents a summarized version of the conducted qualitative interviews. The chapter is structured according to the important concepts described earlier: brand strategy, brand identity, company dimension, brand power, loyal customer base and brand associations. The main question asked within each of the concepts are presented to illustrate what the empirical data is based on. We sat down with 8 people at Triumf Glass and discussed how branding is exercised at Triumf Glass.

4.1 Brand Strategy

The main questions asked within this section during the interviews were: Does Triumf Glass has an expressed brand strategy? How do you work to project your brand to your customers? What expectations do you think your customers have when buying a Triumf Glass product?

A question that was raised during our interviews was if they have a defined brand strategy for Triumf Glass. Most answers denied a brand strategy due to the limited amount of time. The transition from Diplom-Is to Triumf Glass was completed only two months ago in a very critical time with the ice cream season right around the corner. “We have had our hands full with changing our logo”, says M. Hesselgren (personal communication, 14 April 2010). He further explains that they have the aim to develop a brand strategy when the turbulent period is over. They do however express the importance of having one. M. Willner (personal communication, 14 April 2010) argues that the brand identity is getting more and more important as the competition is increasing. M. Willner (personal communication, 14 April 2010) continues by saying; “The consumers need to easily recognize our products”. He addresses the need to differentiate themselves.

Hesselgren (personal communication, 14 April 2010) says that they might not have a clear brand strategy, but they do have a brand code for one of their product series. This brand code involves the main characteristics that Triumf Glass wants the product series to portray. According to Hesselgren, the money that is being spent on branding is within the marketing budget. “The efforts to strengthen the brand is a part of the marketing incentives and is therefore included in the marketing budget”, according to Hesselgren (personal communication, 14 April 2010).

L. Johansson (personal communication, 14 April 2010) addresses the need to be clever when it comes to branding. “As a small company, you have to be smart. You can’t try to promote three different brands. You have to decide, which brand is the main brand. Triumf Glass is now our main brand which we will promote”. Johansson further explains how they, at his prior job at Santa Maria, used Santa Maria as their main brand. They managed to compete in different markets through the use of the Santa Maria brand with underlining texts. Santa Maria spices and Santa Maria Tex Mex competed in two different markets but the brand was managed as one. Santa Maria later grew into a widely recognized organization and has a yearly turnover of about 4 billion SEK (L. Johansson, personal communication, 14 April 2010).

According to A. Müntzing (personal communication, 14 April 2010) it is simply not enough to just produce a novelty and believe it will sell. He further explains how they this year have tried to work with an already established partner. They have for instance made a cone that is called Marianne and many people recognize that candy from Fazer. They try to co-brand themselves with other strong brands to strengthen their products. He further argues that a novelty demands a lot of marketing but if you instead work with a familiar part-
ner, the need for marketing is much lower since the awareness of the other brand gives the product support.

Hesselgren (personal communication, 14 April 2010) says that this year is exceptional due to the takeover and that they will primarily focus on reducing costs. He believes that their PR activities will be especially important this year. For instance, he talks about how different newspapers test their novelties; “It is important to get our novelties in the tests and that Triumf Glass will represent the novelties”. He also addresses the importance of being present in professional journals. “We work a lot with professional journals that most retailers read, they are released once a month and right now we are trying to get one of them to do an article on Triumf Glass”. Another important way for Triumf Glass to reach their customers is through central campaigns done by large retailers. Where ICA, COOP or Axfood are trying to reach their customers through flyers or commercials. “We can choose to be a part of large central campaigns and buy a spot on their commercials to display one of our products at a special price. If we do that we get listed in most of their stores and we will be displayed in following flyers. This can enable us to reach our consumers and be associated with certain retail chains that the consumer knows sell our ice cream” (Hesselgren, personal communication, 14 April 2010). Hesselgren explains how they can reach customers and have a strong connection to familiar stores. A. Müntzing (personal communication, 14 April 2010) believes that the availability of their products is the most important thing especially now when they have to minimize their costs. “First of all we need to increase the availability, get more products listed at our retailers and then product development. It is very important that we develop products that the consumers want”. A. Müntzing further argues that marketing comes after making the products available to the consumers. “There is no use in marketing products that are not available to the consumers” (A. Müntzing, personal communication, 14 April 2010).

Lundmark (personal communication, 14 April 2010) points out that it is important for Triumf Glass to have service shops selling their products. Service shops like gas stations and smaller stores. He says that it might not be financially beneficial to have their products in service stores, but it is an important part of improving the brand. He continues by emphasizing that the increased exposure is worth a lot to the brand awareness.

4.2 Brand Identity

The main questions asked within this section during the interviews were: What does the brand Triumf Glass mean to you? Do you think the company vision is reflected in the brand? Do you work with expressing the brand internally?

Everyone that was interviewed was asked the question, what does the brand Triumf Glass mean to you? We got similar answers from 7 out of 8 that were interviewed, for instance Dahlqvist (personal communication, 14 April 2010) said “summer, the sun, happiness and a lot of ice cream for the money”. B. Johansson (personal communication, 14 April 2010) also related the Triumf Glass brand to the sun and happiness. Willner (personal communication, 14 April 2010) mentioned the phrase “ice cream joy” which he said the CEO often referred to. A majority of the employees expressed the same brand identity as the CEO want it to be related to. A. Müntzing (personal communication, 14 April 2010) discussed the same features. “Our colors red, yellow, and orange. The sunset colors. Many people think that they are brashy but they are signal colors and the colors of the sun. Without the sun we do not survive and without the sun we do not sell any ice cream. There is symbolism behind our colors” (A. Müntzing, personal communication, 14 April 2010). A. Müntz-
Lundmark (personal communication, 14 April 2010) believes it to be very important to market the brand internally to successfully market the brand externally. It is necessary to have the employees on track. The employees are an important part of branding. Lundmark further claim that they can get their employees more involved through the use of an intranet. L. Johansson (personal communication, 14 April 2010) also believes the internal branding to be of great importance. “Company’s often do wrong here, 3-4 people knows the identity of the brand or the company and then there are hundreds of workers who do not have a clue of what is going on” (L. Johansson, personal communication, 14 April 2010). He further emphasizes how the workers need to know the brand identity in order to feel like they belong and feel connected to the brand.

A number of 5 out of 8 that was interviewed also affiliates Triumf Glass with the long family tradition. “The Triumf Glass brand stands for something that is unique today; it was founded in 1946 and has a long Swedish tradition.” (B. Johansson, personal communication, 14 April 2010). “The family tradition since 1946, with the founder Arne and now with Anders. They are a large part of the spirit of Triumf Glass and we are glad that Anders is back” (Dahlqvist, personal communication, 14 April 2010).

A. Münstzing (personal communication, 14 April 2010) recognizes the importance of having employees that are happy and feel good. “The employees should be happy; if the employees are not happy they do not perform well” (A. Münstzing, personal communication, 14 April 2010). He continues by saying how they work with a positive commodity and how important it is that happiness plays a part in their work.

4.3 Company Dimension

The main questions asked within this section during the interviews were: Are there any limitations with being a SME when it comes to building a brand? Are there any possibilities with being a SME when it comes to building a brand? Was there any differences when working with branding in Diplom-Is compared to Triumf Glass?

As previously mentioned when the company was a part of Tine, it was a part of a large corporate group."When working within a large corporate group, there are very strict rules and there are templates for everything, the work is very structured” (M. Willner, personal communication, 14 April 2010). Willner continues by saying that the decision making process goes much faster and is more efficient in a smaller organization. There is more of an entrepreneurial spirit now. Eriksson (personal communication, 14 April 2010) recognizes the same problematic with being a part of a large corporate group: “More strict and controlled, in Diplom-Is everything had a template and a way of working without leaving much room for flexibility. In Triumf Glass there is more flexibility with less frames”.

