Personliga Varumärken

Hur man utvecklar och bibehåller ett starkt personligt varumärke

Filosofie kandidatuppsats inom Företagsekonomi

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Personal Branding

How to develop and sustain a strong personal brand

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Sammanfattning

Personliga varumärken är ett relativt nytt koncept inom varumärkesområdet. Detta koncept har ökat snabbt och dess betydelse ökar hela tiden. Vårt syfte med denna uppsats är att beskriva hur man utvecklar ett starkt personligt varumärke och hur man bibehåller det. Vi vill även undersöka vilka faktorer som bestämmer vem som kommer att lyckas med att utveckla ett starkt personligt varumärke och vem som kommer att misslyckas. Vi kommer också undersöka om de associationer som andra människor har av dig kan bestämmas av dig som ägare till varumärket.

Vi har valt att göra en kvalitativ undersökning genom att genomföra intervjuer med fem välkända svenska personer som vi hävdar har eller är på väg att utveckla starka personliga varumärken inom olika områden.

Teoridelen består av några koncept inom traditionell varumärkesbyggnad och modeller inom området personliga varumärken. Vi anser att den befintliga litteraturen inom personliga varumärken inte är tillräcklig för att svara på vårt syfte och därför har vi skapat en forskningsmodell. Empirin är kopplad till forskningsmodellen i analysdelen.

Vi hävdar att basen för att utveckla ett starkt personligt varumärke är att verkligen veta vem du är och vad du står för. När du har en klar förståelse för vem du är, är det viktigt att vara konsekvent med de meddelanden du kommunicerar. Detta för att undvika förvirring hos andra människor. För att ha ett starkt personligt varumärke måste du också vara välkänd hos fler människor än din familj och vänner.

Personliga varumärken är till en stor del beroende av hur andra människor uppfattar dig och vi hävdar att du kan till en viss del påverka den här bilden genom att vara konsekvent och klar över vem du är och vad du står för. Andra människor kan inte se hur du tänker, bara hur du agerar.

Alla människor har ett personligt varumärke men vi anser att processen att utveckla ditt personliga varumärke ska vara beroende av dina mål med det och vad du vill uppnå. Alla tjänar inte på att ha ett starkt personligt varumärke men vi hävdar att alla människor kan använda sig av några delar av konceptet för att göra klart för sig vilka de är och vad de står för.

Bachelor Thesis in Business Administration

Title:	**Personal Branding – how to develop and sustain a strong personal brand**
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Abstract

Branding of people is a relatively new concept within the branding area. This concept has grown rapidly and its importance is increasing. Our purpose of this thesis is to describe how a strong personal brand is developed and how it is sustained. We also want to highlight what factors that determine who will succeed to develop a strong personal brand and who will not and if the associations that other people have of you can be determined by the brand owner.

We have chosen to do a qualitative method by conducting interviews with five well-known Swedish persons that we argue have or are beginning to develop strong personal brands within different areas.

The frame of reference consists of some concepts on traditional branding and models within the personal branding area. We found that the existing literature within personal branding was not sufficient to fulfil our purpose and therefore we have created a research model. The empirical findings are applied to the research model in the analysis.

We argue that the base to develop a strong personal brand is to truly know who you are and what you stand for. When you have a clear understanding about who you are, it is important to be consistent in the messages that you communicate in order to avoid confusion among other people. To have a strong personal brand, you also need to be well-known among more people than just your family and friends.

Personal branding is to a large extent about how other people perceive you and we argue that you can to some extent affect this image by being consistent and clear about who you are and what you stand for. People cannot see your thoughts, only your actions.

All people have a personal brand but we believe that the process to develop your personal brand depends on what goals you have with it and what you want to accomplish. All people do not gain anything by having a strong personal brand but we believe that all people can use some parts of the concept in order to know who you are and what you stand for.

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1 Introduction

"To brand something is to make it more valuable. Branding adds value. That has always been the point of branding, and it is more true than ever whether you are branding a product, service, company, yourself, an event or your art." (Gad, 2000, p21).

In the thesis chapter we will introduce you to the subject of personal branding. Chapter 1 includes the background, problem and purpose. In the end we have included delimitations, definitions and also a disposition for the reader to get an overview of the thesis.

1.1 Background

According to Melin (1999) the first kind of branding that we know of was the branding of cattle. This type of branding is shown on pictures in caves in Europe and on walls in Egypt that originates from the prehistoric times. During the 1300s to 1500s, the international trades increased rapidly. This gave birth to many different forms of branding (Melin, 1999). During the Middle Ages, people also started to use the word "brand", and they used three types of signs of their products: craftsman - for identification, guild - a mark that promised a certain level of quality, and city signs - origin of the product (Riezebos, 2003). In the second half of the 20:th century, the modern form of a brand arose for the first time (Melin, 1999).

Melin (1999) claims that many of the brands that are well-known today, originates from the 1950s and 1960s. This may be explained by the rapid growth of the markets after the two world wars. According to Riezebos (2003) during the 1980s managers and marketing people started to realise the value that a brand could have for a company.

Today the importance of branding is greater than ever before. This is not at least shown when looking at the organisation Interbrand, who each year ranks the most valuable brands. At the top-three you can find Coca Cola at first place with a brand worth $67 525 millions, Microsoft at second place with a brand value of $59 941 millions and IBM at third place with a brand value of $53 376 millions (Interbrand, retrieved 2005-09-25).

Today, the competition about customers is greater than before and companies need something more than just the bare product and its quality to attract people. A brand can create certain associations for customers and this can have a major impact on the purchasing decision (Riezebos, 2003).

During the last ten years, a new area of branding has emerged - The branding of people. People have always had a personal brand, but they have not been aware of it until recently when the concept was 'developed' (Werner Runebjörk, 2004). The industry around the personal branding has grown rapidly and today many people hire personal shoppers, personal trainers and image consultants to make their own brand stronger and more attractive.

Maria Wetterstrand and Shan Atci are two examples of Swedish celebrities with strong personal brands. They are strong because they are not just well-known among their family and friends but also to a huge amount of people. Most people will get associations immediately when they hear one of those names. These associations might be good or bad, desirable or non-desirable.

According to Werner Runebjörk (2004) everything that you say and do and how you act in different situations all contributes to develop your personal brand. Therefore a personal brand should be based on your own true values, and not on values that you want to stand for and want to be associated with. All people are born with a personal brand, it is the sum of our behaviours, actions, and how the market perceives us and our level of integrity. As we develop as people, we can choose to "go with the flow" or we can develop a strategic personal brand (Post, 2005).

1.2 Problem

Today we can see a new trend in the area of branding – the branding of people. One of the reasons for the recently rapid growth in this area can be the need for being different – differentiation in branding strategy. We have seen this development in the history of product branding and now the branding of people seems to face the same development.

According to Werner Runebjörk (2004) there exist two different kinds of personal brands. The first one is to market products with help of your personal brand. The other aspect is to market ideas, organizations and competences. The first aspect is also called celebrity endorsements. If a famous person appears in a fancy commercial or advertisement, people tend to transfer the image of the celebrity onto the product or service that the company wants to sell (Pringle, 2004). Many famous athletes and singers make millions of dollars each year by simply being visible with a particular brand/product today. For example the soccer player David Beckham earns 200 million SEK each year - only on commercials for different products. Swedes that makes a lot of money this way are for instance Fredrik Ljungberg, who is also a soccer player, with 19,5 million SEK and the rider Malin Bayard with 1,5 million SEK per year (Karlsson, retrieved 2005-10-24). The fact that companies today are willing to pay these huge amounts of money just to get one person to demonstrate their products shows how important this field has become. However, this area will not be examined in this report since this area has been examined many times before. Instead we will focus on the second aspect on personal branding. This means that a person can use those beliefs and values that he or she is associated to, to market an idea, an organisation or a competence.

According to Gad (2000) brands only exists in peoples' minds and they cannot be controlled. The same can be applied to personal brands. Gad (2000) further claims that one can develop a brand, but not control which associations' that people will have about it. Is this true? *Can those associations not be determined to some extent by the brand owner?*

Each person has a brand but the strength of them differs from person to person. Some people have managed very well to develop and maintain a strong and interesting brand. Other succeeds to strengthen them, but is unable to maintain them strong (one example of this is people from reality shows). Some persons are not even aware of the fact that they have a personal brand, but still they seem to do everything right to develop and maintain it. *What is the determinant factor(s) of who is going to succeed with developing a strong personal brand and who is not?*

1.3 Purpose

The purpose of this thesis is to describe how a strong personal brand is developed and how it is sustained.

1.4   Delimitations

We have made interviews with five persons and we have focused on how they have done when they have created their brands and what they have done to sustain them. This way we will provide some general guidelines to how you can do to develop your personal brand.

1.5   Definition

*"A **brand** is a name, term, sign, symbol, design or a combination of these, which is used to identify the goods or services of one seller or group of sellers to differentiate them from those of competitors".* (Kotler, 2002, p 469).

A **personal brand** on the other hand is something that every person has. It is not something that you are, but something that you have. A personal brand is those values that a person stands for and communicates to the surroundings. Everything that a person does will contribute to the picture that the surrounding has of that person (Werner Runebjörk, 2004).

1.6   Disposition

The disposition will give the reader a good overview of this thesis. This thesis is divided into 6 chapters.

Chapter 1 – Introduction

In chapter one we present you to the subject of personal branding. We also present our purpose and research questions.

Chapter 2 – Frame of Reference

In this chapter we present the different theories that we have used. We start by a section of why brands are important and after that what a personal brand is. Then we introduce different strategies of how to develop a personal brand. In the end we present a research model on how to develop a personal brand and how to sustain it.

Chapter 3 – Method

This chapter includes the methodology chosen and how we have conducted our study. In the end of this chapter, a presentation of the interview participants is presented.

Chapter 4 – Analysis

In chapter four we include the empirical findings and the analysis. We discuss the traditional branding literature and then apply the interview participants on our research model.

Chapter 5 – Conclusion

This chapter contains the answers to our purpose and problem statements.

Chapter 6 – Final Discussion

Reflections, further research and acknowledgements are included in this chapter.

2   Frame of Reference

In this chapter we first present one perspective on brands, and then what personal branding is. Further on we present four models that explain the personal brand developing process. Then a model that determines how strong your personal brand is and also what advantages there is to develop a personal brand is included. Finally, a research model that will summarise the existing models and also includes some more aspects to the process in how a brand is developed is presented.

2.1   Brands

According to Aaker (1991) a brand refers to distinguish a name and/or symbol that are intend to identify the goods or services of one or a group of sellers from its competitors. The power of a brand is more difficult to establish now than for a few decades ago, and this is indicated by the willingness of companies to pay a lot of money for a brand. Both the cost of advertising and distribution is much higher nowadays and a lot of new brands enter the market each year. This, according to Aaker (1991), means that the competition about people's attention was much higher in 1991 than it used to be, and today (in 2005) it has increased even more.

According to Uggla (2001) a brand has three functions from a company's point of view: *diversification, identification* and *homogeneous messages*. With *diversification* means the ability to differentiate from competitors and thus have the possibility to put the companies own prices on the services or goods. The *identification* contributes to create loyalty from its customers. Uggla (2001) further claims that a *homogenous message* will repeat the same thing/message over and over again to create a trustful relationship with people.

One perspective of brands is the Resource Based View (RBV). According to Johnson, Scholes & Whittington (2005) resources can be both tangible and intangible and they further argue that a brand is an intangible resource. A personal brand can be viewed as a resource for a person since it can help that person to get a job and to create awareness to a specific question or organisation (Werner Runebjörk, 2004). According to the Resource Based View (RBV) a firm can achieve a sustainable competitive advantage if they have access to the right resources (Medcof, 2000). According to Barney (1991) a firm's resources have to be unique in order to create a sustainable competitive advantage. A unique resource should have the potential to be *valuable, rare, impossible to imitate* and has *no substitutes*.

2.1.1   Brand Identity, Image and Reputation

Gad (2000) argues that a brand is something that only exists in people's mind. This argument is supported by Werner Runebjörk (2004), Murali (2005) and McNally & Speak (2002). Three important concepts within the traditional branding literature are; brand identity, brand image and brand reputation. Those concepts are all about how you and other people perceive a brand. Many people tend to use the words identity, image and reputation as synonyms for each other. However, there are important differences between the three concepts, which will be examined below.

Brand Identity

According to Aaker & Joachimsthaler (2000) the brand identity is the way that the brand owner wants its brand to be perceived. It also helps people to identify a company by using different kinds of symbols, logos or slogans (Dowling, 2001). Aaker (1996) further argues

that the brand identity consists of a set of associations that are created by the brand owner. These associations show what values that the brand stands for. The brand identity should look forward into the future and reflect not only upon what the brand is today, but also what the brand wants to be in the future (Aaker, 1996). You can say that the brand identity is the sum of all signals that the company sends to the public (Apéria & Back, 2004). Aaker (1996) argues that the brand identity concept consists of the *core identity* and the *extended identity*. The core identity is 'the heart' of the brand. This does usually not change as the brand matures, introduces new products or enters new markets. The extended identity is things that help the core identity to become a complete brand. The extended identity should support the brand identity, but unlike the core identity it is not the basic foundation. According to Aaker (1996) the extended identity is used since the core identity is, in most cases, not enough to perform all the functions of a brand identity.

Brand Image

Aaker (1996) argues that the brand identity is the way that the company perceive the brand, whilst the brand image is how customers and other people perceive it. The brand image is many times based on past history that the customers and other people have with the brand. Aaker (1996) further claims that it is important for companies to be well aware of how the brand is perceived by the public (the brand image). If they are not aware of it, the brand image might become the brand identity. This is not desirable since you do not want others to decide what you are. The brand identity must reflect the values and vision of a brand and not only the image of it (Aaker, 1996).

Brand Reputation

The reputation is a subjective view of the brand. While the brand image represents the general publics view of a brand, the brand reputation is the own personal view of it (Dowling, 2001). Apéria & Back (2004) argue that a reputation creates value for a company, and Riezebos (2003) states that it can be based on any information that a person have about it. Dowling (2001) further argues that a good reputation is created when an individual share the same values and beliefs as the company does.

2.2   Personal Brand

According to Werner Runebjörk (2004) a personal brand is a person together with those values that are connected to the name. Your personal brand is how the surrounding perceives you. Werner Runebjörk (2004) further argues that a personal brand is not something that you are, but something that you have. She also claims that everything that you do, will contribute to the picture that the surrounding has of you as a person and as a brand. This means that you have to constantly think of how to present yourself and how to act in every situation to show a united strong personal brand. 'Everything communicates' is a known fact within the area of marketing and this can be applied to people as well as to products. How you talk, dress, where you eat and live – every aspect contributes to the picture that others have of you. According to Werner Runebjörk (2004) this would imply that trying to create a picture of yourself that is not true will be hard to sustain in every situation all the time. A strong personal brand is best based on true personal values and a good self-realization. This argument is supported by Fried (2005) who claims that to develop a strong personal brand; you have to start from the inside. If you are not able to figure out your true values, how are other supposed to do that?

According to Montoya (2005) a personal brand is

> *"who you are, what you do, and what makes you different or how you create value for your target market"*. (cited in Murali, 2005 p 1).

Murali (2005) has another definition of a personal brand; the powerful, clear and positive ideas that come to people's mind when they think about you.

According to O'Brien (2005) the mean of personal branding is that it is about standing for something, it is the embodiment of the values and qualities a person possess. If a great personal brand is developed, the crowd will follow you and not vice versa. O'Brien (2005) further says that a personal brand is also about that you are selling something invisible.

McNally & Speak (2002) argues that a brand is a perception in someone else's mind and the central issue in personal branding is how other people see you. Werner Runebjörk (2004) further claims that the phenomenon of personal branding can help people reach their work-related goals for example as a leader or as an entrepreneur. Who people chose to be a leader is to a large extent determined by the personal brand. Montoya (2005) supports this idea by arguing that a personal brand will give other people a picture and expectations of who they are going to work with.

Werner Runebjörk (2004) means that there are two different kinds of personal brands. One can use its personal brand to market products (good examples of this are Björn Borg, Peter Forsberg and Efva Attling). The other way to use a personal brand is to market ideas, organizations and competence (for example politicians).

According to Werner Runebjörk (2004), ethos is the core of personal branding, but to have a strong personal brand you have to reach a certain level of awareness among a specific target group. You cannot be said to have a strong personal brand by only being known for one thing that happened in one room at one point in time. You have to be known beyond this situation (Werner Runebjörk, 2004). Ethos is a subject that has proven to be hard to define. According to Hellspong (1992) ethos is a picture that you create of yourself, by using words, gestures and the voice (cited in Werner Runebjörk, 2004). Another definition is that ethos is

> *"the perception of the audience about personal skills that affects his or hers trustworthiness"*. (Rydstedt, 1993, cited in Werner Runebjörk, 2004, p33).

