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Transferring Brand Value

From a traditional channel to a digital platform

Bachelor Thesis within Business Administration

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Abstract

As technology continues to affect the business sector, many companies have been faced with the necessity of transformation. Adapting to a new, more Internet based society implies that companies are venturing into new market channels to get their products or services out to the consumers. Simultaneously as many companies are digitalizing, they are also launching or planning to launch brand extensions. Combining the two phenomenon's we get a corporate situation that is vaguely explored, namely how a brand extension between market channels work. Further more, how can value be transferred in this process?

The purpose of this thesis is to further investigate the phenomenon described above and to gain more understanding about the new situation. Therefore, the authors have chosen to conduct an empirical investigation exploring how a company can transfer brand value to a new online product or service. This was done in cooperation with the company Eniro that recently have focused their efforts from their traditional printed market channel into a digital brand extension. During the study 15 in-depth interviews with small to medium sized companies were performed, and backed up with complementary communication with managers at Eniro. Four research questions were formulated to serve as a read thread throughout the work. The main aim was to evaluate brand equity of the traditional product to then compare if this brand equity had been transferred to the new online extension.

After having performed the in depth interviews with representatives from the various companies, the authors could conclude that the original product of the printed directory with the company/person Gula Sidorna held stronger brand equity than the online extension despite the company's effort to promote the extension. The authors believe the reasons for this could be that during the process of extending the brand, some strategic decisions were made that did not enable the parent brand value to be transferred to the new extension. There were however value in the new extension in terms of simplicity and speed. Being able to quickly respond to the new and dynamic market where speed to market can be an important advantage was part of the positive associations for eniro.se. In the discussion regarding the main issue of transferring brand value to a digital platform the authors found that one of the most vital aspects is having clear communication within the organisation, sending out a clear message in marketing activities, not forgetting to emphasize reliability and stability to ensure that people in all ages feel inclined to use the digital product.

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1 Introduction

In the following section the authors will introduce the topic of dealing with digitalization and how companies extend their brands and products through new market channels. Information of Eniro's products, brand management and overall business situation will be presented. In the section Problem discussion, the specifics of the topic will be elaborated upon, followed by the posed research questions.

1.1 Background

The time that we live in today is truly a time of change. During the last decade almost every aspect of our life as we know it, has been exposed to change,- and especially in the field of technology. Suddenly our homes are filled with gadgets of different sorts, our cars are endowed with advanced electronic systems and our ways of communicating has been altered. Communication now takes place with the help of cell phones and personal computers and has affected our lives to such an extent that technology has become an integrated part of our homes.

The perhaps most revolutionary tool that has been introduced to the world during the last decade is the Internet that in deed is a life changing product. Its introduction has enabled us to reinvent our entire way of doing the most ordinary activities such as writing letters, paying bills and collecting various sorts of information. Everything can by the help of the Internet be done faster and more efficient than ever before. In short, the electronic highway indeed offers us as individuals a vast variety of opportunities, but the effects of technological change are larger than the individual usage,- and it spreads like rings on the water. It does not only affect households but the entire society as we know it, including the corporate world and since the impact of technological change on households has been so extensive, one can only assume that the consequences for the corporate world are gigantic. Several researches such as Kotler (2005) and Picard (2004) both confirm this and point out the importance that those technological forces have had on the corporate level. This can be connected to the fact that business today via the use of Internet and technology is no longer restricted the rooms of board meetings. Business can now be conducted any where at any time and thus the overall market velocity has increased which in turn is forcing companies to keep up with the increasing pace. G Picard (2004) explains in a statement that;

“The pace of these [market] changes is extraordinary, forcing managers, shareholders, and employees to Scramble to comprehend the changes, to develop strategic responses, and to reorganize their activities. The Process is complex and there is difficulty determining where to focus attention because no single force is behind the changes. Instead pressures are coming from technological forces, production forces, market forces, social forces, and managerial forces simultaneously.”

(Picard, 2004 p. 4)

Since companies are facing these changes and are required to deal with them, many companies now seek new ways of reaching the customers. As the Internet has exploded in terms of usage, it is not surprising that many corporations have turned to that media platform in particular. Old fashioned ways of establishing and launch products are thus challenged by new digitalized channels. This has been seen in the newspaper industry for example, which during previous years expanded their printed additions of newspapers or tabloids through the Internet. With this change it is now possible to read the same magazine

online at any time in the convenience of your own home, that you previously had to buy physically in a store.