The marketing budget is of course smaller in a smaller organization. "Before it was the same situation as my old job, with Lantmänna. In a larger organization the budget for marketing incentives is bigger. The brand has a higher value in a larger organization. In a smaller organization, the brand is of course really important but they do not share the same resources and the brand might not be worth as much” (M. Hesselgren, personal communication, 14 April 2010). Hesselgren further discusses how large organizations often divide the traditional product manager into one product manager and one brand manager.
The high cost of branding results in a fear of branding. “The branding is much bigger in a large organization; there is a fear for branding in a smaller organization because of the often affiliated large cost” (M. Eriksson, personal communication, 14 April 2010). Eriksson further discusses how the emphasis on branding is different in a smaller organization, how it is too costly to have an employee who solely works with the brand. Instead the marketing manager needs to undertake the brand management role as well.

Currently, Triumf Glass tries to reach their consumers at a low cost. The limited amount of resources has forced the company to prioritize their marketing incentives. “We are currently trying to work through our customers; retailers and wholesalers. Market ourselves through the big retail chains through their promotion campaigns to reach more potential customers for the same cost” (M. Willner, personal communication, 14 April 2010). “What matters now is that we exist and are back again and we have to increase the accessibility of our products and then market ourselves. This year we are focusing on keeping the costs down. We are going to try to save about SEK 50-60 million in costs at the same time as we are increasing our turnover. It is a tough equation, to accelerate and brake at the same time” (A. Müntzing, personal communication, 14 April 2010).

It is important to be clever. In 2003 Triumf Glass had a campaign with Frölunda, a hockey team from Göteborg. “We had our logo right on the center of their shirt. Fantastic marketing for us. The best part was that when we went to the game and there were about 3000-4000 people wearing the Frölunda shirt with our logo on. It was great; the supporters drank beer and enjoyed themselves in a shirt with the Triumf Glass logo on. It was incredible” (A. Müntzing, personal communication, 14 April 2010). Even today, seven years later there are still people wearing that jersey. A. Müntzing further argues that it was a natural choice for them because hockey is played during their low season. He also explains how they brought customers to the games and got a deeper relationship with them. They tied many customers like that.

### 4.4 Brand Power

The main questions asked within this section during the interviews were: How strong do you think the Triumf Glass brand is today? How strong do you think the Triumf Glass brand is compared to your competitors? How does the brand power effect your everyday work?

B. Johansson (personal communication, 14 April 2010) believes the Triumf Glass assortment to be really good: ”Our assortment is just as good as GB. Although GB has a history and a substantially bigger budget”. B. Johansson explains how GB is their biggest competitor with a market share of over 50%. GB exists all over Europe and is a part of one of the world’s largest corporate groups, Unilever. He further explains that the gap between them and GB is decreasing. He points out that if they continue to focus on developing great products the customers will come. Willner (personal communication, 14 April 2010) on the other hand believes GB’s brand power to be stronger than Triumf Glass: “If you have a freezer with GB and put a Triumf Glass freezer next to it, the GB freezer will sell three times as much”. Willner further discusses GB’s strength and how they have succeeded in creating brand equity. “Today, when you go into a store to buy ice cream you does not even think ice cream you think GB”. According to Hesselgren (personal communication, 14 April 2010) GB spends about SEK 120 million on just buying media. Not their full budget but just the media purchases. That is equivalent to half of Triumf Glass estimated turnover for 2010.

When asked how the brand power affects their everyday work Willner (personal communication, 14 April 2010) describes that it has a very big impact. It is the company that has
equipped their brand with most equity that has a an advantage when dealing with retail stores. This is shown when negotiating shell space as well as getting better contracts.

4.5 Loyal Customer base

The main questions asked within this section during the interviews were: Do you, from a branding perspective, work with attracting a loyal customer base? Which factors do you consider most important to attract loyal customers?

The employees we interviewed regardless of position in the company gave the same view on how to create loyal consumer. They all argued that creating loyal consumers is all about generating repurchase. As a company you have to give the consumers a value, make them buy the product a second time. L. Johansson (personal communication, 14 April 2010) argues that giving the consumers more than they expect is a way to attract them to buy your product again. Lundmark (personal communication, 14 April 2010) says that is about what the consumers gain from the tradeoff when making the purchase. They all stress the importance of product quality in food business and that it is a big factor in creating loyal customers. “The consumer is supposed to buy the product twice, if they do not like it they will not buy it again” (A. Münzting, personal communication, 14 April 2010)

The respondents mentioned different ways and strategies that can be used to attract and maintain a loyal consumer base. A. Münzting (personal communication, 14 April 2010) stresses the advantages of having demos where you sample your product. It is a great way to make the consumers try your product. It is of course important that the product you market is of high quality. This is according to him one of the most efficient ways to create brand awareness, awareness that will then hopefully lead to a strong and loyal consumer base. Hesselgren (personal communication, 14 April 2010) mentions using campaigns to maintain consumers. He says that sales people often suggest campaigns that work like a stair, the more you buy the more benefits you get. As Lundmark (personal communication, 14 April 2010) mentioned earlier it is important for the brand loyalty to be available to the consumers at various locations. He further argues that service shops might not be financially beneficial but it could provide more in terms of marketing, to be there for the consumers. L. Johansson (personal communication, 14 April 2010) mentions the importance of consumer service when creating brand loyalty. It is essential that you encounter your consumer’s complaints with a positive attitude. He describes follow up calls as a way to build positive consumer relations. Sending a card is another way to enhance a positive feeling, and it is also a great way to inform the consumers about new products. This converts the negative feelings into something positive.

Hesselgren (personal communication, 14 April 2010) also describe how difficult it is to create a loyal consumer base. The worst-case scenario when launching a new product is if the consumers buy your product the first week but never buy it again. He continues with saying that this is a very usual case and that 60-80% of all new product launches fails.

4.6 Brand Associations

The main questions asked within this section during the interviews were: What associations do you think the customers associate with Triumph Glass? What associations do you want the customer to associate with Triumph Glass? Do you want the brand Triumph Glass to be associated with something more than just your products?
When asked what they think the consumers associate with Triumf Glass they all claim that is different regarding to geographical location of the consumer you ask. Hesselgren (personal communication, 14 April 2010) means that the consumers in Göteborg probably associate Triumf Glass with history and tradition, while in Stockholm where Triumf Glass is not as well known they probably will not have those associations. He believes that the brand awareness in Stockholm is very low for Triumf Glass. He continues by saying that consumers in Stockholm might even associate Triumf Glass with their home market Göteborg. Eriksson (personal communication, 14 April 2010) argues that the associations are “good ice cream for a good price”, tradition and mainstream. While B. Johansson (personal communication, 14 April 2010) argues that quality is the biggest association. Willner (personal communication, 14 April 2010) believes that the consumers associate the brand Triumf Glass with an energetic and joyful company.

L. Johansson (personal communication, 14 April 2010) describes the importance of being exposed in environments where you want your brand to be associated. It is important that you are smart and choose the right spots. “It is more beneficial for us to have signs and commercials at an ICA store than that the guy working at the hot dog stand have a Triumf Glass sign”, Johansson adds. Willner (personal communication, 14 April 2010) explains that Triumf Glass uses events and exhibitions to strengthen their associations. Events are good because it is possible to measure your success through the sales the new found customers generates.

The general opinion is that linking your brand to a greater value is, if it is done right, very efficient. They do say that it is not something that they can do at the moment, this because their focus is on increasing the awareness of the brand at the moment. Willner (personal communication, 14 April 2010) explain that they do not have the financial resources at the moment. This kind of branding is something they have done before, A. Müntzing (personal communication, 14 April 2010) describes a project they had in 2005 when every sold Gotlandsstrut gave 50 öre to a foundation trying to save the town wall of Visby. He also point out that they have had a collaboration with the children organization BRIS. L. Johansson (personal communication, 14 April 2010) is also mentioning the collaboration with BRIS and saying that they have never sold as much of the product multipack as when every sold product gave 50 öre to BRIS. He also explains the benefits of this kind of project when trying to sell the products to retail stores like ICA and COOP. None of them want to be left out when you are offering a product that help benefit to a greater good. “Customers chose this kind of product because they want to be associated with the positive part”, says Johansson.