Werner Runebjörk (2004) further says that the differences between these definitions are who decides the picture of the speaker – is it the audience or yourself? Ethos can be used to develop a strong personal brand. Werner Runebjörk (2004) believes that by creating a strong ethos in different situations – preferably by using the same values and beliefs every time – you will become known for these values and this will develop and enhance your personal brand. To separate between the two concepts ethos and personal brand, it can be said that a strong ethos can exist without a strong personal brand, but a strong personal brand cannot exist without a strong ethos (Werner Runebjörk, 2004).

2.2.1   Personal Brand Dimensions

McNally & Speak (2002) have developed a model that is similar to brand image and brand reputation. It is about how other people perceive your personal brand. This area is very important both within the traditional branding and within the personal branding. According to McNally & Speak (2002) people connect to a brand in three interrelated dimensions; *competencies*, *standards* and *style* (see figure 2.1).

According to McNally & Speak (2002) the first dimension, *competencies*, refers to meet someone's basic expectations. It is the role that you play for someone else; a friend, parent, boss etc. It could also be a combination of roles. To be competent in personal branding means that you are perceived to be qualified to do something for someone else. They mean that it is important to first demonstrate your competence with other people's basic needs and desires, before you make your personal brand distinctive. In the final end it is the surrounding who sets the competence bars for you and it is impossible to control their perceptions about your compe-

Figure 2 1. Personal Brand Dimension, McNally & Speak (2002)

tences. However, it is possible to guide them to see you as you should be seen, based on your knowledge about them and what their needs are in a relationship (McNally & Speak, 2002).
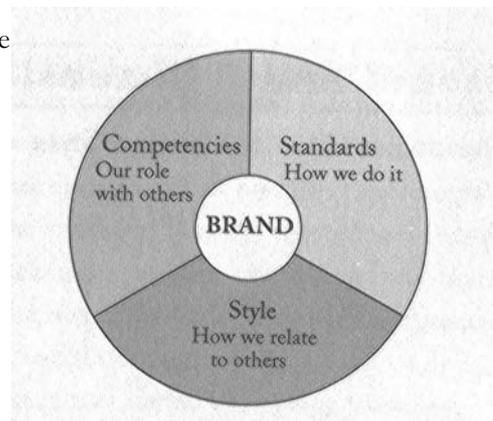
McNally & Speak (2002) argues that the brand *standards* focus on the way you deliver your competencies and how you make your brand image more specific. It is descriptive adjectives that create a detailed picture of your brand in someone's mind. Standards may be positive to some and negative to others. It is not good to constantly change the standards in order to please everyone, it is better to focus on the relationships with people that you trust and vice versa. Your personal brand standards help you to be distinctive and stand out from the crowd even if you share the same competences that others also possess (McNally & Speak, 2002).

The third aspect of the personal brand dimension model is *style* and it refers to your brand's personality. McNally & Speak (2002) means that it is the part that makes you unique in other people's minds and how you relate to others. Words to describe the style of a brand are often strong emotionally connected; friendly, easygoing, controlling etc. A strong personal brand develops an emotional connection to people but style cannot have a real impact on the brand unless the dimensions of competencies and standards are steadily established. Style is important when developing a personal brand but it is a small part of something much deeper and larger, and it is the only thing that is visible to other people (McNally & Speak, 2002).

McNally & Speak (2002) further argues that these dimensions will evolve over time but in different ways; the competences will usually remain relatively stable over time, standards tend to be more defined as experience that clarifies the expectations and style changes will reflect the level of intimacy. Together the combination of style, standards and competencies develop a brand that is distinctive, relevant and consistent in other people's minds (see section 2.4). A great brand has equity because people can see the values associated with it and if you compromise on standards, style and competences you cannot have a strong personal brand (McNally & Speak, 2002).

2.2.2   Image Transfer

Riezebos (2003) claims that image transfer is the process of transferring associations from one brand to another. For an image transfer to take place, two brands/products/people are needed. One will act as the source and the other one as the target. Riezebos (2003) further argues that for an image transfer to be able to take place, the source and the target must

have some logical connection to each other that is obvious to the customers. For an image transfer to be successful there are some aspects that you should keep in mind:

Product-relatedness: The image transfer has a greater chance of succeeding if the products that both the target and the source are related to are similar (Riezebos, 2003).

Target group similarities: An image transfer also has a greater chance to succeed if the target groups are the same. This is because they in advance have a great knowledge of the values and associations of the source and those can more easily be applied to the target (Riezebos, 2003).

Family resemblance: This aspect is important in extensions. When introducing a new product, the image transfer will have a higher chance of succeeding if there are some visual similarities, for example packaging and facings (Riezebos, 2003).

If none of these aspects are fulfilled, it does not mean that the transfer will not have a chance to be successful. You will just have to work a lot harder with the marketing of the products/brands/peoples (Riezebos, 2003).

Personal branding is widely used today in image transfers or celebrity endorsements, as it is called within the personal branding area. More and more companies have realized the value of having a 'famous' person to market their products. According to Pringle (2004), the impact that these 'well-known' persons have on the everyday life is increasing. Tom, Clark, Elmer, Grech, Masetti & Sandhar (1992) argue that 'famous' persons have five different types of power that can affect customers. These are: expert power, referent power, legitimate power, coercive power and reward power. Also gender, sex and age may have a great importance when companies chose a celebrity. If a well-known person wears a special brand on their clothes, a specific perfume or go to a specific restaurant, people tend to assume that these brands/products have high quality and they want to buy the same products/brands (Tom et.al., 2004). Pringle (2004) further argues that a company should use someone that is associated to the same values and 'positioning' as the company's product is. This way, customers will find it easier to transfer the image of the 'famous' person onto the product. Erdogan & Baker (n.d., cited in Hsu & McDonald 2002) on the other hand argues that companies should use many different 'famous' people in order to reach every member in the target group of the brand, since many brands have large differences within their target group.

2.3   Personal Brand Strategy

Werner Runebjörk (2004) claims that to establish a personal brand, two methods are necessary. First, you need to be aware of what values that you stand for and become clear about this and how to show it to others (the internal developing process). The second procedure is the external building process. Here you should highlight to others what values that you stand for. This is an external process. These two methods should not be seen as two separate procedures, and they should be managed and developed constantly (Werner Runebjörk, 2004). Everyone knows that a person's inner qualities are more important than an attractive exterior. However, when establishing a personal brand, the exterior becomes important since this is often the first thing that other people see. Werner Runebjörk (2004) claims that as soon as you meet someone, they (and you) will create an opinion of who you are and what you stand for. This picture will mainly be based on your charisma. When you start talking, your way of conversing and way of expressing your values becomes important. Later on, your actions will tell a lot of who you really are. Other things that you might not

think of that communicates your personal brand is the way your office is decorated, the design of you visiting cards and your web page (Werner Runebjörk, 2004).

It does not exist many models within the area of personal brand development. We have chosen the four following models because we believe that they describe this process in the most comprehensive way. The first model is the '*brand me code*'. This model explains who you are and what your deeper personality is. Before you can establish a strong personal brand, you need to know what you stand for and who you are. The second model '*7 steps to develop a personal brand*' is also about you as a person, but on a more superficial point of view; it is about those aspects that other people can see of you. The third model is '*developing your personal brand*' which concerns the process to market your personal brand. After you know who you are and how other people see you, you need to market your personal brand. The fourth and last model that we have included is the '*4D-branding'* which is about how other people see you.

2.3.1   Brand Me Code

The first theory about personal brand developing is the 'brand me code' by Gad & Rosencreutz (2002). The brand me code is your 'DNA', your differentiation code and it give you guidelines to how you can be different from others. The brand me code is about those values that you will stand for (Gad & Rosencreutz, 2002). There are six inputs into the brand me code. These are:

Benefit:

"What makes you beneficial to others?" (Gad & Rosencreutz, 2002, p54).

Benefit is about how you bring benefit to your family, partner, employees or other people that you have around you. You can be beneficial both professional (skills used at work) and personal (skills used at home). A rule of thumb here is that those things that you like and feel good about when you do them, is probably those things that you really are good at doing (Gad & Rosencreutz, 2002).

Positioning:

"What makes me different, more competent and/or more talented than others?" (Gad & Rosencreutz, 2002, p54).

You need to find out what you do best. When you have found this, you can learn how to communicate and investigate this differentiation. When finding out what makes you different, you should make a list of benefits and then choose two to three of them (Gad & Rosencreutz, 2002).

Style:

"What characterizes my style, my image, behaviour, tonality, etc?" (Gad & Rosencreutz, 2002, p55).

The style is not about any deeper personality, it concerns the direct impression that you make and the attitudes and feelings that are created among other people. To find out what your style is, try to imagine that you meet yourself. How do you walk, talk, present yourself, act and so on. Write down what you like and what you do not like and try to change those things that you are not satisfied with (Gad & Rosencreutz, 2002).

Mission:

"What is my role in society, my issue, my larger responsibility or my passion in life?" (Gad & Rosencreutz, 2002, p55).

The mission is your purpose and it tells you what you would do even if you would not receive any money for it. Your mission can be found if you imagine yourself receiving a really big and important reward on stage, in front of a lot of people. What will you receive the reward for? (Gad & Rosencreutz, 2002).

Vision:

"What will I be doing in ten years' time? What will I have accomplished?" (Gad & Rosencreutz, 2002, p55).

The vision is about seeing yourself in the future. It is very important to have a vision and the clearer this is the better. The vision will help guide you in different decisions that you will face during your lifetime (Gad & Rosencreutz, 2002).

Values:

"What are my life rules, and what makes me trustworthy as a friend?" (Gad & Rosencreutz, 2002, p56).

Values are about your deeper personality and this might make you trustworthy as a good brand. To find your values you need to think about what areas in life are important to you? Examples of areas might be sport, family, work and travel. Now you should think about what it is that is important with these areas? It can be more than one thing that you feel is important. It is good if a word occurs many times (Gad & Rosencreutz, 2002).

Motto:

All these six inputs together will form your personal motto. You should always try to base your decisions on the personal motto. The motto should encourage, motivate and help you in almost every situation that you will face. The motto is not something that needs to be communicated to other people, but it should be rooted in your mind. It is very important that the motto captures what you stand for. Just to think of your motto should be enough to give you guidance and support in different situations (Gad & Rosencreutz, 2002).

2.3.2   7 Steps to Develop a Personal Brand

The second model concerning personal brand developing is the '7 steps to develop a personal brand' by Everett (2005). In this model Everett (2005) talks about the importance of creating a strong personal brand and finding out how to differentiate yourself from others. Many people today hire image consultants that tell them how to behave, what clothes to wear and so on. Everett (2005) however argues that you have to be careful when hiring image consultants. Personal branding is about understanding yourself and your values and many image consultants' only looks at the exterior of people and do not consider the values and beliefs that people have. Everett (2005) has developed a model in 7 steps that will help you to develop your own personal brand.

Step 1: *Determining your personal values:*

This part is about your style and values and what you are good at. It is also about finding out your weaknesses. In step 1 you should ask people around you how they perceive you. If their perception and your perception about yourself differ, then you know that you have to

work harder on your brand developing process. Think of what aspects that differ and if they are good or bad (Everett, 2005).

Step 2: *Manage the first 30 seconds*

The saying 'you never get a second chance to make a first impression' is very true. You have to be aware of how you present yourself when meeting people. How do you dress, talk, act, shake hands and so on all contributes to the first impression (Everett, 2005).

Step 3: *Are you being heard?*

The most common way to communicate your brand is by talking. The way you talk plays a key role. Is your voice interesting or boring and monotone? People are more likely to listen if you talk in an interesting way (Everett, 2005).

Step 4: *Using positive body indicators*

Gestures are very important when meeting other people. Eye contact and smiles can create a better image of you by others (Everett, 2005).

Step 5: *Address your social skills and visibility*

Due to the increased competition in all markets today, it is no longer enough to be good at something – sometimes it is not even enough to be best at something – if you are not visible. A strong personal brand can help you to get the visibility that you need to succeed (Everett, 2005).

Step 6: *Dressing with impact*

The way you dress has a large impact on how other people perceive your personal brand. A personal style on how you dress might be a good suggestion on how to relate your clothes with those values that you stand for. But you do not have to have a unique wardrobe to succeed on this step. The most important thing is that your clothes support what you want to communicate (Everett, 2005).

Step 7: *Consistency*

This step is the most important step in the process of developing a personal brand. Consistency in the messages that you want to communicate to others is a key to success. This will create trustworthiness in your brand and it will help you to stand out from the crowd (Everett, 2005).

2.3.3   Developing Your Personal Brand

The third model about creating personal brands is the theory by Bliss & Wildrick (2005). They argue that there is a process of three steps that will help you to develop a personal brand.

The first step is called *Identify a Point-of-View*. Here, it is important to become aware of what you know and what you can teach to others, and how it can be promoted. It is essential to choose a topic in which you have a solid knowledgebase and a topic that your target believes is important (Bliss & Wildrick 2005).

Bliss & Wildrick (2005) claims that the second step is *Develop a Pitch*. In this step you have to market the topic that was chosen in step one. When marketing a topic, it is important to

remember that there are two different target audiences. The first target audience is the clients that you will do business with. To reach those, you should think about how the chosen topic may help the primary target audience to make their work more effective. The second target audience is the gatekeepers (for instance journalists and book publishers). Here it is important to tell an interesting story about how your topic can help a customer segment or a key player on the market (Blick & Wildrick, 2005).

The third and last step on how to develop a personal brand is called *Identify Your Target Platform*. Here the main point is to decide how to achieve your branding objectives – which platform to use. As we all know, there exists many ways to communicate a message and it is up to you and your goals to decide which one to chose (Bliss & Wildrick 2005).

2.3.4   4-D Branding

The fourth personal brand developing theory is Gad's 4-Dimension (4-D) branding model. This model (Gad, 2000) is based on the idea that a brand is something that exists only in people's mind and it consists of four different dimensions - 4-D branding (See figure 2.2). This model is also called the 'Brand Me Mind Space' by Gad & Rosencreutz (2002) and it is applicable to both products and persons. The four dimensions contribute to develop a brand. This model can also be useful when to perceive another person's personality

Figure 2 2 Brand Me Mind Space. Gad (2000)

(Gad & Rosencreutz, 2002). The difference between the 'brand me code' and the 'brand me mind space' is that the 'brand me mind space' is the way that you want to be perceived by other people while the 'brand me code' is about how you should do to be different.

Functional dimension:

According to Gad (2000) this part of the 4-D branding model is the most traditional part of a personal brand. The question to answer is "How can you be beneficial to other people?" This means how you are perceived as beneficial, not the real reality of whom you actually are. If a specific strength is not communicated to others, this strength is non-existent.

Gad (2000) further argues that the functional dimension of a personal brand is your professional, formal abilities and skills. It is also the competence of a person, the knowledge and experience. But the functional dimension is also about the productivity in terms of economics. How can you be beneficial to a company or a partner, what is your product?

You have to focus on what makes you different and then how to dramatize the difference when you want to hold the functional dimension in other people's perception of your personal brand (Gad, 2000).

Social dimension:

This part is about your social skills, the ability to cooperate, lead and to organize other people. It is also about how you interact with other people. But another aspect is how you are perceived as a role model in other people's minds. To have a strong social dimension means to be a naturally sociable person that make other people feel good, have an interesting character and to be someone that is admired by others (Gad, 2000).

Mental dimension:

Gad (2000) argues that the mental dimension of the model is about the ability to transform other people; the ability to develop them personally as a result of your contact. But the basis for being able to transform other people is that you have been transformed yourself as a result from a contact with someone else with a strong mental dimension. A strong mental dimension means that you are talented for creating relationships with other persons and show empathy for people around you. According to Gad & Rosencreutz (2002) the mental dimension is also about how you give insights to other people and how to inspire them.

Spiritual dimension:

The spiritual dimension is the capacity to contribute to everybody's welfare and to the public development. Almost all people have a mission and naturally some of us want to be responsible for something larger than ourselves. Some people have the talent and the motivation to do something larger than themselves, both in their work and their private time. Those people are often visionaries and they are very important for both the community and companies (Gad, 2000). The spiritual dimension of a personal brand is also about being connected with the totality in life. The personal ethics is also an important factor, including the respect for life and environmental responsibility for the next generations (Gad & Rosencreutz, 2002).

2.4   Developing Strong Personal Brands

McNally & Speak (2002) has developed a three components model that measures how strong a personal brand is. A strong brand, both corporate and personal, needs to be clearly defined and the people around it should be able to quickly grasp what it stands for. Werner Runebjörk (2004) also argues that a strong personal brand is well-known and it has good values connected to it. It belongs to people that are known among more people than just their friends. You do not have to be a 'celebrity' to have a strong brand, you can have a strong brand at a company or in a school (Werner Runebjörk, 2004).