As the technology gained more substance and perceived importance, many companies as the newspaper corporations' became interested in breaching new online territory and develop their new products online.

This was also the case of Eniro, a company that decided to go online in the 90's. Prior to venturing online, Eniro's core business area was focused on printed medias and were, and still is, the leading search company within the consumer to business marketing segment, operating on the Nordic media market. Their most commonly known product has throughout the existence of the company been the phone directory, previously named Gula Sidorna, which is distributed in its printed version to all households in Sweden and other Nordic countries (eniro's official homepage).

When Eniro launched their online directory in 1996 they first kept the brand name Gula Sidorna for their website but eventually they discarded the Gula Sidorna brand name and instead they accumulated all their online services under a one brand name- Eniro.se, employing a monolithic brand strategy (Riezebos, 2003).

The phone directory in its printed form has been distributed for a long period of time to a large extent of the population and the brand name of Gula Sidorna has today established awareness among the households (P.Kusendahl, personal communication, 2007-09-11). This fact on its own holds a value as many researchers claim that successful brands are the most important asset of a company (Pitta and Katsanis, 1995) and that a strong brand can be utilized when introducing new products on new markets and that it play's a vital part for all marketers (Keller, 1998).

Before exploring further into the brand management and business of Eniro and the problems connected to their current business situation, it is the authors' intent to present a more detailed information section about the company in general, in order to enable a broader understanding. Hence, a specific Eniro background section will follow.

1.2 About Eniro

Going back in history to the year of 1889, the Royal Telegraph Agency published the first version of the Swedish phone book. It was not until a hundred years later that the idea of the company section called the Gula Sidorna was launched. It was then the Swedish telecommunication company Televerket that together with the American company ITT (International Telephone and Telegraph), published the first ever edition of the printed Swedish Gula Sidorna. The actual birth of Eniro AB is a product of many actors on the market during that time period and was noted on the stock exchange during the year 2000. Thus Eniro became an "umbrella" company (Riezebos, 2003) with acquisitions and introductions made in several countries, such as Latvia, USA, Denmark, Austria and many more (eniro's official homepage).

The printed catalogue has over the years been a strong and almost monopolized giant, but during the last few years the development seemingly indicates that this resource is loosing ground. The catalogue-form of advertising is, mainly due to the modernisation and digitalization in society, decreasing in popularity and the former giant is perhaps turning obsolete (P. Kusendahl, & S. Östlund, personal communication, 2007-09-11). This does not however indicate that the entire concept with catalogue-based information has overstayed

its welcome. The printed catalogue has users that consistently turn to this media for information and has users that appreciate the security and comfort that it offers. During a meeting with the managers for the catalogue it was confirmed and pointed out that the catalogue is still a profitable product that generates good profit margins and rate of return, far to extensive to be ignored. (P. Kusendahl, & S. Östlund, personal communication, 2007-09-11.)

Today Eniro has established themselves online through several means of communication, making them a multi channel corporation (Hughes, 2006), starting with the launch of the online directory back in 1996. The launch revolutionized the search functions that were available by enabling a linkage between ordinary information searches to virtual maps, and in 1999 a completely new Internet platform was build. This platform contained the latest web technology which enabled the online directory to display hits on a map, searching in the vicinity, displaying companies on a map within a selected area. The tools developed further into a buy and sell webpage (online) together with a call service that can be used to gain direct information about companies and individuals (offline). Directories and Internet functions are free of charge for its users and are mainly financed by advertisement. The phone service is an exception and is not free of charge (eniro's official homepage). The operating revenue between Eniro's operating channels is today divided according to the following figure;