Both Hesselgren and L. Johansson (personal communication, 14 April 2010) stress the risk of linking your brand to a famous person. Hesselgren draws on the example of when he worked for Lantmännen with the brand AXA; they used the athlete Ludmilla Engqvist to promote their brand. Ludmila Engqvist was then tested positive for doping and this had a negative impact on the brand. L. Johansonn explains a similar example when he worked for Carlsberg Brewery with Pepsi; they had the singer Britney Spears promoting the brand. She was then caught on picture drinking a coca cola. The contract was then broken and it had a negative effect on the trustworthiness of the brand Pepsi.
5 Analysis

This chapter uses the theories and concepts that the theoretical framework discusses to throw light on the empirical presentation. The chapter is structured and divided according to the important concepts recognized earlier: brand strategy, brand identity, company dimension, brand power, loyal customer base and brand association.

5.1 Brand Strategy

Hesselgren (personal communication, 14 April 2010) explains that they do not have a brand strategy at the moment. The reason is that the transition from Diplom-Is to Triumf Glass was completed only two months prior to the interview. Hesselgren does say that Triumf Glass aims to develop a brand strategy when the turbulent period is over. Willner (personal communication, 14 April 2010) argues that it is important to have one because the brand identity is getting more and more important as the competition is increasing. The importance of a brand strategy is clearly expressed by the respondents, but they do not want to rush into setting one because of the situation they are in. This shows an insight that a brand strategy needs to aim for long-term results. This is something that Lassen et al. (2008) stress in their guidelines for SMEs. They argue that the values and concepts that the company wants to be affiliated with needs to be consistent. The consistency needs to be sustained with a long-term focus. Branding does rarely give short-term gains; it should be considered a long-term process. Aaker (1996) highlights this issue in his model on challenges with building a brand. He argues that there is often a pressure for short-term results and that the aim to make fast results, instead of working with a long-term focus is a major factor when it comes to being competitive in branding. As a result of the search for short-term results brand-building programs is often sacrificed. The respondents at Triumf Glass explain that the fact that they do not have a brand strategy is due to the transition. According to the respondents they have the desire to develop a brand strategy but the fact is that they do not have one. They are working with a new brand that many of the employees have not been working with before. This means that many of the employees might not know the brand identity as well as they should and thus the employees will have a problem with interpreting the brand. As indicated the consistency of how the brand is portrayed could be affected by this. Their employees might handle the brand differently when they have not formed a clear brand strategy. There is room for misinterpretation. One can believe that they have prioritized something else. The brand strategy has simply been put on hold. In support of Lassen et al. (2008) we argue that brand strategy should be more emphasized. We can understand that they did not have time to do it immediately but the marketing manager suggested that they would not look at it until the end of the summer. We believe that developing a brand strategy is of great importance in order to keep values and concepts consistent.

Even though they do not have a brand strategy they have come up with a brand code for one of their product series. This brand code involves the main characteristics that Triumf Glass wants the product serie to portray (Hesselgren, personal communication, 14 April 2010). The brand code is something that Gad (2000) discusses the importance of, when describing brand value dimensions. He suggests that for companies to fully understand their brands and everything it stands for, they need to create their own brand code. The brand
code refers to the business’ DNA, it is the characteristics of the business. Not just what the brand is, but who it is. It is important to know who you are before building a brand, to avoid that the strategy is not in line with the brand identity. Triumf Glass has a brand code for one of their product series which shows that they have identified the advantages of knowing their identity before projecting it. Aaker (1996) mentions this as a challenge for companies when building a brand. He argues that a common problem with branding is that internal pressure is so high to change identity that the brand never reaches its potential. He describes brands as Marlboro and Volvo as perfect models for brand that have chosen a clear identity and kept it. Volvo for instance has always prioritized safety which has become a large part of their identity.

L. Johansson (personal communication, 14 April 2010) addresses the need to be clever and focus on one main brand when working with branding: “As a small company, you have to be smart. You cannot try to promote three different brands. You have to decide, which brand is the main brand. Triumf Glass is now our main brand which we will promote”. This is a challenge that Aaker (1996) highlights in his model on challenges when building a brand. He argues that in addition to knowing its identity, each brand needs to understand its role in each context where it is involved. The relationships between the brand and its sub-brands must be clear both strategically and with respect to customer perceptions.

A. Müntzing (personal communication, 14 April 2010) discusses the issue of several brands that Aaker (1996) illustrates but also describes how they have used sub-brands as an opportunity. He explains that this year they have worked with an already established partner. They try to co-brand themselves with other strong brands to strengthen their products. He argues that the need for marketing such a product is lower because of the awareness the other familiar brand gives the product. This is an interesting point of view, to use familiar brands to strengthen your own brand. This means that Triumf Glass uses the already established brand equity that another brand possesses to strengthen their own brand. We argue that this is a smart way to support your brand. Co-branding provides new products with the support that does not demand the same marketing incentives that a new product might. Co-branding could be an interesting alternative compared to regular marketing especially for SMEs that does have many resources to spare.

Triumf Glass also uses central campaigns done by large retailers to reach consumers. “We can choose to be a part of large central campaigns and buy a spot on their commercials to display one of our products at a special price. If we do that we get listed in most of their stores and we will be displayed in following flyers. This enables us to reach our consumers and be associated with certain chains that the consumer knows sell our ice cream” (Hesselgren, personal communication, 14 April 2010). This is a very effective way to use associations according to Aaker (1991). He mentions two ways that associations bring value to the firm and consumers. The first one is the process of retrieving information; an association can help summarize information so it is easier for the consumer to cope. Triumf Glass uses the large retailer to process the information about its brand and products. The consumers get awareness about the product and know where to buy it. Aaker’s (1991) second way to bring value is generating a reason to buy; it can characterize a basis for buying decision or brand loyalty. He continues by stating that it can provide credible confidence in the brand that will help the purchase decision. The brand get credible confidence from these large well-known retailers, they then will associate this credible confidence with Triumf Glass. Triumf Glass uses just like the co-branding a familiar brand to strengthen its own brand. This time it is the customers brand; Triumf Glass promotes its products in the large retail stores promotion. This has the desire to create an association for the consumer, to make the consumer associate Triumf Glass with the large retail chain. The consumer would op-
timally affiliate Triumf Glass with the large retail store. In accordance with Aaker (1991) we argue that this can enhance the consumer associations and not only just with Triumf Glass. The consumer can also directly associate Triumf Glass with a place where they can buy it. However, one can argue that it would reduce the trust of their other large retail stores. If they for instance are doing many commercials with ICA and get associated with ICA, other large retail stores such as COOP or Willys would probably find reasons not to encourage the sales of Triumf Glass.

5.2 Brand Identity

The identity of the Triumf Glass brand is understood by most people that were interviewed; 7 out of 8 that were asked explained the Triumf Glass identity in a similar fashion as the CEO. The important part is that the employees had about the same view as the CEO. For example, Dahlqvist (personal communication, 14 April 2010) and B. Johansson (personal communication, 14 April 2010) referred to the sun and happiness. Both Johansson and Dahlqvist are sales representatives closest to the customer. This means that even the lowest level of the organizational hierarchy successfully interpreted the brand identity. All the way from the CEO to the sales representatives at the lowest level of the organization. Willner (personal communication, 14 April 2010) even referred to how the CEO uses the phrase “ice cream joy” to describe how they want to portray the identity of the brand. A. Münstzing (personal communication, 14 April 2010) discussed how ice cream is a positive commodity that spreads happiness and he believes it to be natural that the Triumf Glass brand should be associated with happiness. This can be related to the concept of brand identity. According to Bjerre, Heding and Knudtzen (2009) the organizational identity is important because it is related to performance and employee commitment. Bjerre et al. further argue that providing value in the culture and behavior of the organization is a way to enhance the organizational culture. It can align employee behavior with the brand vision and mission, to provide a clear brand identity. This means that the Triumf Glass brand can be improved through employees interpreting it in accordance with the brand identity. The brand can be strengthened through employee behavior.