According to McNally & Speak (2002) there are three key components that determine the strength of a personal brand. A strong brand must be *distinctive, relevant* and *consistent*.

Distinctive personal brand is when you believe in something and act on those beliefs. Your brand is separate from the crowd when the brand stands for something. As the beliefs are not always shared by others, it is important to stand for and hold on to the beliefs. Your values are your beliefs and principles by which you live your life after. The values distinguish you from the crowd and people observe your actions and make judgments after them. A personal brand grows strong when meeting the needs of others, without sacrificing the beliefs and values that the brand stands for (McNally & Speak, 2002).

A *relevant* brand stands for something that is relevant for other people. What you believe in and stands for is important for them. The more relevant a brand is for someone, the stronger the brand becomes to them. A relevant brand is a process that is built by determine other people's needs and interests and then connect those needs with your own abilities and personal strengths (McNally & Speak, 2002).

According to the third aspect of strong brands, a *consistent* brand is to repeat the same thing over and over again. People believe in relationships that are based on the consistency of behaviours that they observe and experience. People around you know what to expect from you since you have been doing the same thing over and over again. Every time that you behave in the same way that the people around you expect you to do, your brand becomes stronger to them. The trust grows in the relationship. If you behave in a rollercoaster way with inconsistency, this can easily destroy the trust that people have for you and your brand. To be consistent demands courage since it is important to show your true values (McNally & Speak, 2002).

According to McNally & Speak (2002) to be able to develop a strong personal brand, it is important to make sure that the brand resonate and is distinctive - that it is relevant for those people around you who you want to develop strong relationships with. The shape of the brand is the ability to make what you do relevant, distinctive and consistent to people around you. To base your personal brand on inconsistency and ever-shifting values is the "wrong way" to develop a personal brand (McNally & Speak, 2002).

To develop a strong personal brand, it is also important to remember that people cannot see your intentions with things, they can only see your actions. From those actions, people make judgments about your competences as well as you standards. It is not only about that you do things, but how well you do those things (McNally & Speak, 2002).

2.5   Advantages with Personal Brands

According to O'Brien (2005) there are three distinct advantages that your personal brand can give you in a competition with other people; *focus*, *goodwill* and *superstar status*.

Focus refers to that a great personal brand should influence everything that you do; how you dress, the way you communicate with others etc (O'Brien, 2005).

With *goodwill* means that a great brand should develop a reserve of goodwill for those times when mistakes are made, because everyone makes mistakes in their lives. How much goodwill a person has decides the ability to recover from a mistake (O'Brien, 2005).

Superstar status emerges when an extraordinary person meets great charisma. A person with a superstar status can mobilize and inspire a lot of people. A people's talent is not enough, education, practice and application needs to be done in order to receive a superstar status (O'Brien, 2005).

2.6   Research Model

The area of personal branding is relatively new, and we argue that the models that exist can be further developed to capture the complex process to develop a personal brand. The models within the personal branding literature described above are quite similar and some parts are consistently repeated, but all of them are missing parts and we believe that there must be something else to take into consideration when developing a strong personal

brand. We argue that no single model is enough to explain the complex process to develop a personal brand and it is not enough to take the best parts of each model and combine them. We have reflected over the models and found that the important factor goal-oriented is missing in all models. We also lack the factor focus; to be focused at your goals and values will help you to make the right decisions and it is easier for the surrounding to grasp what you stand for. This is not the same 'focus' as O'Brien (2005) brings up (see section 2.5 and 2.6.5). More factors that should be mentioned is how your surrounding looks like, since it also communicates who you are, and also your behaviour. Everett (2005) talks about body indicators, but we would like to develop this concept further and also include handshaking, table manners, if and how you introduce yourself to new people, what you talk about and so on. The final aspect that we would like to add is to have role models. Gad (2000) talks about how you can be a role model to other people but we also argue that it is good to have own role models to identify yourself with and look up to. Since we miss some pieces in the personal branding literature, we have created a research model that we argue contain all necessary parts to develop a personal brand. This research model is a summary of the parts that we believe is the best and most relevant from the models presented above, together with some new aspects that we believe is missing. We will further test this model on our interview participants to see if our model captures the whole personal brand developing process.

We argue that all people might not have a need or desire to develop strong personal brands. However, all people have personal brands and our research model is about how you can do to develop your personal brand to become a strong personal brand.

The research model starts at '*you*' in the left part of the figure (see figure 2.3). To develop a strong personal brand, you need to be able to answer four questions. When you have answered these questions, 3 external factors will determine how strong your personal brand is. The questions above the line are factors that you can affect and decide upon. The questions below the line are determined by other people.
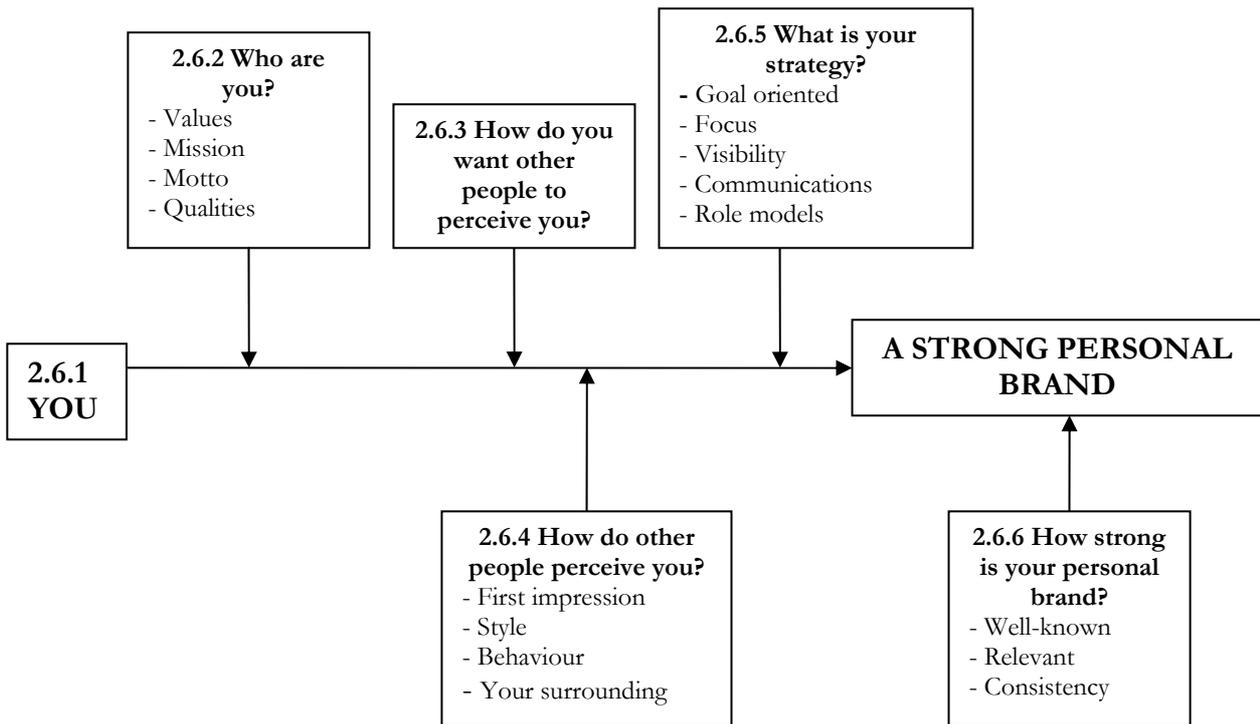
Figure 2 3 Research Model

2.6.1 You

Werner Runebjörk (2004) argues that everyone has a personal brand. But everybody does not have strong personal brands. In order to get this, you need to develop your brand. This can be done by following the different steps in the research model.

We argue that this would imply that you have a base for developing your personal brand even before you know it. Your family, relatives, friends, where you live, what your interests are and so on will create you and your values and beliefs. This is where the research model starts.

2.6.2 Who are You?

The first question that needs to be answered in our model is "Who are you?" We argue that to develop a strong personal brand, you first of all have to be aware of who you are and what you stand for – your deeper personality. This is also supported by Fried (2005), Werner Runebjörk (2004) and O'Brien (2005). If you do not know who you are, others will not be able to know it either and you cannot establish a strong personal brand. Bliss & Wildrick (2005) also discusses this in their model. However, they only touch upon it and do not take their model to any deeper levels. We argue that to find out who you are, there are some components that will help you:

- **Values**: Your values are what areas in life that you think is important and also why they are important to you (Gad & Rosencreutz, 2002 and Everett, 2005).

- **Mission**: This is your passionate interests – something that you do even though you might not earn any money by doing it. All those things that you do without own profit will say a lot of who you really are (Gad & Rosencreutz, 2002).

- **Motto**: A personal motto is good to have because it will summarise what you stand for and believe in and it can help you and motivate you in different stages of your life. Your motto should not be long – preferably only one sentence – and it should act as guidelines to different decisions that you will face in your life (Gad & Rosencreutz, 2002).

- **Qualities**: To know who you are you need to know what you are good at and also what you are less good at. Everyone has weaknesses and it is important to be aware of them so that you can improve them (for example if you do not like to talk in front of many people you can get help) or you can avoid to end up in those situations. To find out what you are good at, you can make a list of your most important qualities. O'Brien (2005) mentions that it is important to stand for something and he talks about the qualities that a person possess. Gad (2000) on the other hand talks about the social skills that a person possesses.

These different characteristics will together form you as a person and they will distinguish you from other people. Everyone will not always agree with you but it is important to stand for who you are and what you believe in. It is also important to act on your values and beliefs because other people cannot see your intentions, they can only see your actions and they will judge you upon how you act in different situations (McNally & Speak, 2002).

2.6.3   How do You Want Other People to Perceive You?

We argue that the next question that needs to be answered is "How do you want other people to perceive you?" When you know who you are you also need to figure out how you want other people to perceive you and your brand. The picture that you have of yourself and the picture that you want other people to have of you might not be completely the same. It is not a good idea to try to create an image of a 'better you' that does not exist since it is hard to always sustain a created picture (Werner Runebjörk, 2004 and Fried 2005), but we argue that you can highlight your good qualities and try to cover up and not show your less good qualities.

2.6.4   How do Other People Perceive You?

"How do other people perceive you" is the third question that you have to answer. A brand and a personal brand are something that only exists in other people's minds (Gad, 2000). Therefore it is important to be aware of how other people perceive you. If your image of yourself and other people's picture of you are very dissimilar you need to know what parts that are different and try to change them. Aaker (1996) also discusses this and the problems if the brand image becomes the brand identity in section 2.1.1.

To know how other people perceive you, you need to think about the following four steps:

- **First impression**: The direct impression that other people will have of you will to a large extent determine how you and your personal brand will be perceived. The expression "you will never get a second chance to make a first impression" is true (Everett, 2005 and Gad & Rosencreutz, 2002). It might be a good idea to think of

how you would like another person to act when you first meet him/her. This can help you to get a picture of how you too should act when you meet other people.

- **Style**: The way you dress, which shoes you wear and how your hair is done etc can also be important factors when developing your personal brand. They should all support the person that you are and those values that you stand for. You do not have to have a unique taste, but you need to be aware of that they all communicate something to your surrounding (Gad & Rosencreutz, 2002 and Everett, 2005).

- **Behaviour**: Things like how you talk and behave in different situations can make a difference in how other people perceive you The way you present yourself, how you talk and what you talk about and if you have an interesting voice will determine if people will listen to you and what you have to say. Other small things like handshaking, table manners, if and how you introduce yourself to new people also contribute to your image. Everett (2005) touches this subject when he talks about the importance to use positive body indicators.

- **Your surrounding**: We argue that it is not only important to be aware of how you look but also about how your surrounding looks like. How your home and office is decorated and how your visiting cards and homepage are designed are other things that tell a lot of who you are as a person (Werner Runebjörk, 2004). These things are easy to forget when you develop a personal brand because you concentrate so much on you and your personality.

It is not always easy to know how you are perceived by others. One solution to this problem is simply to ask people in your surrounding how they perceive you and what they think about you. This in order to know what the differences between their picture of you and your picture of yourself and to know what to do to make these pictures more similar to each other. When you do this, it can also be a good idea if another person asks people how you are perceived since you are more likely to get honest answers then (since people have the possibility to be anonymous).

2.6.5   What is Your Strategy?

The last question that needs to be answered before you have developed a personal brand is "What is your strategy?" The importance of having a strategy has recently also been highlighted by Werner Runebjörk (cited in Sternudd, retrieved 2006-01-09). We argue that depending on what you want to achieve with your personal brand, you need to have some kind of goals/strategy so that you will have something to strive for; something that will tell you and other people around you what direction you should head at. If you have a large desire to develop a strong personal brand, you need to have a more developed strategy than those people who do not have the same intentions.

- **Goal-oriented:** We believe that it is important to set up different goals in your life since this will help you to reach results. If you do not know where you are going, you will not know if you have reached your goals. This is important to know so that you can feel satisfied and proud when you fulfil your goals. It is important to have both long term and short term goals in your life. Short term goals and long term goals can be completely different things but those goals that are contiguous in time can also be milestones to your long term goal. You are the only one who can set goals for yourself and you are the only one who can determine how hard these

goals will be to reach. The idea to use goals for personal development comes from sports psychology where this is an important aspect (Plate, 1994).

- **Focus**: Further on, we argue that it is important to be focused on what your attentions are. It will help you to reach your goals faster, to make the right decisions and it is easier for other people to see what you mean and where you are heading at (Plate, 1994). O'Brien (2005) talks about how focus can give your personal brand certain advantages, but we want to include this step in the process to develop a personal brand and not just as an advantage when you already have developed a strong personal brand. Focus is similar to the concept consistency (McNally & Speak, 2002 and Everett, 2005) but consistency determines how strong your personal brand is while focus is how you should act to develop a strong personal brand.

- **Visibility**: If you are not visible, you do not exist in other people's minds. To have a strong personal brand, you have to be well-known among more people than just your closest friends. To be able to achieve this, you need to be visible (Everett, 2005).

- **Communication**: You also need to decide how to market your ideas and competencies. There exist many different channels for this, for example through an organisation, different web pages, to be visible in different medias and word of mouth (Everett, 2005 and Bliss & Wildrick, 2005).

- **Role models**: We argue that it is not necessary to have role models, but it can be helpful. A role model can have certain qualities that you like and admire. You can take those parts/qualities from the different persons that you like and imitate them with a personal touch. This can help you to develop as a person. Gad (2000) talks about how you can be perceived as a role model, but not the fact that you also can have role models.

2.6.6   How Strong is Your Personal Brand?

If you have answered all four questions you have developed your personal brand. How strong this brand will become depends on the following things:

- **Well-known**: For a personal brand to be strong, it has to be known among more people than just your family and friends. You do not have to be a celebrity to have a strong personal brand; you can have a strong personal brand in school or at work (Werner Runebjörk, 2004).

- **Relevant**: How strong your personal brand is will also depend on how easy it is to see and understand your values and what you stand for. Your personal brand is strengthen when other people can identify themselves with you and look up to you (McNally & Speak 2002). When your values are relevant and important to other people, you will receive more attention and you might become a role model to them. As a role model you can inspire and motivate other people and thus your values and beliefs could be shared by others (Gad 2000).

- **Consistency**: How consistent you are with the different messages that you communicate is the most important factor that determine how strong your personal brand is. A person that acts in an inconsistent way will not be able to establish

trustfulness with people and it is impossible to know in advance how this person will behave or act. If you instead act in a consistent way, people will know what to expect from you. If you send one united message, it will also be easier to establish relationships with other people (Everett, 2005 and McNally & Speak 2002).

3 Method

This section contains information about how we have conducted our study, how and why the interview participants have been selected, and what literature that have been used. This section includes the following parts: choice of methodology, collection of data, selecting a sample, interview typology, analysis of collected data and trustworthiness in the thesis. In the end of this chapter we will introduce the reader to the interview participants.

3.1 Choice of Methodology

According to Strauss & Corbin (1990) the choice of method should be based upon what purpose that the thesis has. The method should contain all different parts that may contribute to fulfil the purpose.

There are many different types of methods, but the two most commonly used are quantitative approach and qualitative approach. A quantitative method is an objective approach and measures phenomena. It involves collecting and analysing data and then applying the data to statistical testing (Collis & Hussey, 2003). Holme & Solvang (1991) argues that the methods used in this approach are often structured in a way that there are a number of different alternatives that the participants can choose to answer from. This method is more general and formalized and in a quantitative research the information is mostly presented by numbers (Merriam, 1988). Holme & Solvang (1991) further argues that the sample used is representing the whole population.