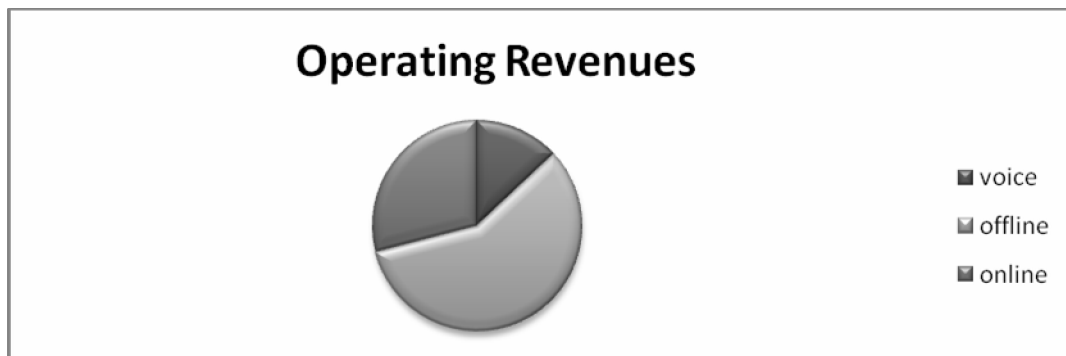


Figure 1 - Operating revenues (eniro's official home page)

As can be seen from the table above the market share for the offline services included in Eniro's operations, makes up a substantial part of the over all revenues. To clarify, the off-line services include the phone directories and Gula Sidorna (business directory) in the printed version. What is not seen in this table is the ongoing decrease of offline usage, as can be seen in appendix 1, the usage of the printed catalogue has decreased by 18% during the past three years. The authors were also informed during personal communication with managers at Eniro, that the printed catalogue is believed to be entirely cut from production within the next 10 years in its current form. (P. Kusendahl, personal communication, 2007-09-11.)

1.3 Problem Discussion

Eniro is one of many companies who were, and still is faced with the challenges of Internet and digitalization. Their largest product, Gula Sidorna has for almost thirty years been targeting the same customers and the format has stayed unchanged during this time. This was

until the Internet grew to become a major factor in their users' life (P. Kusendahl, 2007-09-11.)

When the pressure from the new market climate became too strong to neglect Eniro was more or less forced to develop and introduce the directory on the new market channel. As a result, Gula Sidorna was launched online 1996 (eniro's official homepage). In many aspects the launch of Gula Sidorna online was positive. The users' found it easier to use, the accessibility became higher and Eniro's customers experienced higher exploitation of their brand when advertising (P. Kusendahl, personal communication, 2007-09-11.)

On the negative side, Eniro experienced difficulties in capitalizing on this new channel. With the strong development of the Internet many of Eniro's customers wanted to increase their presence online and therein reduce their accounts in the traditional printed catalogue. The balance in the income between the two channels is becoming more and more even. There are however still differences. The total billing from online is not yet covering the decline in offline advertisement¹. Another problem is that it is not certain that all business sectors will stay loyal to Eniro when the catalogue turns obsolete. In the US for example, lawyers and hotels have moved from printed yellow pages to market specific search sites as www.lawyers.com and www.hotels.com. If this phenomenon occurs in Sweden Eniro online will have to increase their income significantly to balance out the decline in offline income and customers. This does not necessarily mean that it is a problem for Eniro; however the fact that Eniro can not charge their customers as much online as they can offline, is a problem. This problem escalates when it in turn implies that Eniro is losing money for every customer switching to solely using online advertisement (P. Kusendahl, personal communication, 2007-09-11).

The reason for the difference in price between the two channels might be rooted from the pricing model used by Eniro. This price model is commonly called value-based pricing (Kotler, 2005) and is very common in the advertising and directory industries (P. Kusendahl, personal communication, 2007-09-11).

The central idea of value-based pricing is that it uses the buyer's perception of value, not the seller's cost, as the key to the price (Kotler, 2005). The end price is a result of the generated perceived customer value created from the other marketing mix components; the price is set to match the customer's perceived value.

The perceived value is mainly built up by five components; product, service, personnel, brand and image benefits (Kotler, 2005). For Eniro the product has in many aspects improved since launched on the Internet, the service and personnel is however the same as before the Internet launch. This implies that the first three components together generate a higher perceived product value online than offline. However, the perceived value is not higher online (P. Kusendahl, personal communication, 2007-09-11). Therefore the reason behind Eniro's decreased perceived value can logically be found in one, or perhaps both of, the remaining components of priced value, brand and image benefits.

An explanation for this can be found in what occurred when Eniro launched Gula Sidorna online. In 1996, Gula Sidorna was introduced under the same name and Internet address as their traditional product (Gula Sidorna, www.gulasidorna.se). During that time the advertisement market online were just born and therefore the webpage were built to satisfy us-

¹ Advertisement in the printed phone directory of Eniro

ers' demand and providing more value for the customers (P. Kusendahl, personal communication, 2007-09-11).