Lundmark (personal communication, 14 April 2010) recognizes the importance of market the brand internally to successfully market the brand externally. He argues that the employees are an important part of branding, that it is necessary to have the employees on track. He further argues by that addressing the possible use of an intranet will increase the employees’ awareness of what is going on in the company. L. Johansson (personal communication, 14 April 2010) is also addressing the need to market the brand identity internally. “Company’s often do wrong here, 3-4 people know the identity of the brand or the company and then there are hundreds of workers who doesn’t have a clue what going on” (L. Johansson, personal communication, 14 April 2010). He further discusses how the workers need to understand the brand identity in order to feel like they belong and feel connected to the brand. Bjerre et al (2009) discuss the importance of having a strong brand identity. According to them it is essential for a brand’s value creation. It is vital for everyone in an organization to know who they are and not just the upper management. The respondents at Triumf Glass understand the significance of marketing the brand internally and believe it to be the first step to successfully market the brand externally.

More than half of the people interviewed, 5 out of 8 affiliate Triumf Glass with the long tradition. “The Triumf Glass brand stands for something that is unique today; it was founded in 1946 and has a long Swedish tradition” (B. Johansson, personal communication, 14 April 2010). Bjerre et al. (2009) discuss how the corporate strategy can be linked to the brand identity. The corporate strategy implements the strategic direction and portrays
the brand’s identity visually in form of logos and signs. The corporate image is all the signals that the company sends out to its audience. The corporate strategy is expressed through the image and reputation of the firm. Most of the respondents at Triumph Glass associate Triumph Glass with the long tradition. In support of Bjerre et al. (2009) we claim that a long tradition as the one Triumph Glass has can advantageously be emphasized in a company’s brand strategy to strengthen a company’s brand image.

5.3 Company Dimension

“When working within a large corporate group, there are very strict rules and there are templates for everything, the work is very structured” (M. Willner, personal communication, 14 April 2010). Willner continues by saying that the decision making process goes much faster and is more efficient in a smaller organization. There is more of an entrepreneurial spirit now. The differences in working within a large organization are clear. The small organization offers more flexibility and decisions can be implemented in a more rapid pace. Lassen et al. (2008) recognize the same opportunity of being more flexible and entrepreneurial. They argue that it is important for a SME to constantly renew the brand. Make the brand feel alive, with creative ideas and make the customer feel that the brand is improving over the years. The respondents at Triumph Glass expresses how they have become more flexible and adopted a more quick decision making process since it became a SME. This can be used as an advantage, to use their flexibility in their branding. The flexibility can be used to quickly adapt to trends within the market or utilize current events that is already in people’s mind.

Hesselgren (personal communication, 14 April 2010) discusses the difficulties in being a SME when working with branding. He says that in a larger organization the budget for marketing incentives is much bigger. The brand has a higher value in a larger organization and even though it is important in a SME as well, they do not share the same resources. He says that it might not be worth as much in a SME. This obstacle for SMEs is recognized in the literature, Lassen et al. (2008) state that with branding in SMEs a lot comes down to handling the brand with small means. The respondents at Triumph Glass recognize their limitations as a smaller organization with their limited resources. In accordance with Lassen et al. (2008) we argue that this can be applied to most SMEs. The limited resources being a common problem for SMEs when dealing with branding.

The limited amount of resources is a big challenge for Triumph Glass; they have chosen to overcome this by prioritizing their marketing incentives. “We are currently trying to work through our customers; retailers and wholesalers. Market ourselves through the big chains through their promotion campaigns to reach more potential customers for the same cost” (M. Willner, personal communication, 14 April 2010). Lassen et al. (2008) argue for a similar but yet different approach to overcome the lack of resources. They say that it is better to have a big influence on a small number of people rather than having a small influence on a large number of people. When the marketing resources are limited it is much better to attract a certain group. In support of Lassen et al. (2008) we claim that a SME needs to spend their resources wisely. As indicated it is better to have a big influence on a small number of people.

A. Münstzing (personal communication, 14 April 2010) stresses the importance for them to be clever in what media to use. He explains that they had a campaign with the local hockey team Frölunda; “We had our logo right on the center of their shirt. Fantastic marketing for us. The best part was that when we went to the game and there were about 3000-4000 people wearing the Frölunda shirt with our logo on. It was great; the supporters drank beer
and enjoyed themselves in a shirt with the Triumf Glass logo on. It was incredible”. Lassen et al. (2008) addresses the same technique, they say by choosing a small target group it enables the company to use their marketing as value-enhancing initiatives, by addressing the same media continuously.

The high cost of branding results in a fear of branding. “The branding is much bigger in a large organization; there is a fear for branding in a smaller organization because of the often affiliated large cost” (M. Eriksson, personal communication, 14 April 2010). This is something that Lassen et al. (2008) also highlight as a problem within SMEs. They argue that SMEs often sees branding as an unnecessary expense rather than a possibility. They also stress that new products alone are in most cases insufficient to encourage sales and add value in the long-term. This indicates that SMEs see branding as an expense because it is not measurable. Aaker (1996) mentions how branding cannot be linked to financial performance. As indicated, we believe that many SMEs for that particular reason do not see the possibilities with branding. Branding is often very costly and why spend resources on something you cannot see the financial benefits with?

### 5.4 Brand Power

B. Johansson (personal communication, 14 April 2010) discusses Triumf Glass assortment in relation to GB. ”Our assortment is just as good as GB. Although GB has a history and a substantial bigger budget”. The assortment is believed to be about equal to GB. Then Willner (personal communication, 14 April 2010) says the following “If you have a freezer with GB and put a Triumf Glass freezer next to it, the GB freezer will sell three times as much”. This means that even though they have about the same assortment, GB sells much more during the same circumstances. This can be related to the concept of brand equity. According to Farquhar (1989) brand equity is the added value to the firm, the trade, or the consumer with which a given brand give a product. The sales advantage that Willner discusses shows how GB is preferred over Triumf Glass. According to Hesselgren (personal communication, 14 April 2010) GB spends substantially more on marketing incentives to strengthen their brand. The large amount of resources spent on branding results in larger brand equity. As brand equity is the combined value of the brand, the larger brand equity can be seen through a higher brand awareness. The empowered brand equity gives GB a competitive advantage.

### 5.5 Loyal Customer base

The majority of the respondents regardless of position in the company argued that creating a loyal customer base is about getting repurchases. Ford (2005) agrees on this by saying that one can look at high sales in two different ways; you can either have many people buying your brand or a few buying a lot, where the second argument would be brand loyalty. The respondents at Triumf Glass stress the importance of product quality in the food business and that it is a big factor in creating loyal customers. “The consumer is supposed to buy the product twice, if they do not like it they will not buy it again” (A. Müntzing, personal communication, 14 April 2010). Product quality is one of the factors that Aaker (1996) argues can generate a loyal customer base. The other factors being brand awareness and a clear identity. The respondents at Triumf Glass understand and agree with Aaker the importance of using quality. They stress the need to offer high quality products as a step towards attaining loyal customers.

A. Müntzing (personal communication, 14 April 2010) emphasizes the advantages of having demos where you sample your product. It is a great way to make the consumers try your product. He continues by saying that it is one of the most efficient ways to improve
brand awareness, awareness that will then hopefully lead to a strong and loyal consumer base. Aaker (1996) argues that getting your customers to experience your product is the most important factor when trying to get a loyal customer base. Triumf Glass uses demos as an opportunity to get the consumers loyal by trying their products. As indicated we believe that this is a relatively easy way to get the consumer to experience their products and it is a natural location for the consumer. It is natural because they taste the ice cream in the same environment as they buy it. Lundmark (personal communication, 14 April 2010) continues on the importance of brand awareness by saying that it is important for Triumf Glass to have service shops selling their products. Service shops like gas stations and smaller stores. He says that it might not be financially beneficial to have their products in service stores, but it is an important part of improving the brand. He continues by saying that the increased exposure is worth a lot to the brand awareness.

L. Johansson (personal communication, 14 April 2010) discusses the importance of customer service to retain loyal consumers. He argues that it is important that you encounter your consumer’s complaints with a positive attitude. He describes follow-up calls as a way to build positive consumer relations. Sending a card is another way to enhance a positive feeling, and it is also a great way to inform the consumers about new products. Aaker (1996) supports the argument about customer service when pointing out that a loyal customer base is also important when considering marketing costs. It is more costly to attract new customer that to retain old ones. In addition he stresses the importance of keeping your consumers by saying that it is also a costly entry barrier for competitors to change the mind of already loyal customers. As indicated by the respondents, Triumf Glass tries to use customer service to get a good relationship with their consumers with the desire to get them loyal. In support of Aaker we argue that this is a good way to strengthen the bond between the consumer and the company and as Aaker mentions it is much more costly to attract new customers. The relatively little effort to satisfy the consumer is worth more in terms of loyalty.