A qualitative approach, on the other hand, involves more examining and reflecting in order to understand human and social activities (Collis & Hussey, 2003). According to Merram (1998) qualitative data consist of descriptions of people, events and situations and it is information received by words. Data in a qualitative research are gathered by interviews, document analysis and observations.

In this study, we are using a qualitative approach since we are going to conduct interviews with some people who we argue have developed strong personal brand. It is not possible to convert our purpose into numbers, so therefore the qualitative approach fits this study better. The primary data is collected by interviews. To get a comprehensive understanding of how the personal brand developing process looks like, we will compare our findings from the interviews with a research model. A quantitative approach had not been possible to do in this study since it is not possible to generalize personal branding. We cannot use a small number of people who have developed strong personal brands and then uphold that everyone is doing or should be doing the same thing.

3.2 Collection of Data

According to Christensen, Andersson, Carlsson & Haglund (1998), the data can be separated into two classes: primary data and secondary data. We have chosen to use secondary data in order to get a solid base of knowledge about the different concepts and models used during the process of developing a personal brand; and primary data in order to analyze how some persons really have done it and how they do to sustain them. We use both types of data since we believe that it is relevant in order to fulfil our purpose.

3.2.1   Primary Data

In this thesis we have chosen to use some primary data, since personal branding is a relatively new area within branding and it does not exist sufficient secondary data to fulfil our purpose.

Primary data is collected by the researchers. One can gather the data needed by doing interviews, observations, experiments or questionnaires (Christensen et al., 1998). We have chosen to collect the data needed by conducting interviews with five persons. By doing interviews ourselves, we know how reliable the data is and that it is up-to-date, which Christensen et al. (1998) stresses the importance of. Christensen et al. (1998) further argues that there are not only advantages with primary data compared to secondary data. Collecting primary data is more time-consuming and more costly than it is to collect secondary data.

The process of developing a personal brand and to sustain it is a continuous progress which makes it extremely important to have new information. By conducting interviews, the researchers are able to get an idea of how the area of interest looks likes (Christensen et al., 1998) - in this thesis, how a strong personal brand is developed and sustained. According to Werner Runebjörk (2004) each person has a brand, and each brand is built in different ways. We believe that it is important to interview different people and see what they have done, and what their experiences about this phenomenon are.

3.2.2   Secondary Data

According to Christensen et al. (1998) secondary data is the data that you can find in books, articles, on the internet, and other common sources. This kind of data has been collected by other researchers/journalists and in most cases also for a different purpose than yours. Secondary data is in many cases very good to use in the beginning of a process, since it can give a comprehensive understanding about different concepts and how they relate to each other. This data can later on in the process be used to compare against your findings and to determine how reliable the new data are (Christensen et al., 1998).

This is exactly what we have used secondary data for – to get a comprehensive understanding about the process of how personal brands are developed, and to compare this process with our findings from the interviews. We have used four different kinds of literature in this thesis; methodology literature, brand literature, personal brand literature and literature about the persons that we have interviewed. We have further on looked in the reference lists in different books and articles to see what sources they have used and if they can be useful for us. We have found our secondary data in various books at the library in Jönköping, and other libraries in Sweden. Different databases and some internet sources were also used. We have further used our personal network in the start-up process, in order to get in touch with people that we believe have developed strong personal brands, and to get advices about how to start.

Christensen et al. (1998) argues that the main advantages with secondary data are that it is relatively easy to get access to, it is cheap and it does not demand as much time as the collection of primary data does. However, since the data has been collected in a different purpose than yours, it may not be useful. Many research areas constantly change and therefore the data needs to be up-to-date, which is often not the case with secondary data. The literature within the area of personal branding is all relatively new and up-to-date. All sources except for one concerning the personal brand literature is from the 21st century.

One disadvantage of secondary sources is that it can be hard to evaluate the trustworthiness of it; this is particularly true when it comes to internet sources (Christensen et al., 1998). Because of this we have tried to avoid internet sources.

3.3   Selecting a Sample

According to Collis & Hussey (1997) when you are about to select your sample, you should base your choice on the purpose of the thesis. You also have to think about who your target group is, and how many samples that you are going to investigate. Christensen et al. (1998) argues that there are two different kinds of sampling: *probability sampling* and *non-probability sampling*. If one conducts a probability sampling, each sample in the population has an equal chance of being selected. This method of doing probability sampling is not suitable for our thesis. According to Werner Runebjörk (2004) every person has a brand and everyone develops their brands in differnet ways. Our sample of five persons is not likely to capture all the different aspects that the process to develop a strong personal brand has. Besides, each person do not have as strong brands, for example the our brands are not as strong as David Beckham's[1] and Madonna's[2] brands are. Our intention with this thesis is to describe how some famous/well-known people have develop their personal brands, and what they do to keep them strong.

We have chosen to do a non-probability sampling. In a non-probability sampling the samples in the population do not have an equal chance of being selected. One of the reasons for doing this kind of sampling is because the researcher has the opportunity to select a sample that have the knowledge required to answer the questions (Christensen et.al 1998). According to Saunders, Lewis & Thornhill (2003) there are several different tecniques for doing a non-probability sampling. Saunders et al., (2003) discuss many different techniques for doing a non-probability sampling. We have chosen to use a combination of a purposive sampling and a self-selection sampling. In a *purposive sample*, the researchers can choose which persons that will be in the population. The authors are then able to choose 'different kinds of people' within the population in order to compare differences and similarities. In the *self-selection sampling* you only chose those from the population that responded and that have the possibility to participate (Saunders et al., 2003).

The reason to these choices are that we only wanted to interview persons with strong and intresting brands in our thesis, and with a purposive sample, we could chose a population only consisting of people that we believe have strong personal brands. We also tried to get different "types" of people; for example some people that are famous from sports, TV, acters, chefs, authors and adventurers by sending an email to totally 29 persons (some of those that we contacted where: Ola Skinnarmo, Stefan Liv, Malin Bayard, Linda Rosing, Carolina Kluft, Fredrik Ljungberg, Mikael Persbrant and Peter Siepen). In Appendix 1 & 2 you can find the 'Inquiry' that we emailed to different people (the Inquiry is both in Swedish and in English). Unfortunately, many of those people did not answer our emails and we could not find any other way to contact them. We were also unable to contact many of those persons that we would like to have in our thesis since we could not find an

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[1] David Beckham is a famous soccer player. He plays in the English national team and FC Real Madrid. He is associated with style and fashion and many people want to look like him.

[2] A famous singer and actress.

e-mail adress or a phone number to them or to someone that could help us get in contact with them. With this wide range of persons contacted we were hoping to get different views of how a strong personal brand is develop and sustained. We are aware of that many people in our population are very busy and some of them are not even in Sweden for the moment. Therefore we also had to use the technique of self-selection sampling.

3.4   Interview Typology

"The interview is an instrument that are used to collect information in intention to fulfil the goal or the goals" (Gordon, 1970, p. 15. Own translation).

According to Saunders et al. (2003), there exist different types of interviews. *The structured interview, the unstructured interview* and the *semi-structured interview.*

The structured interview refers to highly formalized and structured interviews with an identical, predetermined and standardized questionnaire (Saunders et al., 2003).

The unstructured interview is an informal and unstructured conversation between people. No predetermined questions exist but the researcher asks questions out from a clear aspect of what he/she wants to explore. This kind of interview is often used to investigate in dept in a general area (Saunders et al., 2003).

The semi-structured interview consists of predetermined questions that can be varied depending on the flow of the conversation. The interviewee could add additional questions if needed. The primary data in a semi-structured interview is gathered by using a tape-recorder and note-taking. A semi-structured interview typology is used in a qualitative research to reveal and to understand questions like "what", "why" and "how" (Saunders et al., 2003).

Darmer & Freytag (1995) claim that there exist five different types of qualitative interviews. *The explaining interview* gives knowledge about a topic that you do not know anything or little about. This kind of interview can be used as a preparation before you create a *deep-interview* which refers to give a more deep understanding of a subject. *The goal-oriented interview* gives knowledge about a specific topic that the interviewee asks direct questions about. *In-dept interviews* are used when the data is collected and the researcher notice that there is some data missing. The researcher has to do another interview to get the missing data. The last qualitative interview according to Darmer & Freytag (1995) is *the focused interview* which treats different subject within the same topic.

In this thesis, we have used a goal-oriented, in-dept and semi-structured interview since we are asking questions about at specific topic; personal branding. We are going to use a predetermined questionnaire but we are also going to add questions when needed and try to get a discussion about the subject with our interview participants. We also had to send a complementing email to two of our interview participants to get more answers. Before the interviews where conducted we tested our interview questions both on ourselves and on external persons in order to know if the questions where appropriate and easy to understand. This also gave us an idea of what kind of answers that we would get. It further gave us the possibility of adjusting the questions if they were not good or hard to understand

We conducted one face-to-face interview, three telephone interviews and one telephone-and-email interview. The reason to this was that our interview participants live in Stockholm and Gothenburg and are all very busy people. We did not manage to schedule a

time with all our participants to do a face to face interview, only with Maria Wetterstrand. Mason (2002) argues that a face to face interview is more of a discussion rather than formal questions. According to McBurney & White (2004) respondents have the possibility to further explain a question and he/she can ask for more detailed answers. One major disadvantage however is that the interviewers can get biased answers due to their presence (McBurney & White, 2004). They further argue that the major advantage with telephone and email interviews is that it has a low cost, and it can be conducted rapidly since neither the interviewers nor the participants have to travel to meet. The disadvantages are that it might be hard to ask open questions and it is harder to see how serious the interview participant answers. McBurney & White (2004) also claims that a telephone interview must be relatively short. We believe that we were able to ask for more detailed answers on the telephone interviews as well as on the face to face interview. We believe that it was hard to get good answers from a mail interview and if we would have had the possibility to conduct this interview in another way we would have done it.

When we collected the data from the interviews, a tape-recorder was used both during the face-to-face interview and the telephone interviews. One of the authors took notes while the other one acted as the interviewee. At the face to face interview, a friend participated and took notes for us. There is always a risk that important information is missed and not noted. This is compensated by the tape recorder, which we listened to after the interviews and took more notes. The drawback of this method however is that it takes a lot of time.

We have chosen to use the same questions to all the interview participants, but we have also added some questions. The interviews are made in Swedish and are then translated to English. We believe that we were able to get better answers, better understanding and better discussions since the interview participants were allowed to speak their mother tongue. The interview questions are to be found in Appendix 3 & 4.

One disadvantage with interviews is that the interviewee can affect the results by interrupting, add more additional questions and the way he/she asks questions (Werner Runebjörk, 2004). Darmer & Freytag (1995) also highlight this and claims that it is possible for the researcher to get the desired answers if the "right" questions are asked. We are aware of this and we had this in mind when we conducted the interviews.

3.5   Analysis of Collected Data

We have chosen to use Kvale's (1997), three different steps when analysing the empirical data that we have received from the interviews. When the interview is written down, the three steps that Kvale (1997) argues should follow are: *structure, demonstrate* and finally *analyse.*

- In the structural face, the collected interview material is printed.

- The demonstrated phase consists of eliminating superfluous material like repetitions and deviations. It is also necessary to separate what is important and what is not, in order to fulfil the purpose.

- During the analyse step, the meaning of the interview develops and gives the researcher new perspectives (Kvale, 1997).

After the two first interviews where conducted, we listened to the tapes from the interviews and took more notes. After this, we structured our findings in 'important

findings' and 'not important findings'. Since these two first interviews where conducted approximately a week before the other two, and one month before the last one, we started to analyse them. When we did the analysis, we thought that the existing models where not very good. No single model seemed to be able to explain the whole process in how to develop a strong personal brand, and it did not seem enough to combine two or more models. Many aspects where also repeated in several models. We started to think about if we could create a better model and if some parts where missing from the existing models. We constructed a research model and added some questions to our interview questions and send some complementing questions to Maria Wetterstrand and Gustav Fridolin. We noted that Shan Atci had discussed these issues already so we did not find it necessary to contact him again. We conducted the last three interviews and analysed their answers in the same way (tape recorder, took further notes, sorted the interview material) and applied all our interview participants on our research model. Finally we discussed our findings and draw conclusions.

3.6   Trustworthiness in the Thesis

According to Collis & Hussey (2003) there exist two aspects concerning trustworthiness and relevance of one's findings in a thesis; *validity* and *reliability*.

3.6.1   Validity

Validity refers to in what extent the measurement procedure really measures what the researcher sought to study (Lekvall & Wahlbin, 2001). According to Gummesson (2000) researchers can be unaware of that they study something else than what they sought to study. We are aware of this and will keep this in mind while conducting our thesis. Validity also means that a model, theory, concept or category describes the reality with a good fit. Some research errors, like poor samples, inaccurate and misleading measurements can undermine the validity (Collis & Hussey, 2003). Lekvall & Wahlbin (2001), discuss different types of validity, for example face validity and construct validity. Face validity refers to ensure that the measurements or tests really measure what they are supposed to represent. It also refers to that the questions seem reasonable. Construct validity exists when the outcome of the study correlates with theory.

In order to achieve face validity, we have revised our questionnaire several times after both internal and external discussions. We have discussed our questionnaire with our tutors and friends. Further on we have tested the interview questions on each other and on external persons. We believe that construct validity is achieved because the outcome of our study correlates with existing theory.

3.6.2   Reliability

The other criteria to take into consideration when writing a thesis is reliability. Reliability is the other aspect of the credibility of one's findings (Collis & Hussey, 2003).

According to Gummesson (2000) reliability refers to that several researchers that study the same phenomena should get almost the same result on different occasions. If this study will be repeated, the same results should be achieved since people do not change values and personality that fast and you need to be able to stand for what you believe in. Sekaran (2003) argues that reliability is a measure of how stable and consistent the concept used by the researcher is, and to what extent it is without bias. Esaiasson, Gilliam, Oscarsson &

Wängnerud (2004) claim that a high reliability also refers to the absence of errors in the thesis. It is important to be careful when doing a research, in order to avoid insufficient reliability.

If the researcher is well informed about the participant in the interview, this could be a way to increase the creditability and this can encourage the participant to be more open and detailed about the questions asked. Reliability may also be promoted if the participants receive a list of questions that are going to be discussed during the interview (Saunders et al, 2003).

In order to increase the reliability in this thesis, we have read about the participants in our study in advance and we have also send the interview questions approximately one week before the interviews were conducted. All our interview participants have further on got the possibility to read the thesis before it was handed in, in order to make sure that we did not misunderstand anything. Media has created a picture of our interview participants so it is hard to be completely objective but we will be open-minded and form own opinions about the persons. The personal brand literature used in this thesis is mostly from the 21st century and this will increase the reliability since it is up to date.

3.7   Generalisability

Generalisability is:

"The extent to which you can come to conclusions about one thing (often a population) based on information about another (often a sample). (Vogt, W. P. 1993, cited in Collis & Hussey, 2003, p59).

Normann (1970, cited in Collis & Hussey, 2003) argues that it is possible to draw general conclusions that fit the whole population of just a few or one single sample. That is of course if one has managed to get a sample that contains all deviations within the sample. In our sample we believe that we have not been able to capture all different aspects of developing a strong personal brand, since it has so many different variables. Therefore, we have only focused on how a few selected persons have done it and we will provide some guidelines of how you can develop a strong personal brand.

3.7.1   Method Criticism

The method that we have chosen for this bachelor thesis is a qualitative approach. We argue that this method was the best one to chose since we studied human and social activities and we only had a small sample of which the results were not possible to convert into numbers.

One thing that we could have done to increase the trustworthiness of this study is to include more interview participants. We have only five different perspectives of how a strong personal brand is develop and sustained. This means that there is a risk that we have missed some important factors. However, we tried to get more people to participate but it was hard to reach our population, and many of those that we were able to reach did not have time. We also had a couple of very late drop-outs which caused us some problems.

3.8   Presentation of the Interview Participants

As said before, it has been very hard to get people who want and have the time to participate in our thesis. We were very lucky to get five persons that have different

backgrounds and they are in different stages in life, which was exactly what we strived for. The reason to why we have chosen to interview the following persons is that we believe that they all have or are beginning to develop strong and interesting personal brands. We also believe that they have developed their personal brands in different ways, so that we are able to get different perspectives on the phenomenon of personal branding. To see pictures of our interview participants, see appendix 5.

Shan 'Shan the Man' Atci

Shan Atci is a stand up comedian and he has made himself a name within this industry as 'Shan the Man'. He can be seen on 'Stockholm Live' on the Swedish Television and on 'Lobby' on ZTV (Bergquist, 2005). His key words are 'Love' and 'Respect' which he always ends his performances with. Further on, he is the arranger of one stand up club in Stockholm (Café Tivoli) and he has also been the host of Melodifestivalen (Swedish Song Contest) (Swedish Television, retrieved 2005-12-07).