5.6 Brand Association

Eriksson (personal communication, 14 April 2010) says: “good ice cream for a good price” is one of their main associations. Here quality as in “good ice cream” and customer benefits as in “good price” together form a strong association. This is supported by Farquhar & Herr (1993), explaining that there are several types of associations; they could be product attributes, customer benefits or product categories bearing its name. B. Johansson (personal communication, 14 April 2010) is also supported by this statement when saying that quality is the biggest association for their brand. The associations that Farquhar & Herr (1993) mention can help strengthen the brand. A strong association to a brand makes it easier for consumers to interpret the identity of the brand (Aaker, 1991).

According to Hesselgren (personal communication, 14 April 2010) there are different associations to Triumf Glass regarding the geographical location, depending on which consumers you ask. He continues by saying that in their home-market Göteborg, the consumers associate themselves with tradition and history while in Stockholm where they are not as well known the consumers have other associations. The consumer in Stockholm might even associate them with their home market Göteborg. This is an angle of the concept of associations that we have not found in the literature but we believe to be important for SMEs to consider. This geographical factor proposes a big challenge but at the same time an opportunity for SMEs to work with. It is important to know what kind of associations the consumers in the different markets have of your brand when projecting and marketing it.
L. Johansson (personal communication, 14 April 2010) explains that in their situation it is most important to be exposed in the right environment. He adds that it is important that you are smart and choose the right spots. Select environments where you want your brand to be associated with. Triumf Glass also uses events and exhibitions to strengthen their associations (Willner, personal communication, 14 April 2010). Farquhar & Herr (1993) argue that associations have a level of strength and that an association will be stronger if it is based on many experiences rather than just a few. Here L. Johansson (personal communication, 14 April 2010) stresses one of the obstacles when working within a SME, that you have to be smart and be exposed at the right places because you might not have the financial resources to expose your brand in a quantitative way asFarquhar & Herr (1993) imply. As indicated by the empirical material, we see it hard for a SME to get many experiences to strengthen the brand and that a SME should focus on projecting a few associations wisely.

Hesselgren (personal communication, 14 April 2010) and L. Johansson (personal communication, 14 April 2010) stresses risks of linking a celebrity to your brand. They both draw on examples where the celebrity misbehaved and that damaged the brand. Hesselgren tells the example of when Lantmännen used the Swedish athlete Ludmilla Engqvist to promote their brand AXA; she was then tested positive for doping which had a negative effect on the brand. L. Johansson tells the story of when Britney Spears was caught on picture drinking a Coca Cola while being the front figure of the competitor Pepsi. Aaker (1991) on the other hand describes creating positives attitudes/feelings as a way that brand associations can bring value to the firm and its customers. He means that associations can stimulate positive feelings that will be linked to the brand and that celebrities connected to the brand can boost such a feeling. In accordance with Aaker we argue that celebrity endorsements can be very effective and enhance associations to a brand. However, the risk of doing so is large and could have devastating consequences.

The general opinion from the people we interviewed was that linking your brand to a greater value is very efficient, if it is done right. Gad (2000) describes this greater value in his brand value dimensions. He explains that one dimension is the spiritual dimension and that this dimension refers to the value of social responsibility, both globally and locally. Triumf Glass has according to Willner (personal communication, 14 April 2010) not the financial resources to do this at the moment. He does believe that this is the way companies should load their brand. This is also supported by Gad (2000) when he argues that what can be seen as new with this dimension is that brand managers now use it to build their brands. Triumf Glass has done this kind of project before, A. Münzting (personal communication, 14 April 2010) describes a project they had in 2005 when every sold Gotlandsstrut gave 50 öre to a foundation trying to save the Visby town wall. L. Johansson (personal communication, 14 April 2010) explains another example when Triumf Glass gave 50 öre of every sold “multipack” to the children organization BRIS. They have never sold as much “multipack” as they did during this campaign according to him. He also explains the benefits when dealing with retail stores like ICA and COOP; it is easier to sell the product to the retail stores if the product comes with a goodwill campaign. The theories and empirical data clearly stress the importance and benefits of linking your brand to a greater value, but there are financial issues for SMEs.

The next chapter will present our conclusions drawn from our analysis, it will present our developed model as well as a final discussion on the thesis and proposal for further studies.
6 Conclusion and final discussion

This chapter will start with a section explaining three phases based on the analysis that we have found to be important for branding in a SME. The following section will present the JFK model we have developed and describe the process in the model. The chapter ends with a final discussion about our thesis and some proposals for further studies.

6.1 Conclusion

Throughout our study we have investigated what aspects we believe are the most important for a SME to consider when building and strengthening its brand. Based on the analysis we define three phases which we argue are crucial for branding within SMEs. These are brand essence, brand reflection and brand strategy, they will be further explained below.

Brand Essence
This phase is more of an evaluation of the brand. The essence of a company’s brand can be compared to an identity. Based on our analysis the most important factor for branding in a SME is to know your identity, who we are. If there is no clearly stated identity of the company the risk will be that the company projects the wrong identity to its customers and consumers. This will lead to that the customers’ and consumers’ expectations will not be met. Knowing the company’s identity is also something that all the employees within the company need to know. It does not matter if the top management has a clear view of the brand if this is not projected throughout the whole company. It is, after all, a company’s sales people that meet the customers and consumers in their everyday work. As our analysis has shown the sense of belonging is very important for employees and a step towards achieving this is to involve the employees, which will be beneficial for the company. If a SME in approximately the same size or smaller than e.g. Triumf Glass has communication that is sufficient, creating this sense of belonging should not be hard to fulfill since the employees all work close to each other. Nevertheless, just because the company is rather small the internal branding is not something that should be assumed to work since the effects of not doing it right can be devastating.

Brand Reflection
The brand reflection part is the phase where the company should have realized their corporate identity and how their corporate identity is portrayed. This phase will work as a foundation for the brand strategy. The brand reflection phase is about recognizing the possibilities and liabilities that can be used to form the brand strategy. We have come up with three essential aspects of brand reflection that should be implemented in the brand strategy within SMEs. These are consistency, flexibility and brand pooling. These aspects will be discussed below

Our analysis shows that there are some very important factors to consider as well as some risky pitfalls to avoid. However, no matter what direction one choose to brand its company we stress the importance of consistency. If a company projects its brand inconsistently the customers and consumers will not be able to trust the brand and the associations to the brand will vary a lot. This can create a large confusion around what the brand really stands for.
A big difference between a larger and stronger brand can be the geographical differences when it comes to recognition and associations. Our analysis has shown that a smaller company often has a very strong home market, which can be seen as the cash cow. In the case of Triumf Glass, the home market is Göteborg and the associations and awareness differ a lot to the brand when being outside of its home market. To deal with this a company really needs to evaluate if there is something in the brand building that has created this. Have there been different messages in different markets? Again we see the importance of consistency and the effects it can have. The dangers with having different associations in different areas are that people move and interact frequently which causes confusion and an unclear image.

We have mentioned a few factors that disadvantages a smaller company compared to a large one. Throughout our analysis we have, however, noticed a factor that might be as important to a small company as monetary power is to a large one. This factor is simply the flexibility of a smaller organization. Both the theories and our empirical findings have suggested that the flexibility of a SME makes the company dynamic and able to quickly take advantage of events that cannot be foreseen. An example of an event like this might be where a sports club wins the national championship and a company launches a campaign with a connection to this. Not only does the company reach the fans of the club but it will also take advantage of the hype around a very current event.

This method would be a type of co-branding which also is a very smart way to make use of a widely known brand to lift your own. There are however some pitfalls when it comes to co-branding. If the brand one cooperates with have too much negotiation power your own brand might not be allowed to be a part of the product but more work as the distributor of the product. To clarify, think of the Marianne ice cream that the CEO of Triumf Glass described. Triumf Glass is not allowed to put a logo on the product itself but reaps the benefits of having such a well known brand amongst its own products. We have chosen to refer to activities when a company takes advantage of another company’s brand equity as brand pooling.

As we have mentioned before the differences with being a small or medium sized company to being a larger company are substantial, especially when it comes to monetary resources for branding. The lack of resources to put into branding therefore forces a SME to be clever. One example of how to increase the awareness which is widely used, especially by larger companies, is to use a celebrity as a front figure of a brand. The risk involved with using just one person as front figure is that if that person makes one move that is not supported by the company, the view of the brand will be impaired. As a smaller company a campaign like this might be one of the few the company can afford, hence the company probably would not be able to put together a counteract to rebuild the lost confidence in the brand. Another way to still take advantage of using celebrities is to be associated together with e.g. a sports club. If doing so, you decrease the risk mentioned above since the club itself has a responsibility and a brand of its own to protect. If one player of the club misbehaves, the club can act according to the situation.

As mentioned above a SME most often has a strong home market where we argue that it also possesses great brand power. Our study has made us believe that, as a SME, it is important to start where the brand is strong and then let the other areas come naturally instead of putting a lot of effort in weak areas where the return might not be corresponding to the investment made. Instead of a “big-bang” branding method the importance is to constantly have the long-term perspective in mind.
In such business as Triumf Glass acts we suggest that the availability at service places such as a gas station can be very effective. A service place like that can almost be compared to a hub for people in the area around it and even though it can be unprofitable when looking at the sales at that specific place you will raise awareness of the brand. In other words, your brand will reach a very broad audience from one single sales point. A similar strategy might be to use sampling in a large store where people from a rather big geographical area cluster because they have to.

**Brand Strategy**
When a company has gone through the evaluative phase of brand essence and built the foundation for the brand strategy in the brand reflection phase it is time to make a plan of action. The brand strategy is where the aspects of brand reflection is interpreted and used to guide the strategy.

### 6.1.1 The JFK Model

In support of our analysis we state that the differences with highest impact on branding are the financial resources and the possibility to act quickly. Where many might see the financial aspects as devastating for branding in a SME we have recognized many possibilities to still be able to gain brand equity. This section describes a process which should help a SME to realize its brand’s possibilities as well as the steps following the evaluation of the brand. The model can both help strengthening an already established brand as well as help in building an unestablished brand. The model can be seen in figure 6.1 below.

**Brand Essence**
This phase is the evaluative part. The company should consider what the brand stands for and how that is projected by the company’s branding activities. Additionally, the company should consider how the brand is viewed by its customers and consumers and whether that view corresponds to the view the company wishes to have on its brand.

**Brand Reflection**
Brand reflection is the next phase in the process which should consist of a clear view from the evaluation of what strengths the brand has but especially what weaknesses that need to be taken care of. This phase has three sub-sections which are aspects that should be taken into consideration for a SME.

- **Flexibility**
  One of the three most important factors we stress when building a strong brand as a SME is the ability to be flexible. We argue that a SME need to be able to follow and take advantage of actual events and happenings to strengthen its brand.

- **Consistency**
  No matter what type of branding activities the company conduct it is crucial to be consistent in order to hinder confusion in what the brand stands for.

- **Brand Pooling**
  This factor is a recommendation for something we believe is a great way to gain advantages to your brand through using already existing brands and their strong brand equity. Examples of such activities are co-branding, using celebrities or sport
clubs as front figures for the brand or sampling in a large supermarket. The main theory is to use the strength of someone else.

**Brand Strategy**
Brand strategy is the final phase which consists of activities that will be conducted to build the brand of a company. This is the finished plan of action that eventually should generate brand equity.

### 6.2 Proposals for further studies
During our study we have recognized the increased importance of creating a strong brand, not only for bigger organizations but for SME:s as well. We have also seen that it is becoming increasingly easier for a company to reach its customers and consumers. This is because the general increase in transparency in today’s society with e.g. social medias. We believe social medias to be a new and cost beneficial approach for companies to reach their customers with their brand. Another important detail to recognize is that the brand involves so much more than just marketing and the marketing department. It is our beliefs that branding needs to be implemented throughout the whole organization, all the way from sales people at the bottom to the CEO. There also seems to be a lack of studies about brand power, which we recognized as a factor throughout our study. Several of the respondents brought up the brand power as a factor of great importance in their everyday work when we talked about e.g. negotiations with customers.
When it comes to the strengths and weaknesses of our study we argue that a big strength is that we thoroughly investigated the brand and brand building process within Triumf Glass. Through interviewing employees at different levels of the company we have got a good understanding of how the company works with its brand.

The weaknesses with this study are connected with the further studies we would suggest to be made. If we would have had more time for the study it would benefit from investigating more companies first and foremost in the same industry but also in other industries to see whether the results would differ. However, we strongly suggest that a study with fewer employees in each company investigated would not be recommended because of the different views from the respondents on branding given to us from different levels in the organization. Furthermore, additional studies in different geographical areas would be relevant to see whether the attitude towards branding differ in different cultures. As expressed before in this study we see a lack of literature about branding that is designed for SME:s that might not have the financial resources as larger organizations have.
7 References


8 Appendix - Interview Questions

8.1 Interview questions with CEO

The questions are not presented according to the order they were asked in the interview with Anders Müntzing, they are divided into the "important concepts" described in section 2.7.

Brand Strategy:

• Jobbar ni något enskilt med att bygga på varumärket?

Om Ja samt att svaren på följande frågor inte blir besvarade av frågan ovanför så finns dessa följdfrågor:

  • Vad består varumärkesarbetet utav?
  
  • Hur delaktig är du i varumärkesarbetet?
  
  • Avsätter ni pengar specifikt för varumärkeshantering?

Om Nej samt att svaren på följande frågor inte blir besvarade av frågan ovanför så finns dessa följdfrågor:

  • Är det en del i marknadsföringen?
  
  • Hur jobbar ni för att nå ut med ert varumärke till kunden?
  
  • Har ni någon uttalad varumärkesstrategi?

Om Ja samt att svaren på följande frågor inte blir besvarade av frågan ovanför så finns dessa följdfrågor:
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- Hur yttrar sig den?

- Hur jobbar ni med den?

Om Nej samt svaren på följande frågor inte blir besvarade av frågan ovanför så finns dessa följdrågor:

- Varför har ni inte det?

- Tror du det kan ge ett företaget fördelar på lång sikt att ha en varumärkes strategi?

- Vilka förväntningar tror du att era kunder har när de köper en Triumf Glass produkt?

- Hur jobbar ni för att möta de förväntningarna?

Brand Identity:

- Tycker du att företagets vision återspeglas i varumärket?

Om Ja samt att svaren på följande frågor inte blir besvarade av frågan ovanför så finns dessa följdrågor:

- Motivera varför?

- Ska det vara så?

- Vad är varumärket triumfglass för dig?

- Jobbar ni något med att förmedla varumärket internt?

Om Ja samt att svaren på följande frågor inte blir besvarade av frågan ovanför så finns dessa följdrågor:

- På vilket sätt förmedlas detta internt?
Company Dimension

- Ser du några begränsningar i att vara ett litet eller medelstort företag kontra ett stort företag när det kommer till varumärkesarbete?

  Om Ja samt att svaren på följande frågor inte blir besvarade av
  frågan ovanför så finns dessa följdfrågor:

  - Vilka begränsningar ser du?

- Ser du några möjligheter i att vara ett litet eller medelstort företag kontra ett stort företag när det kommer till varumärkesarbete?

  Om Ja samt att svaren på följande frågor inte blir besvarade av
  frågan ovanför så finns dessa följdfrågor:

  - Vilka möjligheter ser du?

Brand Power:

- Hur starkt tycker du att varumärket är idag?

  Om svaren på följande frågor inte blir besvarade av
  frågan ovanför så finns dessa följdfrågor:

  - Motivera?

- Borde det läggas mer vikt på att stärka ert varumärke?

- Hur starkt tycker du varumärket är i idag i jämförelse med era konkurrenter?