David Lega

David Lega was in 2004 appointed as 'the speaker of the year' and in 2005 he was the first Swede ever awarded as the 'The Outstanding Young Persons of the World 2005' for his leadership abilities (Lega, retrieved 2005-11-03). David Lega has written one book and he has also recently started a company – Lega Wear – that tailor-make clothes that you can order from the Internet (Lega & Stenerdahl, retrieved 2005-11-03). He is also known as a swimmer in the Swedish national team for disabled between 1993 and 2000. He has won many medals, and is still today the holder of world records on five distances (Karlsson & Lega 2003). David Lega told us that his swimming career is not something that he wants to be associated with anymore since he does not want to be a former 'something', he wants to be recognised for what he does now (personal communication 2005-12-04). When he gives lectures he presents himself as *'the most disabled person that you are ever going to meet'* (own translation, personal communication 2005-10-05). Something that expresses his positive attitude is his answer to the question *'is it not hard with all high edges on the pavements?' 'I do not know because I only look for pavements with low edges'*.

Maria Wetterstrand

Maria Wetterstrand is The Green Party's (Miljöpartiet) spokesperson. The Green Party do not have a party leader, they have two spokespersons instead. She is 32 years old and is the mother of a one-year-old boy. Maria Wetterstrand has been politically involved in The Green Party since she was about 15 years old, and between 1996 and 1999 she was one of the spokespersons in The Green Party's youth organisation (Grön Ungdom). On top of her political career, she has also completed a master degree in biology (Wetterstrand, retrieved 2005-11-03).

Dan Lexö

Dan Lexö started to work as a chef in 1981 and is today seen as one of the best chefs in Sweden. He has been in five finals in 'chef of the year' (a Swedish competition that takes place every year) and in 1990 he became 'meat chef of the year'. He has worked at many different places, starting at 'Lasse Majas krog' in Marstrand outside Gothenburg. Today he is one of the owners to 'Team Lexö' which owns eight different restaurants in Sweden – one in Hestra, one in Gothenburg and six in IdreFjäll. He is also in the board of Gothenburg's Restaurant Association (Göteborgs Restaurangförening), writes in

Göteborgsposten (a newspaper) and he is chef of Radio Match (a radio station) (D. Lexö, personal communication 2005-12-01).

Gustav Fridolin

Gustav Fridolin is also a member of the Green Party. He was a spokesperson for their youth organisation during the years 1999-2003 and since 2002, he is in the Swedish parliament. He entered the Swedish parliament as the youngest member of the parliament ever – only 19 years old. Gustav Fridolin has a deep interest in questions concerning Palestine, homosexuals, bisexuals and transsexuals (Fridolin, retrieved 2005-11-03).

4 Analysis

In section four, we will include the empirical findings with the analysis since we believe that a separate empirical chapter would be repeated in the analyse part. In the text, a second level of analysis will be included. The chapter starts with brands in the Resource Based View followed by some general reflections on brand literature. Further on, the research model will be applied on the interview participants.

4.1 Brands in Resource Based View

Medcof (2000) and Barney (1991) talk about the Resource Based View and that a unique resource can create a sustainable competitive advantage. Johnson, Scholes & Whittington (2005) argues that a brand can be seen as a resource and Werner Runebjörk (2004) further argues that a personal brand as well can be seen as a resource. We argue that both a brand and a personal brand can be seen from a resource based view. A brand is an important resource both for a company and for a person in order to compete with others. A brand can make you or your company different and it can add value to the product that you are selling. For a brand to be able to create a sustainable competitive advantage (according to the resource based view) it should fulfil four characteristics. First of all it should be valuable. A brand certainly is *valuable* – which we think is proved by Interbrand's yearly valuations - and we argue that this can be applied to people as well as to products. A personal brand can help you to distinguish yourself from others and other people will have a picture of who you are and what values you stand for. A brand do not have any *substitutes* since there are no unbranded articles on the market today (even salt and sugar have brands!). The same can also be applied to people. Every person has a brand but everyone does not seem to use its full capacity. There are no unbranded persons – just 'less branded'. If a brand is possible to *imitate* or not depends on how you see it. There are a lot of copies and cheaper alternatives on the product market and people can imitate other people and look like them. However, brands are often legally protected and you cannot make an exact copy of a brand. Products are probably better protected than people in this question since you can unconsciously look like another person. Besides, as we all know, a copy of something rarely becomes as good as the original. A brand is not a *rare* resource in the case that almost every company and every person has a brand. But they are rare in the case that no one else can own and use exactly the same brand as you have.

We argue that a brand can create a sustainable competitive advantage according to the resource based view since brands are valuable, do not have any substitutes, they can be seen as rare and to some extent and they are impossible to imitate.

4.2 Reflections on Brand Literature

When we reflected over both traditional and personal branding literature, we realised that some concepts could be transferred into the personal branding area for example, image transfer and Uggla's three functions about a brand. However, the models that we have examined about traditional brand development were not useful since personal branding is about deeper levels of personality and traditional brand development models do not consider this.

The three functions that Uggla (2001) says that a brand has for a company, it also has for a person. A personal brand can make you different from others (*diversification*) because of your values and beliefs. The mix of qualities that a person possesses will contribute to a

unique personality. *Identification* refers to create loyalty and within the personal branding area this is other people's ability to identify themselves with you and your values. The last function that Uggla (2001) talks about is the *homogenous message*. We will refer to this as consistency in the messages you send.

We further argue that the three concepts *brand identity*, *brand image* and *brand reputation* (created for products) can be used when we talk about personal brands. Brand identity, brand image and brand reputation are three different ways that we can look at a brand. Brand identity that Aaker & Joachimsthaler (2000); Dowling (2001); Aaker (1996) and Apéria & Back (2004) talk about in the traditional branding literature refers to the way that you perceive yourself and how you want other people to see you within personal branding. The brand image (Aaker, 1996) and brand reputation (Dowling, 2001; Apéria & Back, 2004 and Riezebos, 2003) is on the other hand the way other people actually do see you. These three viewpoints are very important to be aware of when you develop your personal brand since it is to a large extent about how other people perceive you and your personal brand.

The concept 'image transfer' that Riezebos (2003) talks about was developed for products but it is also useful when talking about people and personal brands. In the branding literature, the concept has been further developed and is called celebrity endorsements. Image transfer or celebrity endorsements can be used to develop a personal brand if the image from a well-known person can be transferred to another person (many people become famous for being visible together with a famous person or just knowing the 'right' people). Celebrity endorsements are heavily used today in advertisements and in different commercials. People with strong personal brands are used to transfer their image onto a product or service.

We argue that image transfers are not the main tool to use when to develop a strong personal brand. First of all you need to be aware of your deeper values and what you stand for in order to be able to develop and sustain a strong personal brand. It is not enough to become known; instead you have to be known for something. We argue that the difference between a product brand and a personal brand is that persons act and think. Products cannot do this. A product brand can be perfectly created by humans, but a personal brand is who you are and a person can never be perfect. A sustainable personal brand is develop from the inside (your deeper personality) while a product brand is develop from the outside (features of the product).

4.3   Research Model

We argue that the models that exist within the area of personal branding are not sufficient to cover the complex process to develop a personal brand. Therefore, the research model that we have created will be applied on the interview participants Maria Wetterstrand, Shan Atci, Dan Lexö, David Lega and Gustav Fridolin and see if the model can be used or if it has to be rejected.

As said earlier, the research model starts at 'you'. All our interview participants have been formed by their family, friends and their surroundings (their background).

4.3.1   Who are You?

In the research model, the first thing to do is to figure out who you are. We have created four different steps that can help you to figure this out.

- **Values:** The first step is to define your values. Maria Wetterstrand (personal communication, 2005-11-23) argues that her family is the most important area in her life right now because they give her personal satisfaction. She also values environmental issues and she tries to live after her values as much as it is possible. Maria Wetterstrand believes that people are equally worth, that everyone should get respect on the basis of their individuals and that everyone should be able to be whom they really are. Racism and prejudice are areas that upset her and make her angry (M. Wetterstrand, personal communication 2005-11-23).

  Shan Atci's values are basically 'love' and 'respect' but he also claims that his values lies within the suburb. Shan Atci further claims that areas that are important to him right now are his work as a comedian and his family. His work is important to him since it makes him feel good and happy about what he does and his family will always be there for him and support him (S. Atci, personal communication 2005-11-22).

  Dan Lexö thinks it is important to spend time with friends. He also values perfection and that food is more than just food. Food is according to Dan Lexö one total experience (D. Lexö, personal communication 2005-12-01).

  David Lega claims that areas like family, sports and work are all important to him. He believes that it is important to not focus on only one of these areas, instead it is important to develop as a person in all these areas. He further on argues that it is important to change and develop yourself so that you will not end up as a 'former athlete' or whatever it is that you used to be (D. Lega, personal communication 2005-12-04).

  Gustav Fridolin argues that those areas that are most important to him are family, travelling and to go to cinemas. He means that these are areas that help him to relax. Other issues that he is committed to are environmental questions and peoples equal rights (G. Fridolin, personal communication 2005-12-16).

To find out your deepest values and beliefs can be hard. It must be something that you can stand for and it should be something that will last for a long time. During the interviews we noticed that it was hard to observe a persons deepest values. We argue that all our interview participants are well aware of their values and beliefs and what they think is important to them. All of our interview participants mentioned their family and friends as important values for them. Work is another value that three out of five participants think is important in their lives right now. These values seem to be basic values. This is a very important step in our model since if you do not know what you stand for, it will be impossible to communicate and show it to others.

- **Mission:** The second step 'mission' refers to a person's passionate interests; what you care for even though you do not always get paid when you do it. Maria Wetterstrand says that her mission varies from time to time. As said earlier, she has strong interests in people's equal values and that everyone should be respected according to who they are. (M. Wetterstrand, personal communication 2005-11-23).

  The mission of Shan Atci is that he cares about youths that have different difficulties in their lives and he does a lot of free shows for schools and different youth unions. Recently he has worked with a union consisting of girls that have different difficulties in life – for example problems with their family or to get into

the society. He believes that this is important because he can stand for those values and he believes that he can inspire and motivate those youths (S. Atci, personal communication 2005-11-22).

Dan Lexö's mission, on the other hand, is that he wants to continue to develop the restaurant industry. He does a lot of non-profit activities; he holds lectures in schools and he is a member of Gothenburg's Restaurant Associations. Further on, he has created a competition among chef students in western part of south Sweden, in order to motivate and inspire them in their education (D. Lexö, personal communication 2005-12-01).

David Lega works a lot with athletic kids and he tries to make them realise how fun it is with sport and that the most important thing is not to win. He wants them to compete with themselves instead of compare themselves with others, since there will always be someone that is better than you (D. Lega, personal communication 2005-12-04). Further on he cares a lot about disabled kids – he is for example a leader at a camp for disabled kids. He is also concerned about the disabled in Tirana and he has started a centre for disabled there (Karlsson & Lega, 2003).

Gustav Fridolin's mission are his interests in questions concerning Palestine and that homosexuals, bisexuals and transsexuals should have the same rights as everyone else (Fridolin, retrieved 2005-11-03).

We noticed that all our interview participants' missions are well connected to themselves and they were easy to grasp. Dan Lexö's mission supports the picture that we have of him – a happy hard-working chef that wants to develop his industry. David Lega's and Shan Atci's mission seems to be based on their own experiences and childhood. They believe that their experiences can inspire and motivate kids in the same situation that they have been in. Maria Wetterstrand's and Gustav Fridolin's missions are to fight for human rights, which is very important today and this is also connected to their values and beliefs and to their jobs.

- **Motto:** A person's motto should summarise your values and beliefs in a short sentence and be a basis for your decisions and how you act. Maria Wetterstrand claims that she does not have a motto, and that it is not something that she thinks about. She does however claim that she has the attitude that *'you can find solutions to everything'* (M. Wetterstrand, personal communication 2005-11-23). We believe that this statement could be referred to as a motto and it has the potential to guide and motivate her when making different decisions in her life.

  According to Shan Atci (personal communication, 2005-11-22) his personal motto is *"There is no shame in failing, everyone does it. Shame is to lie there, not getting up'* (own translation). His motto and his two key words 'love' and 'respect' are something that he always has in mind; both at work, when he is on stage and in his private life. He further claims that his motto represents himself and his beliefs and it represents him as a person. We argue that this is also a very good motto and that it definitely has the potential to guide him through difficult times in his life. His two key words stand for very good and relevant things and they reflect upon his view on different relationships in his life.

  Dan Lexö has two mottos that he tries to think and live after. The first one is *"All ideas are able to become viable"* and he claims that *'A no is just a strong yes'*. He always tries to find solutions to problems so that they can be workable, if one solution

does not work he will try other solutions until the problem is solved and he can reach his goals. Dan Lexö's other motto says "*I'm happy when the customer is happy*" and he tries to combine the food with experiences (D. Lexö, personal communication 2005-12-01). We believe that Dan Lexö has a very positive and optimistic first motto. We argue that if he truly believes in this all the time, which we think that he does, this can help him (and have helped him) to accomplish things that others cannot even dream of. One example of this is when he created a event with 400 000 eating people at the same time (D. Lexö, personal communication 2005-12-01). We further believe that the second motto once again reflects how important his job is for him.

David Lega's motto is that '*Everyone can be good at something – the only problem is to find out on what*' (own translation). David Lega says that this is not something that he thinks about, instead it is a base for him and everything that he does (D. Lega, personal communication 2005-12-04). We argue that this might not be a good motto in the sense that it cannot be helpful when making tough decisions or when everything feels bad. Instead this can be a good motto for other people to hear – that someone truly believes that you can be good at something. However, this attitude has probably helped him to develop as a person and to be able to do many of those things that he can do today.

Gustav Fridolin claim that his motto is '*Will this decision be the best one in ten years as well?*' (G. Fridolin, personal communication 2005-12-16). We believe that this motto can be hard to use to get inspiration and motivation from, since ten years is a very long time. However, as a politician that makes different decisions, this is a good motto to think about and to have in mind.

- **Qualities:** The last step to keep in mind when you figure out who you are is to know your qualities. Maria Wetterstrand claims that she is creative, has a strong self-esteem and that she thinks fast. She further argues that she has an ability to unite people and that she is good at propose suggestions to problems. She does not agree upon that people have unique strengths; instead she argues that the combination of all her strengths will create a unique person. She claims that her biggest weakness is that she can be very impatient. She further argues that her weakness impatience is something common among politicians since there are a lot of different meetings and everything takes a lot of time to implement (M. Wetterstrand, personal communication 2005-11-23). We argue Maria Wetterstrand's qualities are very important for a politician to have. To be creative, to think fast and to have a strong self-esteem is important if you want to be heard and make a career within the political scene.

The qualities of Shan Atci are that he has humour, tenderness and he is goal-oriented. He also possesses the unique strength to make people laugh. He further argues that he is good at collaborate with others, but that he does not want to step on anyone's toes. Shan Atci claims that he is very bad at being in time at different occasions (S. Atci, personal communication 2005-11-22). We argue that Shan Atci's qualities have helped him to distinguish himself from other comedians by his way of making jokes about immigrants and the suburb.

According to Dan Lexö (personal communication, 2005-12-01) his qualities are that he has the ability to know what the customer wants and that his own personality is a strength. We believe that other characteristics that Dan Lexö possesses are that he

is social, happy and stubborn. He also has a big sense of humour and likes to tease with his colleagues and friends. We think that his unique strengths are to see the entirely experience within a restaurant visit and to be able to do things that no one else believes is possible. Dan Lexö argues that he has a different weaknesses; he claims that he is too happy and that he needs to be more serious sometimes. He believes that people might not always take him seriously because of this (D. Lexö, personal communication 2005-12-01). We think that Dan Lexö's qualities stubborn, happy and social have helped him to reach many of his goals and to make many of his suggestions and ideas to come true.

David Lega's most important qualities are that he is goal-oriented, loyal, has an ability to always have fun and he is a leader. His less good qualities are that he is sloppy and he finds is hard to do things that he thinks are boring (D. Lega, personal communication 2005-12-04). We argue that David Lega's quality goal-oriented has helped him a lot in his life and his ability to use his body in different ways despite the fact that he is disabled. If he would not have possessed this quality he probably would not have been able to do any of those things that he does today.

Gustav Fridolin claims that his most important qualities are that he is funny, fast-thinking and has the ability to inspire other people. He argues that he is a good leader and organiser. His less good qualities are that he is bad at cooperating with other people and to integrate. He further explains that he finds it hard to engage in things that he finds boring. He also says that he has the unique strength to immediately see the core in a question and at the same time he sees things as other people do (G. Fridolin, personal communication 2005-12-16). We believe that his qualities as a leader and organiser are very good for a politician to have, but we find it a bit hard to understand how he can be a good leader without the ability to cooperate and integrate. The ability to cooperate with other people is very important to have – especially within the political scene since there are so many different opinions there.

We argue that our interview participants' qualities and strong desire have helped them to reach where they are today. They are all aware of their good qualities and also of their less good qualities. We further argue that it is not necessary to possess unique strengths to develop your personal brand; rather it is important to know about your qualities and improve those in order to develop and develop a strong personal brand.

The four different steps above will distinguish you from the crowd and you will be able to figure out who you really are. It is important to stand for your values and beliefs and all of our interview participants do that. How you act after your values is important since people cannot see your thoughts, just your actions. Maria Wetterstrand is well aware of who she is and what values that she stands for. She claims that she does not have a motto but we believe that she does with her attitude that 'there is a solution to everything'. Her mission changes over time and this can be a good thing since you develop as a person. She knows her good and bad qualities. Shan Atci seems to be very well aware of what values that he stands for and who he is as a person. He knows what he is good at and what he is less good at and he has a good personal motto and a mission that supports those values that he wants to communicate. Dan Lexö is also very well aware of who he is and those values that he stands for. His mission supports who he is and his mottos summarise his behaviours and actions. He knows both his good and less good qualities. David Lega has a positive and happy attitude to life. He knows who he is and what he stands for and he has managed to achieve things that other people did not think was possible. Both his motto and his mission

supports that person that he wants to communicate to others. Gustav Fridolin also seems to be aware of who he is and what values he stands for. He is well aware of both his good and less good qualities but we believe that he has to work a bit with his bad qualities. His mission supports those values that he stands for and he has a good long term motto but it does not work well as a source of motivation or inspiration.

4.3.2   How do You Want Other People to Perceive You?

The next question to answer in the personal brand developing process is the concept of how you would like other people to perceive you and your personal brand. This picture is not always exactly the same picture as the one that you have of yourself. However, these two pictures should not be too different since it is very hard to try to be someone that you are not and it is not sustainable to do so. All people have less good qualities but you might not want to highlight those when you develop a strong personal brand.

Maria Wetterstrand says that she would like to appear as more open, soft and happier to other people and this will contribute to show a more human side of her. (M. Wetterstrand, personal communication 2005-11-23). We believe that Maria Wetterstrand is well aware of how other people perceive her (see section 4.3.3) and also how she wants other people to see her. We think that since she is aware of both those sides, she also has the possibility to change the picture that other people have of her.

Shan Atci wants other people to recognise him as 'the guy who talks about this and jokes about that' and for those values that he stands for (S. Atci, personal communication 2005-11-23). We think that Shan Atci seems to be very satisfied with who he is and he does not care about how other people see him. He only wants them to recognize him for what values that he stands for and his professional. We argue that since Shan Atci does not seem to have any clear goals and strategy about how he wants his brand to develop (see section 4.3.4), it does not matter how he wants other people to perceive him. However, if he wants to further develop and sustain his personal brand, he needs to think about how he wants other people to perceive him and also how other people really do perceive him (see section 4.3.3).

Dan Lexö wants other people to perceive him as an extremely nice, happy guy with a huge knowledge within his area. He argues that he maybe should be perceived as a little bit more serious if he was not so happy and made jokes all the time. He further argues that people that work with him knows his competencies (D. Lexö, personal communication 2005-12-01). We argue that the picture that he wants other people to have of him is the same as the one he has of himself and also as other people have of him (according to himself and various articles on the internet). Since his picture of himself and the picture that he wants to communicate to others are the same, we think it is easy to sustain this image (unless something serious happens). We believe that this is something desirable within personal branding.

David Lega argues that how he wants other people to perceive him depends on who it is. He says that he is always very happy, but this is not something that he wants his friends to think about. He wants them to see him as the friend that will always be there for them. He further claims that he is a somewhat different person when he lectures; then he is more professional than he is in private life (D. Lega, personal communication 2005-12-04). We believe that David Lega seems to separate himself in 'two different persons'; one private David and one work David. We think that this can be both good and bad. David Lega's two sides are very similar to each other. The only difference there is, is that he in private

wants to be more 'human' and relaxed and at work he wants to be more thorough and professional, but his values and beliefs are the same. We claim that the bad things can be if the two persons are very different since this will make it hard for other people to know who you are and what you want to communicate. The good things are that if you separate these two persons, you can be more relaxed and not think as much about how you are perceived by others when you are at home.

We argue that Gustav Fridolin seems to know how other people perceive him (see section 4.3.3). However this picture does not really correlate with the one that he wants other people to have. We believe that other people have the picture of him as a person with power to act, but that he has to work a bit harder to make people see him a someone with both feet firmly planted on the ground. We further on thinks that his picture of himself and the one that he wants to communicate to others are quite similar.

We believe that all our interview participants probably have 'two different persons' one that they show the public and one that they show their family and friends. We further think that all our interview participants have good images of how they want to be perceived by others. Their pictures of who they are and the picture that they want other people to see is quite similar and therefore also possible to maintain over a long period of time.

4.3.3   How do Other People Perceive Your Brand?

A personal brand is just a perception in someone else's mind according to Gad (2000) and therefore it is important to be aware of what others think about you. This section is more difficult for us to analyse since we have not been able to ask people that operate around our interview participants what they think of them. We have based this section on our own thoughts and what the participants think about themselves from an outside point of view.

- **First impression:** The first impression is the base for your personal brand when you meet new people. We perceive Maria Wetterstrand as very calm and friendly even though we noticed that she was stressed. We believe that the ability to change mode before new meetings with people is a good way to sustain a strong personal brand. We think that you should not let previous occurrences affect your behaviour when you meet new people. Maria Wetterstrand (M. Wetterstrand, personal communication 2005-11-23) believes that the direct impression that other people get of her is that she is young, intrepid and tough, which we agree upon.

  You will get different first impressions if you talk to someone face-to-face or if you only talk to someone on telephone, because there are so many other things that contribute to the first impression, for example style, handshaking and behaviour that you cannot experience through telephone. The first impression we got of Shan Atci was that he was suspicious about who we were at first, but when he realized that, he was very friendly and nice. He believes that the first impression that other people get of him is that he is cocky and has a lot of attitude (S. Atci, personal communication 2005-11-22).

  The impression we got of Dan Lexö was that he was very happy and friendly. He loved to talk and we laughed a lot to what he said. His happiness had an impact on us and we felt happy too after we had finished our conversation. Dan Lexö (personal communication 2005-12-01) believes that the first impression that other people get of him is that he is social, nice and a bit cocky in that sense that he thinks that he can do anything. We believe that cocky is not something that we can

agree upon, but as Dan Lexö said, this characteristic is something that people who work with him can experience.

We have met David Lega both face to face and we have made a telephone interview with him. The first impression that we got of him is that he is an extremely positive person that is always happy and he never seems to give up. His thoughts about what other people's first impression of him is that he is happy, social and positive, which is the same as we got. He further on claims that the first impression that many people get of him is 'why are you so happy?' (D. Lega, personal communication 2005-12-04).

Gustav Fridolin believes that the first impression that many people get of him is that he is a tough, obstinate and angry person. He believes that this is connected to that he is a young politician and the picture that many people have of young persons (G. Fridolin, personal communication 2005-12-16). However, we believe that he is a nice and friendly guy, but many times when he is visible on TV, he seems angry and tough. This is probably connected to the fact that he often gives comments about things that he does not agree upon and this will to a large extent determine what people think about him.

- **Style:** Your style represents your clothing and your outfit and it should support your values and ideas. Maria Wetterstrand (M. Wetterstrand, personal communication, 2005-11-23) argues she is always aware of her dressing when she is in public but that she does not care what clothes she wears when she only operates within the party. She started to think about her personal brand the day she became a spokesperson of The Green Party. Sometimes she does not have the time to think about what she wears but she believes that her clothes represent what she stands for anyway. We believe that the dress code is very important, especially when you are a public person. We think that Maria Wetterstrand should be more consistent with her dressing when she works to be able to always show the same united picture to her party as well as to the public. You always have to be prepared to be visible in different medias even if you do not know about it in advance.

  Shan Atci argues that his outfit represent his background and those values that he stands for. He is aware of that people have opinions about his clothing but he does not care about this. He further says that he receives many emails where people ask where he has bought his clothes. He claims that he started to think about his personal brand one year ago, when he became a public person (S. Atci, personal communication 2005-11-22). We think that his language, gestures and outfit are consistent and send out the same message: Suburb!

  Dan Lexö talks about perfection in his dressing code when he works in the kitchen. Clean and proper represents his style. He believes that his style characterizes his personal brand and he is accurate on this point. However, his clothing is not that important to him when he is not at work (D. Lexö, personal communication 2005-12-01). We argue that this is an example of how Dan Lexö sees himself as 'two different persons'. His 'work Dan' is very important for him and as this person he is very consistent with his style. This is also shown and supported in various articles and pictures of him. They all communicate clean and proper. Dan Lexö further argues that he has been aware of his personal brand for a long time – since 1988 – but he has thought more about it the last eight year when Team Lexö got an own logotype (D. Lexö, personal communication 2005-12-01).

We believe that David Lega as a lecturer has a formal way to dress which communicates professionalism. This supports the messages (professionalism and carefulness) that he wants to communicate. We do not know how he dresses when he does not work but we assume that it is a more casual style in contrast to his formal style at work. David Lega argues that he has been aware of that he has a brand since 1996, when he received a lot of attention for his swimming (D. Lega, personal communication 2005-12-04).

Gustav Fridolin claims that he does not think very much about his clothing except when he knows that he will meet a school class or a CEO. Then he wears more formal clothes than he usually does (G. Fridolin, personal communication 2005-12-16). Based on what we have seen of him, we think that he dresses in a consistent way – as a young modern person. Gustav Fridolin claims that he is not aware of the fact that he has a personal brand. He argues that he acts and says what he wants and does not think about the consequences (G. Fridolin, personal communication 2005-12-16).

None of our participants claims that they have received any help with their clothes and outfit. We believe that this is good since your clothing should represent who you are and what you stand for. If you leave your clothing to someone else, there is a risk that the clothes you wear is not the same as those messages you communicate to your surroundings.

- **Behaviour:** The way you behave in different situations contributes to the picture that other people will have of you. The behaviour part is difficult for us to analyse further since we have spent too short time with our interview participants to be able to make a good analysis of this.

- **Your surrounding:** Your surroundings refer to how your office looks like, how your home is decorated, what car you drive, your webpage etc. All those small things are easy to forget about but they will constitute a part of who you are. This part is also difficult to analyse since those things are mainly seen by a person's closest surrounding. The only thing here that we were able to notice was the way their homepages are designed.

Maria Wetterstrand has an own section on The Green Party's webpage where she has written a short presentation of who she is and what values that she stands for. This is mainly an information page, but this interview gives a personal and more human description of who Maria Wetterstrand is. She wants to be perceived as more human (see section 4.3.2.) and this page helps her with that. However, many people probably never sees or read this page if they are not interested in the Green Party.

Shan Atci's has an own webpage where you can read about him and where you can see pictures of him. However, his homepage has not been updated for several months and this gives the impression that he does not really care and do not think that this is important. We argue that he should be more careful with updating his homepage since this communicates negative messages.

Dan Lexö has a webpage through Team Lexö and it communicates professionalism and perfection. This webpage is an information site for the organisation Team Lexö but Dan Lexö's personal brand is highly visible through pictures of him and slogans

with his name (see section 4.3.4, Communications for examples of slogans). We argue that his webpage gives a positive picture of him and his organization since he is happy at all pictures and he many times looks like he is up to something.

When you enter David Lega's webpage the first thing that you will see is his motto (see section 4.3.1). Then you can see what prices that he has received and what he is up to now. He says (D. Lega, personal communication, 2005-12-04) that he has replaced all swim-pictures with other photos so that people should not perceive him as a former swimmer. This shows that he has a strategy for his personal brand development. When we read at David Lega's webpage, we got inspired of him and what he has accomplished.

Gustav Fridolin's webpage is written in a negative way where he expresses what makes him angry and upset. He also uses a picture where he looks a bit angry. Since this is not the way that he wants other people to perceive him (see section 4.3.2) he should change the picture and rewrite the text in a little bit more optimistic way. However, this homepage is well updated and this shows both that he cares and what he does when he is in the parliament.

Maria Wetterstrand believes that she is perceived as a young, tough and intrepid politician. These characteristics separate her from the traditional picture that many people have of a politician. She further claims that it is necessary to be tough if you are a woman and not to excuse yourself. It is important to take yourself serious; otherwise no one else will do it (M. Wetterstrand 2005-11-23). Maria Wetterstrand is aware of how other people perceive her since she has received feedback from other people. This has helped her to change and improve those parts that she does not want to be associated with.

Shan Atci claims that people perceive him as cocky and that he has a lot of attitude. He says that this is true but he can also be very tender. He is hard to get to know but this is necessary if you want to notice his softer side (S. Atci, personal communication 2005-11-22). We argue that Shan Atci should think about how other people perceive him, but that he does not have to change himself based on these thoughts. If you do not know how other people perceive you, you cannot know if your values and beliefs are understood by others. If other people find it hard to see this, you cannot be said to have a strong personal brand.

Dan Lexö argues that people can perceive him as cocky, happy and that he does a lot of crazy things. He further claims that people often perceive him as a one of the best chefs in Sweden and that he possesses a lot of knowledge. Dan Lexö argues that he is well aware of how people see him but to strengthen this further, he will ask people around him what they really think of him (D. Lexö, personal communication, 2005-12-01). We believe that this is a very good idea since this is the best way to find out how other people really perceive you.

David Lega is perceived as a very happy and positive person with a lot of motivation. Further on he is perceived as a role model for many people; both kids and adults. He believes that the picture of him agrees with the picture that he wants to communicate to other people.

Gustav Fridolin believes that other people see him as a tough, obstinate and angry person. However, he also claims that his family and friends does not see him in this way. He believes that they sees him in the same way the he does. This picture does not completely correlate with the picture that Gustav Fridolin wants to communicate to others.

4.3.4   What is Your Strategy?

We argue that to develop a strong personal brand, you need to have some kind of strategy. How well developed your strategy is depends on how far you want to develop your personal brand.

- **Goal-oriented:** We argue that it is very important for a person to have some kind of goals in their life. This give you a little extra motivation when you do boring and hard stuff. Goals can also help a person to feel satisfied and proud when you reach them. However, it is important to remember to always set new goals when you have reached one.

   Maria Wetterstrand does not have any clear vision of what she will be doing in ten years. She says that she will not be in the parliament then since The Green Party has a rule that says that you should only be in the parliament three terms of offices (equals twelve years in Sweden). Further on, she hopes that her family life will be better and that her whole family will be able to live together at the same place (right now she lives in Stockholm and her husband in Finland) (M. Wetterstrand, personal communication 2005-11-23). She further on argues that she does not set any personal goals (M. Wetterstrand, personal communication 2005-12-06).

   Shan Atci says that in ten years he will still work within the entertainment industry and he hopes that he will still be happy. He argues that he has high expectations and that he put a lot of pressure on himself. Shan Atci also says that he always sets different goals to strive for and when he has reached his goals, he sets new ones. His goal with his personal brand is that people should recognize him. He wants people to know what he stands for and what his jokes are about (S. Atci, personal communication 2005-11-22).

   Dan Lexö says that in ten years, he will still work within the restaurant industry and he wants to be "a cosy old man in Gothenburg". Dan Lexö has always set goals for himself. When he set a goal for something, he makes sure that he will reach them in some way. If the planned way is not suitable, he will find another way to reach his goal (D. Lexö, personal communication 2005-12-01). We believe that this is also included in his motto which was that "*All ideas are able to become viable*".

   David Lega claims that he, as a former athlete, is very goal-oriented and he always has new goals that he wants to achieve. For him it is not important to be best at something, but to be better than before. He argues that you should use both long term goals and short term goals, since you need something to strive for and also something to feel good and proud of. He believes that you should check once a week if you have succeeded or failed with your goals (D. Lega, personal communication 2005-12-04). We argue that David Lega has a very good viewpoint on goals and how to set them. We think that if more people could learn to set goals that would mean to compete only against yourself, more people would probably be happier. He also seems to have the ability to set goals that are achievable, which is very important! (It is not fun to only have goals that you will never be able to reach).

   Gustav Fridolin claims that he does barely know anything about what he will do in the future. The only thing that he seems to know for sure is that he will wind down a bit. He further says that his goals with his personal brand is that people should listen to him and what he has to say (G. Fridolin, personal communication 2005-12-

16). We believe that if Gustav Fridolin wants to further develop his personal brand, he needs to know more specifically what he want to accomplish with it and what he will do in the future. Otherwise he will not know where he is heading.