  Om svaren på följande frågor inte blir besvarade av
  frågan ovanför så finns dessa följdfrågor:
Brand Management – A qualitative study on branding in a SME

• Motivera?

Loyal Customers:

• Jobbar ni på något sätt, ur varumärkessynpunkt, med att få lojala kunder?

Om Ja samt att svaren på följande frågor inte blir besvarade av frågan ovanför så finns dessa följdfrågor:

• På vilket sätt uttrycker det sig?

• Vilka faktorer tycker du är viktigast för att få lojala kunder?

Brand Associations:

• Vad tror du att kunder associerar Triumfglass med?

• Vilka associationer vill ni att kunden ska associera med varumärket Triumf Glass?

• Har ni någon strategi för att få kunder att associera Triumfglass med dessa värden?

• Stärker associationer varumärket på något sätt?

• Vill ni att varumärket Triumfglass ska förknippas med något mer än bara era produkter (exempel som social tillhörighet eller social ansvarstagande?)

Om Ja samt att svaren på följande frågor inte blir besvarade av frågan ovanför så finns dessa följdfrågor:

• Hur jobbar ni för att uppnå detta?

8.2 Interview questions with Marketing Manager

*The questions are not presented according to the order they were asked in the interview with Martin Hesselgren, they are divided into the "important concepts" described in section 2.7.*
Brand Strategy:

- Jobbar ni något enskilt med att bygga på varumärket?

  **Om Ja samt att svaren på följande frågor inte blir besvarade av frågan ovanför så finns dessa följdfrågor:**

  - Vad består varumärkesarbetet utav?
  - Hur delaktig är du i varumärkesarbetet?
  - Avsätter ni pengar specifikt för varumärkeshantering?

  **Om Nej samt att svaren på följande frågor inte blir besvarade av frågan ovanför så finns dessa följdfrågor:**

  - Är det en del i marknadsföringen?
  - Hur jobbar ni för att nå ut med ert varumärke till kunden?
  - Har ni någon uttalad varumärkesstrategi?

  **Om Ja samt att svaren på följande frågor inte blir besvarade av frågan ovanför så finns dessa följdfrågor:**

  - Hur yttrar sig den?
  - Hur jobbar ni med den?

  **Om Nej samt svaren på följande frågor inte blir besvarade av frågan ovanför så finns dessa följdfrågor:**

  - Varför har ni inte det?
• Tror du det kan ge ett företaget fördelar på lång sikt att ha en varumärkes strategi?

• Vilka förväntningar tror du att era kunder har när de köper en Triumf Glass produkt?

• Hur jobbar ni för att möta de förväntningarna?

Brand Identity:

• Tycker du att företagets vision återspeglas i varumärket?
   Om Ja samt att svaren på följande frågor inte blir besvarade av frågan ovanför så finns dessa följdrågor:

   • Motivera varför?

   • Ska det vara så?

• Vad är varumärket triumfglass för dig?

• Jobbar ni något med att förmedla varumärket internt?
   Om Ja samt att svaren på följande frågor inte blir besvarade av frågan ovanför så finns dessa följdrågor:

   • På vilket sätt förmedlas detta internt?
Company Dimension

- Är det några skillnader i varumärkesarbetet från när ni var en del av en större koncern som Diplom-Is kontra Triumf Glass?

- Ser du några begränsningar i att vara ett litet eller medelstort företag kontra ett stort företag när det kommer till varumärkesarbete?

  Om Ja samt att svaren på följande frågor inte blir besvarade av frågan ovanför så finns dessa följdfrågor:

  - Vilka begränsningar ser du?

  Om Ja samt att svaren på följande frågor inte blir besvarade av frågan ovanför så finns dessa följdfrågor:

  - Vilka möjligheter ser du?

Brand Power:

- Hur starkt tycker du att varumärket är idag?

  Om svaren på följande frågor inte blir besvarade av frågan ovanför så finns dessa följdfrågor:

    - Motivera?

    - Borde det läggas mer vikt på att stärka ert varumärke?

    - Hur starkt tycker du varumärket är i idag i jämförelse med era konkurrenter?
Om svaren på följande frågor inte blir besvarade av frågan ovanför så finns dessa följdfrågor:

• Motivera?

Loyal Customers:

• Jobbar ni på något sätt, ur varumärkessynpunkt, med att få lojala kunder?

Om Ja samt att svaren på följande frågor inte blir besvarade av frågan ovanför så finns dessa följdfrågor:

• På vilket sätt uttrycker det sig?

• Vilka faktorer tycker du är viktigast för att få lojala kunder?

Brand Associations:

• Vad tror du att kunder associerar Triumfglass med?

• Vilka associationer vill ni att kunden ska associera med varumärket Triumf Glass?

• Har ni någon strategi för att få kunder att associera Triumfglass med dessa värden?

• Stärker associationer varumärket på något sätt?

• Vill ni att varumärket Triumfglass ska förknippas med något mer än bara era produkter (exempel som social tillhörighet eller social ansvarstagande?)

Om Ja samt att svaren på följande frågor inte blir besvarade av frågan ovanför så finns dessa följdfrågor:

• Hur jobbar ni för att uppnå detta?
8.3 Interview with Sales Managers

The questions are not presented according to the order they were asked in the interviews with Lars Johansson, Mats Eriksson and Michael Willner. The questions are divided into the "important concepts" described in section 2.7.

Brand Strategy:

- Jobbar ni något enskilt med att bygga på varumärket?

  Om Ja samt att svaren på följande frågor inte blir besvarade av frågan ovanför så finns dessa följdfrågor:

  - Vad består varumärkesarbetet utav?
  - Hur delaktiv är du i varumärkesarbetet?
  - Hur jobbar ni för att nå ut med ert varumärke till kunden?
  - Har ni någon uttalad varumärkesstrategi?

    Om Ja samt att svaren på följande frågor inte blir besvarade av frågan ovanför så finns dessa följdfrågor:

    - Hur yttrar sig den?
    - Hur jobbar ni med den?

    Om Nej samt svaren på följande frågor inte blir besvarade av frågan ovanför så finns dessa följdfrågor:

    - Varför har ni inte det?
    - Tror du det kan ge ett företaget fördelar på lång sikt att ha en varumärkes strategi?
• Vilka förväntningar tror du att era kunder har när de köper en Triumf Glass produkt?

• Hur jobbar ni för att möta de förväntningarna?

**Brand Identity:**

• Tycker du att företagets vision återspeglas i varumärket?

  **Om Ja samt att svaren på följande frågor inte blir besvarade av frågan ovanför så finns dessa följdrågor:**

  • Motivera varför?

  • Ska det vara så?

  • Vad är varumärket triumfglass för dig?

  • Jobbar ni något med att förmedla varumärket internt?

  **Om Ja samt att svaren på följande frågor inte blir besvarade av frågan ovanför så finns dessa följdrågor:**

  • På vilket sätt förmedlas detta internt?

**Company Dimension:**

• Ser du några begränsningar i att vara ett litet eller medelstort företag kontra ett stort företag när det kommer till varumärkesarbete?

  **Om Ja samt att svaren på följande frågor inte blir besvarade av frågan ovanför så finns dessa följdrågor:**

  • Vilka begränsningar ser du?
Ser du några möjligheter i att vara ett litet eller medelstort företag kontra ett stort företag när det kommer till varumärkesarbete?

Om Ja samt att svaren på följande frågor inte blir besvarade av frågan ovanför så finns dessa följdfrågor:

• Vilka möjligheter ser du?

Brand Power:

• Hur starkt tycker du att varumärket är idag?

Om svaren på följande frågor inte blir besvarade av frågan ovanför så finns dessa följdfrågor:

• Motivera?

• Borde det läggas mer vikt på att stärka ert varumärke?

• Hur starkt tycker du varumärket är i idag i jämförelse med era konkurrenter?

Om svaren på följande frågor inte blir besvarade av frågan ovanför så finns dessa följdfrågor:

• Motivera?

• Hur stor inverkan har varumärkets styrka i ditt dagliga arbete?

Om svaren på följande frågor inte blir besvarade av frågan ovanför så finns dessa följdfrågor:

• Motivera?
Loyal Customers:

- Jobbar ni på något sätt, ur varumärkessynpunkt, med att få lojala kunder?
  