Both Shan Atci, Dan Lexö and David Lega set a lot of different goals for themselves and when they have set a goal, they make sure that they fulfil them. If one way is not the solution, they will find another way. We believe that personal goals can help you to achieve results that you might not have reached otherwise. Personal goals can give you guidelines when you make different decisions and when you fulfil a goal you feel satisfied and proud of yourself. Therefore we think that Maria Wetterstrand should also set personal goals. It does not have to be large ones; it is enough with small goals.

- **Focus:** To stay focused will help you to reach your goals faster. If you are unfocused you might miss a lot of opportunities and free rides to your goal.

  Maria Wetterstrand is very focused on her job and tries to get her ideas come true. We argue that focus can help you to reach your personal goals, but since Maria Wetterstrand does not have any personal goals she cannot focus on this. Instead she is focused on her values and beliefs and to do a good job.

  Shan Atci is very accurate when he chooses companies and organizations that he works for. He always wants them to represent those values that he stands for so that he can be able to stand for what he has done (S. Atci, personal communication 2005-11-22). We argue that this is his way to stay focused on what he does and by working this way, the surrounding is able to see a united and focused picture of him.

  When Dan Lexö has set a goal, he is very thorough with fulfilling them and he is very focused on his way to reach his goals. Many of Dan Lexö's ideas are perceived by others as unattainable and therefore he has to work harder and stay more focused to reach his goals and prove to others that it was possible (D. Lexö, personal communication 2005-12-01).

  David Lega claims that he is very focused on what he does but that he has more long term goals and has a more long term focus today than he used to have (D. Lega, personal communication 2005-12-04). We believe that David Lega has sometimes the same problems as Dan Lexö has; that people believe that his goals are impossible to reach and therefore, he also needs to be very focused to prove that they are wrong.

  Gustav Fridolin seems to be very focused on his job and to achieve results in those questions that he works for. Since he does not have any personal goals in his life, he is not focused on them. Instead he seems to be focused on what he does now.

All our interview participants are very focused and clear about what they do and what they stand for. We argue that there is a strong link between goal-oriented and focus. The goals are the final stage and focused is what you should be when you strive to achieve your goals.

- **Visibility:** We argue that within the area of personal branding, visibility is very important because if you are not visible you do not exist in other people's minds and people forget very easily. Both branding and personal branding are all about how other people perceive you and your brand, so for them to have an opinion of who you are, you need to be visible.

Since Mara Wetterstrand is one of the spokespersons in a party, she is regularly visible in different medias like TV, magazines, newspapers, The Green Party's webpage and so on. Next year when there is an election in Sweden she will be highly visible. We think that the visibility that she receives from The Green Party helps her to sustain her strong personal brand.

Shan Atci can be seen on TV and in different magazines. We argue that the success with the TV show Stockholm Live has given him a lot of visibility. We further on believe that his background from the suburb and his values has helped him to distinguish himself from other stand up comedians and thereby he has also received more attention.

Dan Lexö is well-known in the restaurant industry and in the western part of south Sweden. He is the manager of eight restaurants in different parts of Sweden and he has an own column in the newspaper 'Göteborgsposten' and he is 'Radio Match chef' every Friday on the radio station Radio Match (D. Lexö, personal communication 2005-12-01). Team Lexö also has a webpage where Dan Lexö is highly visible. We believe that Dan Lexö is well aware of how important it is to be visible in order to sustain a strong personal brand. He is visible both to the restaurant industry but also to the general public via the radio show and his column in the newspaper.

David Lega has received a lot of visibility after his successes with swimming. Today he has received a lot of different prizes concerning lecturing. He has always been thorough with in what occasions that he is visible. David Lega further says that he has turned down a lot of different offerings just because he is careful with how he is visible to the public. He only wants to be visible in positive occasions and those that are sport-related. He claims that it is important to be careful with this. Many people are so afraid that the will be forgotten that they are visible in all different kinds of situations, and this damage your image instead of strengthening it (D. Lega, personal communication 2005-12-04). We argue that David Lega has a very good attitude towards how he is visible. His carefulness with this implies how well aware he is of his personal brand and what messages that he communicates to others. This is something we argue that more people should adapt because this is a good way to control that you only send one united message. We argue that this shows that you are aware of that you have a strong personal brand and that you have a strategy for how you want to develop it.

Gustav Fridolin is visible through The Green Party's homepage and through TV where he often give comments about different things that has happened. He also writes articles in different magazines. We believe that Gustav Fridolin is a person that is recognised by many people, but not many people really knows who he is and what values that he stands for. To achieve this, he needs to be more visible.

- **Communications:** There are many different ways to communicate. We argue that the only limit that exists is your imagination. Many people use traditional channels when they want to communicate something (through organisations, magazines, TV, web pages), while some people use more different channels (create an own special event for instance). Our interview participants have all chosen the more traditional channels.

Maria Wetterstrand uses many different channels to communicate her messages. She participates in different political debates on TV and gives her comments when something 'important' happens; she is visible in different newspapers and also on The Green Party's homepage. Maria Wetterstrand says that she has received some professional help with how she communicates. An external person has studied how she talks and what she talks about (M. Wetterstrand, personal communication 2005-11-23). We believe that it is a very to think about different channels to communicate her messages in the future if good idea to ask an external person these questions. You might do a lot of 'mistakes', for instance talk too low or too fast that you are unaware of. An external person might give you necessary feedback so that you can improve the way you communicate. Maria Wetterstrand uses The Green Party to communicate her messages. It can be dangerous to rely so heavily on this channel since her party is relatively small and might end up outside the Swedish parliament in the next election. Besides, she will not be the spokesperson for ever so she should start she wants to sustain her strong personal brand.

Shan Atci has an own webpage and he has communicated through the TV shows 'Lobby' and 'Stockholm Live' where he could market himself and his ideas. However, he has recently lost this last and most important channel of communication (Lindner, retrieved 2006-01-12). To reach the general public, Shan Atci uses many stories about things that have happened in the suburb and he uses people's prejudices about people from Flemingsberg (outside Stockholm) and people from other countries and religions. Other ways to communicate that Shan Atci has chosen are to give free stand ups at different schools and youth associations. Today, Shan Atci is a well known and respected name within the stand up industry in Sweden. Shan Atci always ends his stand ups with the two words 'love' and 'respect'. We believe that this has helped him a lot to develop a strong personal brand. Shan Atci's personal brand is strong much thanks to Stockholm Live and he should try to use more channels to communicate since this channel was the most important and most visible for him. Shan Atci does not have a clear strategy for how to develop his personal brand in the future and we believe that he must find other channels to communicate to sustain his strong personal brand.

Dan Lexö communicates through his work as a chef and through the organization 'Team Lexö'. He market himself by the different slogans that Team Lexö uses; 'Påsk-Dan', 'Jul-Dan', 'Julbord hela Dan', 'lunch hela Dan' and 'Mätt hela Dan'. A sloppy pronunciation of the Swedish word for Day is Dan. So the slogans is 'Easter Day', 'Christmas Day', 'Christmas smorgasbord all Day', 'Lunch all Day' and 'Satisfied all Day'. Team Lexö also has a webpage where Dan Lexö is visible and all email addresses end with @lexo.se. He is further on also in the board of 'Gothenburg's Restaurant Association' (D. Lexö, personal communication 2005-12-01). We believe that the different slogans that Team Lexö uses are a very good and different way to communicate his name to the public. Dan Lexö, similar to Shan Atci and Maria Wetterstrand, is also dependent on an 'organization' which promotes his personal brand. The difference is that he is the owner of Team Lexö and he has the possibility to decide how this organization will develop in the future. This possibility does not Maria Wetterstrand and Shan Atci have. This gives him better opportunities to sustain his strong personal brand.

David Lega has a webpage and he gives a lot of lectures in different cities in Sweden. He has also started a company called 'LegaWear' (D. Lega, personal

communication 2005-12-04). Further on, he has received a lot of different prizes and has by this gotten the chance to communicate his messages several times and he is regularly visible on TV. Today David Lega has a press agent that hands all his press releases and how he communicates with his surroundings. We argue that David Lega has similar to Dan Lexö the opportunity to decide about his organization and his personal brand and what he wants to do with it in the future since he is not dependent on an external organization.

Gustav Fridolin communicates through The Green Party's webpage, he gives comments on TV every now and then and he writes in different magazines. However, we believe these channels are a bit to invisible for the general public. Besides, when he is visible on TV he usually gives comments about things that he disagrees with and that makes him upset. Since the general public see most of this side of him, they are likely to get a negative impression of him since he never seems to agree on something.

- **Role models:** We argue that a role model can be good to have since he/she can have certain qualities or characteristics that you would also like to have. You can study your role model and try to imitate those things that you think that he/she does well and try to add a 'personal touch' on them. You do not have to like everything about a person but you can like some parts of him/her. We believe that a role model can inspire you to do certain things.

  Maria Wetterstrand (personal communication, 2005-11-23) argues that she looks up to Archbishop KG Hammar. She admires his way to discuss things and she further claims that he has the ability to say strong things in a calm way. He can make things look less radical than they really are according to her.

  Shan Atci's role model is Richard Pryor, who he claims is the best stand up comedian that has ever existed. Shan Atci says that it is only his qualities as a comedian that he admires and not his private life (S. Atci, personal communication 2005-11-23).

  Dan Lexö also has a role model; Tore Wretman. Tore Wretman was according to Dan Lexö the greatest chef/restaurateur in Sweden (D. Lexö, personal communication 2005-12-01). Before Dan Lexö decided to become a chef, he always watched Tore Wretman's TV show.

  David Lega says that he has different role models within different areas since he thinks that they have different qualities that he admires. Some of his role models are Linford Christie – as an athlete, Kjell Enhage – as a lecturer, Peter Hull because he inspired David Lega to start his sport career. Finally he looks up to Bruce Springsteen since he still looks like he has very fun when he performs. This quality is important to David Lega since he always want to have fun (D. Lega, personal communication 2005-12-04).

  Gustav Fridolin claims that his role model is his mother (G. Fridolin, personal communication 2005-12-16). We were not able to find out why he looks up to her.

Four out of five interview participants have role models within 'their' area, and we believe that this have helped them to develop their personal brand since they have tried to imitate their role model's good qualities. They were all very thorough to say that they only admired some parts of their role models and not the 'whole' person. Since no one is perfect, we

argue that it is very good to have different role models within different areas. This can help a person to develop in different areas in their lives. We are not able to comment on Gustav Fridolin's role model since we do not know why he looks up to her.

Maria Wetterstrand does not seem to have a clear strategy of what she wants to attain with her personal brand. Her personal brand only seems to be something that is a part of her job as a spokesperson. However, if she wants to sustain her strong personal brand in the future, she needs to start think about what she wants to do. It is important for her to have goals and a clear strategy in order to sustain her strong personal brand outside The Green Party.

Shan Atci does not have a fully developed strategy for how he wants his personal brand to develop in the future. He only wants people to recognize who he is and what he stands for. He wants to achieve this by only working for/with companies and organizations that share the same values and beliefs that he does. We argue that Shan Atci should develop a strategy for his personal brand development if he wants to fulfil his goals in the future. His most important channel to communicate – Stockholm Live – will disappear during 2006.

Dan Lexö is Team Lexö's face outwards and his personal brand seems to follow Team Lexö's brand's development. Team Lexö has very clear strategies and goals for what they want to achieve. Dan Lexö's personal brand seems to grow stronger the more goals the organization fulfils.

When we conducted our interviews, David Lega was the one that had the clearest strategy for how he wanted his brand to develop. He is also the one that right now seems to have the greatest need for it too since he wants to change his personal brand from a swimmer, to a lecturer. To be able to do this, he needs to have a very clear strategy and goals in everything that he does. Today, his 'new' goals are to develop his brand internationally since he received the international price 'The Outstanding Young Persons of the World 2005' and a first step for his international career is to translate his book.

We do not believe that Gustav Fridolin has a clear strategy of how he wants his personal brand to develop or what he wants to do in the future. He is not even aware of the fact that he has a personal brand. His personal brand is today to a large extent dependent on The Green Party and to develop his brand further, he needs to figure out what he wants to accomplish and find out a way in how to do that.

4.3.5   How Strong is Your Personal Brand?

All people have a personal brand, but everyone does not have strong personal brands. What is it then that determine who will have a strong brand and who will not? We have summarised what we believe is the three most important factors that determines how strong your personal brand is.

- **Well-known:** To have a strong personal brand you need to be well-known among more people than your family and closest friends. We argue that the fact that Maria Wetterstrand is one out of few young females in the Swedish parliament makes her more 'famous' and she is tough and intrepid which also makes her stand out from the crowd. Almost everyone in Sweden knows who she is and what values that both she and her political party stand for.

We claim that Shan Atci is well-known as a comedian from the suburb. Shan Atci is also well-known to many Swedes, particularly the younger part of the population. His breakthrough was when the TV-show 'Stockholm Live' was broadcasted.

We think that Dan Lexö on the other hand is probably not known to the Swedish general public, but his target groups and the area around Gothenburg are well aware of whom he is and what competences that he possesses. He has been a chef since 1981 and in 1990 he won the competition 'meat chef of the year' in Sweden. For over 15 years, he has been known to be one of the best chefs in Sweden (D. Lexö, personal communication 2005-12-01).

We believe that David Lega became well-known to many Swedes during his career as a swimmer. He has also received many different kinds of sport prizes and prizes for his skills in lecturing (Lega, retrieved 2005-12-01). The last five years he has been a lecturer and he has started a company. We argue that his way to inspire and motivate people through his lectures have made him well-known to the general public.

We believe that many people recognise Gustav Fridolin when they hear his name or see a picture of him. However, we believe that they are not aware of who he is and what values that he stands for. We think that many people know him as a young and tough member of The Green Party.

Important for all our interview participants to think of is that people quickly forget. To be seen as 'well-known' you have to have a clear strategy and to be visible to others. Things can happen fast and your visibility can disappear over a night.

- **Relevant:** For a personal brand to be strong, it needs to be relevant and important to other people. Those things that you believe in and stand for should also be important for others so that they can relate themselves to you. The easier it is for other people to identify themselves with you, the more relevant your personal brand becomes for them and the stronger your personal brand is.

  Maria Wetterstrand is concerned about the environment, people's equal rights and that everyone should be respected according to who they are. We argue that these values and beliefs are of course relevant and important to everyone; not just to people in Sweden. However, The Green Party has a reputation that they want to do radical changes fast, and people do not like when other persons try to do radical changes in their lives. Therefore many people find it hard to completely relate themselves to her. Maria Wetterstrand believes and hopes that her political career can make other young women able to see that they can be heard and noticed among all men in the parliament and by this identify themselves with her. She further says that you do not have to share her values and beliefs to be inspired by her and her political career. Maria Wetterstrand believes that she can change the traditional picture that many people have of a politician and she further argues that people have a tendency to give attention to those that are a bit different (M Wetterstrand, personal communication 2005-11-23). We believe that many people can look up to her for what she has managed to accomplish and she can be seen as a role model to many people. But as she says, many people do not share her values and beliefs and this makes it hard for people to completely relate to her.

  Shan Atci's is very accurate to point out that he does not want to force another person to share his values and beliefs, but if they do he takes that as a compliment.

Shan Atci has become known to the general public through his keywords 'love' and 'respect' and he talks a lot about the suburb. He is proud of his origins and where he lives today (S. Atci, personal communication 2005-11-22). We think that he lives his life after these values and they are shared among many people and he is a role model for many kids – both from the suburb and kids with origins in other countries than Sweden. We argue that Shan Atci has proved both to himself and to other people that you can become successful without having a degree from high school. His life story and those values that he stands for are relevant for many other people. A true 'success story' can always be used to inspire and motivate other people with similar backgrounds. We think that Shan Atci can be one example of a dream that has come true and it is important for other people to see this since we argue that role models are important to have. Shan Atci hopes that other people can look up to him and admire him for what he has accomplished.

Dan Lexö, on the other hand, has a desire to develop the restaurant industry. So far he has managed to establish a higher education for chefs, and he has created a big competition for restaurant students in the western part of south Sweden (D. Lexö, personal communication 2005-12-01). He further believes that you should not sell food; you should sell the total experience. We believe that his beliefs are relevant for many people and that he is a role model for many chefs and also to other people since he has a way to make people around him happy and he can do things that no one else believes is possible.

Not a lot of people can identify themselves with David Lega since he is '*the most disabled person that you will ever meet*' (D. Lega, personal communication 2005-12-04). Yet, we argue that a lot of people admire him for his positive attitude towards everything and many disabled kids can see that 'if he can do that, I can do this'. During his lectures he says a lot of good and relevant things that we argue that everyone can and should think and reflect upon.

Gustav Fridolin believes that other people can identify themselves with him. He believes that he can be a source of inspiration, especially for young people and people from the working class and show them that it is possible to succeed within the political scene as a young person (G. Fridolin, personal communication 2005-12-16). We argue that his values and beliefs are not shared by all people and therefore his values are just relevant to some people. Further on, we believe that he can be seen as a role model to some people and that he can inspire people to become politicians.

- **Consistency:** To be consistent is the single most important determinant in how strong your personal brand is. To be consistent in everything that you do means that other people will find it easier to grasp who you are and what you stand for since they will only have one united message to consider. If you instead act in an inconsistent way, you send a lot of different messages and it will be hard for other people to grasp and understand what it is that you want to communicate. To be consistent means that you have to think about all the different messages that you send. This includes the way you talk, what you talk about, how your clothes look, how your home and office are decorated, what car that you drive etc. Everything communicates! It is sometimes hard to keep all those things in mind but it is necessary if you want to have a strong personal brand. To be consistent with values and beliefs and to 'live as you learn' are good ways to make other people believe in you and what you stand for.

Maria Wetterstrand (personal communication, 2005-11-23) says that she tries to live after her values and that she tries to think about the environment in every aspect, but that it is hard to do so in today's society. We argue that the way that she dresses, talks and acts give people a consistent picture of a young, modern politician. Her thoughts and beliefs are easy to grasp. However, we believe that she should be more careful with how she dresses every day at work and not only those days that she knows in advance that she will be visible for media.

We argue that Shan Atci has managed very well with this step and the way he looks, dress, talks, and the things that he talks about and so on all send the same message: Suburb! He acts and behaves in the same way every time that he enters stage, which contributes to create a strong relationship to his target audience. Another thing that shows his consistency in the messages that he sends is that he only works for/with companies and organizations that stands for the same values that he does. We believe that this shows that he is aware of his personal brand and what messages that he communicates.

We think that Dan Lexö sees himself a lot through his job as a chef. On all pictures that we have found of him, he looks like a very happy and professional chef and that he has orderliness around him. Also on Team Lexö's webpage and in different medias that we have looked at, we get the same impression. All messages that he sends communicates the same things; happiness, professionalism and orderliness.

David Lega has recently gone through a change in his personal brand. A few years ago, he was known as David-the disabled swimmer (or just the swimmer). Now, he wants to be known as David-the lecturer both nationally and also internationally in the future. He has worked hard in order to make this happen. When he gives lectures, he tries to not present himself as a former swimmer and he has removed most of those pictures from his website. Despite this change, he has managed to keep his most well-known hallmarks – his positive attitude and happy spirit. We argue that all his actions shows that he is very aware of what messages that he sends and how they can affect the picture that other people have of him.

We believe that Gustav Fridolin is consistent in the messages he communicates. He stands for his values and beliefs and the way he looks and dresses supports the picture of him as a young and tough politician.

We argue that four out of five interview participants fulfil the requirements to have a strong personal brand since they are all well-known, have relevant personal brands and are consistent to what they do and what messages that this communicates. To be able to sustain those strong brands, Maria Wetterstrand and Shan Atci needs to find more channels to communicate through since how strong their brands are depends upon other people and organisations. The Green Party might not be in the parliament next selection, and Stockholm Live will be shut down by the Swedish Television in 2006. Dan Lexö and David Lega communicate their messages through their own organisations and thus have the opportunity to decide what to do with their strong brands. No one but them decides how their organisations and their personal brands will develop. We believe that David Lega and Dan Lexö have stronger personal brands than Maria Wetterstrand and Shan Atci since they right now have more possibilities to sustain them and to change them in the future. Gustav Fridolin on the other hand cannot be said to have a strong personal brand – yet. We believe that he is consistent in those messages that he communicates. However, his personal brand is only relevant to some people and he is not very well-known to general

public. He does not have any goals with his personal brand or a clear strategy for how he wants his personal brand to develop in the future. If he improves those parts, he has the ability to develop a strong personal brand.

4.4 Reflections of the Use of Personal Brands

All books and articles that we have found about personal branding are very positive to this new concept of personal branding. We argue that depending on what job you have and what you want to achieve in your life, a strong personal brand can be very helpful. It can help you to differentiate yourself and stand out from the crowd and you can actually make money on your name. O'Brien (2005) talks about the advantages focus, goodwill and superstar status. We think that the name 'superstar status' feels a bit to 'big' for what he actually means by it (his definition). According to his definition of superstar status we believe that David Lega can be said to have this since he has a great ability to inspire people. We think that he has the ability to change someone else's life by just being himself. His superstar status has a great opportunity to develop further since he is going international now.

We further believe that all our interview participants can use the two other concepts that O'Brien talks about; focus and goodwill. Our interview participants are aware of that everything that they do influence other people (focus) and if needed they can use the goodwill that they have received from their strong personal brands.

Werner Runebjörk (cited in Sternudd, retrieved 2006-01-08) argues that all people can use their personal brands when they apply for a job or negotiate about their salary. However, we believe that not everyone needs personal branding in the same extent. We think that all people can use some parts of the research model; for example think about who they are and what they stand for, but that everyone cannot use this to get a better job or to become well-known. How you use your personal brand depends on what goals that you have in life and what you want to accomplish.

5   Conclusion

In section five, we present our conclusions from the thesis and an answer to both our purpose and to our research questions.

The purpose of this thesis was to describe how a personal brand is developed and how it is sustained by looking at how some selected persons have done. We also wanted to highlight the questions if there is any determinant factor(s) of who is going to succeed to develop a strong personal brand and who will not succeed and if the brand owner (you) have any possibility to determine what associations that other people will have of you.

To develop a brand and a personal brand is a very complex process that is always continuous. We found that the models that exists within this area are not sufficient to explain this process. Therefore we have created a research model that we have tested on our interview participants to see if this can explain the whole process to develop a strong personal brand.

To develop a personal brand you need to know who you are and what values and beliefs that you stand for. You also need to be consistent in the messages that you communicate. This is achieved by that everything that you say and do supports the person that you are. Further on, you need to be aware of how you want other people to see you and you need some goals and a strategy to develop your personal brand.

We argue that four out of five interview participants have succeeded to develop strong personal brands. The fifth interview participant are in the beginning of his development and he has potential to develop a strong personal brand. What they all have in common is that they are very well aware of whom they are and what they stand for and they know how they want other people to perceive them. Two out of five interview participants had a well developed strategy and goals with their personal brand. The other three did not have a clear strategy or any clear goals of how they want their personal brands to develop.

One thing that we noticed while conducting the interviews was that Maria Wetterstrand, and Shan Atci was not aware of the fact that they had a personal brand until they became public persons. Gustav Fridolin is still not aware of it. Dan Lexö on the other hand has been aware of this for a long time and worked on his image for over fifteen years, but the latest years he has become more aware of it since the concept was 'developed' and Team Lexö grew bigger. David Lega has also been aware of his personal brand for a long time and he has recently changed his personal brand from being perceived as a swimmer to be seen as a lecturer.

We have found that the main reasons to why our interview participants have succeeded to develop strong personal brands are that they all have strong values that are relevant and easy for other people to identify themselves with. Their brands are distinctive and have a lot of self-esteem. Another important aspect that you should not forget is that they all have the 'right' qualities to do what they do. However, the most important thing seems to be that they are themselves in all situations and they do not try to be someone else. This is very important in order to be able to sustain a strong personal brand since it is hard to be someone that you are not. To sustain a strong personal brand you have to be consistent in the messages that you send and be clear about who you are and what you think and not change this image to often. It is also very important to stay visible to your target group. If you are not enough visible, your personal brand will lose in strength. All of our interview

participants have succeeding in those criteria and therefore they have strong personal brands.

We argue that Maria Wetterstrand, Shan Atci and Gustav Fridolin should develop a strategy for their personal brands if they want to sustain them strong since they both depend on an external part (The Green Party and Stockholm Live). If those channels disappears, they risk to loose their strong personal brands – or in Gustav Fridolin's case: he will not be able to develop a strong personal brand. Both David Lega and Dan Lexö have clear strategies and they have control over their most important communication channels. Therefore we argue that David Lega and Dan Lexö have more opportunities to sustain their strong personal brands and develop those further in the future.

The factor that we argue is the most important one that will determine how well you have succeeded to develop your personal brand is to be consistent in the messages that you send. A person that sends a lot of different messages will only create confusion among other people since they will find it hard to know what it is that you want and who you are. Of course you also have to be well-known to have a strong personal brand. You do not have to be a celebrity to have a strong personal brand, but more people than just your family and closest friends needs to know what you stand for and who you are.

We argue that it is impossible to control all associations that other people will have of you. Even though you have 'good' values, there will always be someone that does not agree with you and does not have those associations of you that you want him/her/them to have. However, we do believe that you can to some extent affect the associations that other people will have of you by being consistent in the messages that you send. To always repeat the same values and beliefs to other people is vital.

The research model that we have created seems to cover the most vital aspect of how to develop a personal brand. However, some parts are hard to observe; for example 'behaviour' and 'your surrounding' because then you need to get close to a person. Some of our interview participants did not have a clear strategy for how they wanted their personal brands to develop in the future. This is a fundamental issue if you want to sustain your strong personal brand. We believe that all people can use the model but if you want to develop a strong personal brand, then you need to follow the model more strictly. Otherwise you can use some parts of the model in order to know yourself better. However, our research model needs to be further tested.

6   Final Discussion

In chapter six we have included some reflections about the process to write a bachelor thesis. Finally we have some persons that deserve a big thank you in the acknowledgements.

6.1   Reflections

The process of writing a bachelor thesis has been fun, hard and tough. We have increased our knowledge within the area of personal branding from basically nothing to create an own research model. The thesis has also given us the opportunity to meet interesting people with a lot of experiences from this area.

The literatures that exist within this area are still not sufficient. We have not been able to find one single model that can explain the whole process to develop a strong personal brand.

6.2   Further Research

The area of personal branding is relatively new within the branding literature. The literatures that we have found are of the kind that 'develop a strong personal brand in a quick way'. A personal brand is not something that you develop in a day or two; it takes a lot of time and constant repeating of the messages that you communicate. Our suggestions for future studies are:

- It would be interesting to see how some 'less famous' people with strong personal brands have developed their personal brands; for example lecturers at Jönköping International Business School.

- Out research model needs to be further tested.

- Conduct a study of our interview participants' personal brands in ten years and see if they have managed to sustain their strong personal brands.

- To see if there are more aspects of the process to develop a personal brand, more persons need to be interviewed.

- One important aspect of the process to develop a personal brand is to interview people in the surroundings of a 'famous' person. Both people that this 'famous' person work and live with but also people that only knows about him/her to get their aspects of it.

- Study the reasons why the area of personal brands has become of such a major importance? And why now and not 20/50/100 years ago?

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Appendix 1 – Förfrågan

Hej!

Vi är två studenter som går tredje året på Business and Bachelor Administration-programmet, inriktning civilekonom, på Jönköpings Internationella Handelshögskola. Under hösten ska vi skriva vår kandidatuppsats inom ämnet 'Personliga varumärken och hur de byggs upp'. Handledare är Mattias Nordqvist och Elena Raviola.

Detta är ett relativt nytt område och vi tänkte göra intervjuer med utvalda personer som vi tycker har byggt upp ett starkt och intressant varumärke. Vi skulle bli väldigt glada om Du ville vara med i vår undersökning. Detta innebär att vi kommer att genomföra (om möjligt) en personlig intervju. De frågor som kommer att ställas under intervjun kommer att skickas ut några dagar i förväg så att Du har möjlighet att förbereda dig på bästa möjliga sätt.

Med Vänliga Hälsningar

Karin Gustafsson & Sofie Mattsson

Appendix 2 – Inquiry

Hi!

We are two students that are doing our third year at the Business and Bachelor Administration program at Jönköping International Business School. During the fall we are going to write our bachelor thesis within the subject 'Personal branding and how they are build'. Our tutors are Mattias Nordqvist and Elena Raviola.

This is a relatively new area of research and we are going to do interviews with selected persons that we believe have built a strong and interesting brand. We would be very happy if You would like to participate in our research. This means that we will conduct a personal interview (if it is possible). The questions that we will ask during the interview will be sent to you a few days in advance so that You will have a chance to prepare yourself in the best possible way.

Best Regards

Karin Gustafsson & Sofie Mattsson

Appendix 3 – Intervjufrågor

Personliga frågor

1. Dina 3 viktigaste egenskaper:

2. 3 egenskaper du önskar att du hade:

3. Vilka är dina unika styrkor?

4. Vad har du för sociala kompetenser? (Förmågan att samarbeta, organisera, leda och integrera med andra människor)

5. Vad är du dålig på?

6. Vilka områden i livet är viktiga för dig och varför? (Exampel: idrott, familj, jobb, resor).

7. Vad ligger dig varmt om hjärtat? Vad är det du brinner för? (Något du gör som du inte får betalt får)

Personligt varumärke

8. Är du medveten om att du har ett personligt varumärke? Vad är din bild av ditt personliga varumärke?

9. Är du medveten om att allt du gör (hur du klär dig, kommunicerar m.m.) bidrar till ditt varumärke? Hur länge har du haft koll på allt detta (kläder, monoton röst etc.).

10. Har du fått någon professionell hjälp med att skapa ditt varumärke?

11. Har du någon strategi för att utveckla ditt varumärke?

12. Vad har du för målsättning med ditt varumärke?

13. Hur vill du se ditt varumärke utvecklas i framtiden?

14. Hur marknadsför du dig själv, dina idéer och/eller din organisation med hjälp av ditt personliga varumärke?

15. Vad är ditt motto? Har du det i åtanke när du fattar olika beslut? Tycker du att ditt motto innefattar de värden du står för?

16. Brukar du sätta upp personliga mål? Är dessa isåfall långsiktiga eller kortsiktiga eller både och?

17. Vem ser du upp till? Har du någon förebild?

Hur du uppfattas av andra

18. Hur skulle du vilja bli uppfattad av andra människor?

19. Tror du att bilden som du har av dig själv stämmer överens med den bild som din familj, vänner och/eller allmänheten har av dig?

20. Vad tror du gör dig unik/speciell i andras ögon?

21. Vad karakteriserar din stil, image och uppförande? Den direkta uppfattningen andra får av dig?

Hur du påverkar andra

22. Anser du att dina värderingar är relevanta för andra människor och kan de identifiera sig med värderingarna?

23. På vilket sätt tror du att du är viktig för andra? (Exempel för förtydligande; John Cleese: Bra komiker och skådespelare; Madonna: Bra uppträdanden, trendig musik)

24. Anser du att du har förmågan att inspirera andra?

25. Hur kan du påverka andra människor genom din personlighet, ditt sätt att vara och din livshistoria?

26. Hur ser dina framtidsplaner ut? Vad kommer du att göra om 10 år? Vad har du åstadkommit?

Appendix 4 – Interview Questions

Personal Questions

1. What are your 3 most important qualities?

2. Can you name 3 qualities that you wish that you had?

3. Which are your unique strengths?

4. What are your social competences? (With this we mean the ability to cooperate, organize, lead and integrate with other people?

5. What are you bad at?

6. Which areas in life are important to you and why? (Examples: sport, family, work, travel)

7. What is it that your passionate interests/mission? (Something that you do that you do not get paid for doing).

Personal Brand

8. Are you aware of the fact that you have a personal brand? What is your picture of your personal brand?

9. Are you aware of that everything that you do (the way you dress, communicate etc.) contributes to your personal brand? For how long have you been aware of this?

10. Have you received any professional help with creating your personal brand?

11. Do you have a strategy for developing your personal brand?

12. What is your goal with your personal brand?

13. How do you want your brand to look like in the future?

14. How do you market yourself, your ideas, and/or your organisation with the help of your personal brand?

15. What is your motto? Do you think about it when you make different decisions? Do you think that your motto incorporates those values that you stand for?

16. Do you have any personal goals? If so, are they long term, short term or both?

17. Who do you look up to? Who is your role model?

How you are perceived by others

18. How would you like to be perceived by others?

19. Do you think that the picture you have of yourself is the same as the picture that your family, friends and/or the general public have?

20. What do you think make you unique/special in other peoples minds?

21. What characterises your style, image and behaviour? (The direct impression that other people get of you).

How you can affect others

22. Do you think that your values are relevant for other people and that they can identify themselves with your values?

23. In what way do you think that you are beneficial to others? (Examples; John Cleese: brilliant comedian and actor; Madonna: performance and trendy music).

24. Do you believe that you have the ability to inspire other people?

25. In what way can you affect other people by your personality, your way of acting and your history of life?

26. What are your plans for the future? What will you be doing in ten years? What have you accomplished?

Appendix 5 – Pictures

Maria Wetterstrand

Shan Atci

Dan Lexö

David Lega

Gustav Fridolin