  Om Ja samt att svaren på följande frågor inte blir besvarade av frågan ovanför så finns dessa följdrägor:

  - På vilket sätt uttrycker det sig?
  
  - Vilka faktorer tycker du är viktigast för att få lojala kunder?

Brand Associations:

- Vad tror du att kunder associerar Triumfglass med?

- Vilka associationer vill ni att kunden ska associera med varumärket Triumf Glass?

- Har ni någon strategi för att få kunder att associera Triumfglass med dessa värden?

- Stärker associationer varumärket på något sätt?

- Vill ni att varumärket Triumfglass ska förknippas med något mer än bara era produkter (exempel som social tillhörighet eller social ansvarstagande?)

  Om Ja samt att svaren på följande frågor inte blir besvarade av frågan ovanför så finns dessa följdrägor:

  - Hur jobbar ni för att uppnå detta?
8.4 Interview questions with Marketing and IT Manager

The questions are not presented according to the order they were asked in the interview with Lars Landmark, they are divided into the “important concepts” described in section 2.7.

Brand Strategy:

• Jobbar ni något enskilt med att bygga på varumärket?

  Om Ja samt att svaren på följande frågor inte blir besvarade av frågan ovanför så finns dessa följdfrågor:

  • Vad består varumärkesarbetet utav?
  • Hur delaktiv är du i varumärkesarbetet?
  • Avsätter ni pengar specifikt för varumärkeshantering?

  Om Nej samt att svaren på följande frågor inte blir besvarade av frågan ovanför så finns dessa följdfrågor:

  • Är det en del i marknadsföringen?
  • Hur jobbar ni för att nå ut med ert varumärke till kunden?
  • Har ni någon uttalad varumärkesstrategi?

  Om Ja samt att svaren på följande frågor inte blir besvarade av frågan ovanför så finns dessa följdfrågor:

  • Hur yttrar sig den?
  • Hur jobbar ni med den?
Om Nej samt svaren på följande frågor inte blir besvarade av frågan ovanför så finns dessa följdfrågor:

- Varför har ni inte det?
- Tror du det kan ge ett företag fördelar på lång sikt att ha en varumärkes strategi?
- Vilka förväntningar tror du att era kunder har när de köper en Triumf Glass produkt?
- Hur jobbar ni för att möta de förväntningarna?

**Brand Identity:**

- Tycker du att företagets vision återspeglas i varumärket?

Om Ja samt att svaren på följande frågor inte blir besvarade av frågan ovanför så finns dessa följdfrågor:

- Motivera varför?
- Ska det vara så?
- Vad är varumärket triumfglass för dig?
- Jobbar ni något med att förmedla varumärket internt?

Om Ja samt att svaren på följande frågor inte blir besvarade av frågan ovanför så finns dessa följdfrågor:

- På vilket sätt förmedlas detta internt?
Company Dimension:

- Ser du några begränsningar i att vara ett litet eller medelstort företag kontra ett stort företag när det kommer till varumärkesarbete?

  Om Ja samt att svaren på följande frågor inte blir besvarade av frågan ovanför så finns dessa följdfrågor:

  - Vilka begränsningar ser du?

  - Ser du några möjligheter i att vara ett litet eller medelstort företag kontra ett stort företag när det kommer till varumärkesarbete?

  Om Ja samt att svaren på följande frågor inte blir besvarade av frågan ovanför så finns dessa följdfrågor:

  - Vilka möjligheter ser du?

Brand Power:

- Hur starkt tycker du att varumärket är idag?

  Om svaren på följande frågor inte blir besvarade av frågan ovanför så finns dessa följdfrågor:

  - Motivera?

  - Borde det läggas mer vikt på att stärka ert varumärke?

  - Hur starkt tycker du varumärket är i idag i jämförelse med era konkurrenter?

  Om svaren på följande frågor inte blir besvarade av frågan ovanför så finns dessa följdfrågor:
• Motivera?

Loyal Customers:

• Jobbar ni på något sätt, ur varumärkessynpunkt, med att få lojala kunder?

Om Ja samt att svaren på följande frågor inte blir besvarade av frågan ovanför så finns dessa följdfrågor:

• På vilket sätt uttrycker det sig?

• Vilka faktorer tycker du är viktigast för att få lojala kunder?

Brand Associations:

• Vad tror du att kunder associerar Triumfglass med?

• Vilka associationer vill ni att kunden ska associera med varumärket Triumf Glass?

• Har ni någon strategi för att få kunder att associera Triumfglass med dessa värden?

• Stärker associationer varumärket på något sätt?

• Vill ni att varumärket Triumfglass ska förknippas med något mer än bara era produkter (exempel som social tillhörighet eller social ansvarstagande?)

Om Ja samt att svaren på följande frågor inte blir besvarade av frågan ovanför så finns dessa följdfrågor:

• Hur jobbar ni för att uppnå detta?
8.5 Interview questions for Salesmen

The questions are not presented according to the order they were asked in the interviews with Bengt Johansson and Mats Dahlenqvist, they are divided into the "important concepts" described in section 2.7.

Brand Strategy:

- Har ni någon uttalad varumärkesstrategi?

  Om Ja samt att svaren på följande frågor inte blir besvarade av frågan ovanför så finns dessa följfrågor:

  - Hur yttrar sig den?
  - Hur jobbar ni med den?

  Om Nej samt svaren på följande frågor inte blir besvarade av frågan ovanför så finns dessa följfrågor:

  - Varför har ni inte det?
  - Tror du det kan ge ett företaget fördelar på lång sikt att ha en varumärkes strategi?
  - Vilka förväntningar tror du att era kunder har när de köper en Triumf Glass produkt?
  - Hur jobbar ni för att möta de förväntningarna?

Brand Identity:

- Tycker du att företagets vision återspeglas i varumärket?

  Om Ja samt att svaren på följande frågor inte blir besvarade av frågan ovanför så finns dessa följfrågor:
• Motivera varför?

• Ska det vara så?

• Vad är varumärket triumfglass för dig?

• Jobbar ni något med att förmedla varumärket internt?

Om Ja samt att svaren på följande frågor inte blir besvarade av frågan ovanför så finns dessa följdrågor:

• På vilket sätt förmedlas detta internt?

Company Dimension:

• Ser du några begränsningar i att vara ett litet eller medelstort företag kontra ett stort företag när det kommer till varumärkesarbete?

Om Ja samt att svaren på följande frågor inte blir besvarade av frågan ovanför så finns dessa följdrågor:

• Vilka begränsningar ser du?

• Ser du några möjligheter i att vara ett litet eller medelstort företag kontra ett stort företag när det kommer till varumärkesarbete?

Om Ja samt att svaren på följande frågor inte blir besvarade av frågan ovanför så finns dessa följdrågor:

• Vilka möjligheter ser du?
Brand Power:

- Hur starkt tycker du att varumärket är idag?

  Om svaren på följande frågor inte blir besvarade av frågan ovanför så finns dessa följfrågor:

  • Motivera?

  • Borde det läggas mer vikt på att stärka ert varumärke?

- Hur starkt tycker du varumärket är i idag i jämförelse med era konkurrenter?

  Om svaren på följande frågor inte blir besvarade av frågan ovanför så finns dessa följfrågor:

  • Motivera?

- Hur stor inverkan har varumärkets styrka i ditt dagliga arbete?

  Om svaren på följande frågor inte blir besvarade av frågan ovanför så finns dessa följfrågor:

  • Motivera?

Loyal Customers:

- Jobbar ni på något sätt, ur varumärkessynpunkt, med att få lojala kunder?

  Om Ja samt att svaren på följande frågor inte blir besvarade av frågan ovanför så finns dessa följfrågor:

  • På vilket sätt uttrycker det sig?
- Vilka faktorer tycker du är viktigast för att få lojala kunder?

**Brand Associations:**

- Vad tror du att kunder associerar Triumfglass med?
- Vilka associationer vill ni att kunden ska associera med varumärket Triumf Glass?
- Har ni någon strategi för att få kunder att associera Triumfglass med dessa värden?