The principle was that if you advertised offline you were also represented online. In 2000 Eniro built a new webpage named eniro.se where they gathered all their products under one roof and committed to a one brand strategy. This umbrella concept (Riezebos, 2003) were introduced in order to simplify foreign expansions, Eniro's goal was to become a leading search and directories company on the whole European market and needed a brand that could be used in all countries (P. Kusendahl, personal communication, 2007-09-11).

Another reason behind committing to the one brand strategy was to increase the likeness of success with future ventures. To only use Gula Sidorna and the other product names as separate brands were viewed as difficult. Gula Sidorna where then, and still is, associated with an old physical product. Regardless of the effectiveness and function of Gula Sidorna Eniro needed a brand that could represent other and more modern values to enable future ventures and product introductions online.

However, when implementing this strategy Eniro was forced to reduce the exposure of Gula Sidorna, one of their strongest existing brands. The product Gula Sidorna online were now moved to the new webpage and the brand name of Gula Sidorna were delimited to only a subcategory under the one brand site eniro.se. With the introduction of the Gula Sidorna online and the declining usage of the traditional catalogue the brand name Gula Sidorna is over time estimated to loose the credibility it once had. The catalogues features and associations with this format have been one of the major reasons behind the high perceived value of the product. These reasons have also enabled the company to charge a reasonable price for the catalogue advertisement, but now the situation is changing and a new business model is needed. (P. Kusendahl, personal communication, 2007-09-11).

The section above roots the problem which is our focus and reason for investigating this phenomenon. How can brand value as well as product associations, be transferred to a new digital channel? Moreover, what importance does the brand name hold when a product moves between a traditional and a digital platform?

The reasoning and discussion around this problem is of high importance and magnitude for many companies today, especially within the printed media industry, and will with high probability be a problem for other industries in the future.

1.4 Purpose

The purpose of this thesis is to further investigate the transition from traditional printed market channels into new digitalised platforms. The authors more specifically want to gain more insight in potential problematics of transferring existing value in terms of brand management, by using Eniro as an empirical case study. The authors' aim is also to elaborate on how the brand extension online has worked for Eniro.

1.5 Research questions

With the problem discussion as the point of departure, the following research questions have been formulated to serve as a read thread during this thesis:

1. How has Eniro's choice of employing a "one brand strategy" affected the brand Gula Sidorna?

2. Eniro is dealing with brand extension over two different market channels (online and print), how has this effected the potential transaction of brand value?
3. How does the brand name Eniro measure up to the components of the brand equity model presented by Aaker (1991), (brand loyalty, brand associations, brand awareness and percieved quality) ?
4. How strong is the overall brand equity for Eniro? Is the perception the same online as on the printed versions?

1.5.1 Perspective

Eniro has two customer groups, the everyday users and the clients that advertise in the individual catalogues. Eniro has expressed that the usage is currently to some extent satisfactory related to eniro.se with Gula Sidorna as a subcategory (P. Kusendahl, personal communication, 2007-09-11). Seeing that the research problem is thus not either aiming at investigating how Eniro can attract more users, data collection from such a perspective would not yield enough insight to the actual research problem of transference of brand value.

By instead focusing on the problem from a company perspective it is less complicated to apply theoretical research to the issue and hence enable an understanding of the situation about client (paying customer) preferences and the role brand management plays in the aspect of motivating revenues and perceived value of a service.

1.5.2 Definitions

Brand;	According to the American Marketing Association, a brand is “ a name, term, sign, symbol or design or a combination of them intended to identify the goods an services of one seller or group of sellers and to differentiate those from the competition”. (Keller, 1998)
Parent brand;	is the already existing brand that gives birth to a brand extension (Keller, 1998). For example is Virgin the parent brand and Virgin mobile the brand extension.
Market Channel;	To define what the authors mean when reasoning around the concept of channels, the definition provided by Pelton, Dutton, and Lumpkin, (1997) will be used. It states that a channel can be described as a funnel where the exchange relationship between the organization and its customers that creates customer value in acquiring and consuming products and services takes place (Pelton et al., 1997)
One brand Strategy;	Collecting several products under one and the same brand name, known as an umbrella brand.

2 Frame of reference

In this section the authors will present relevant made research and theories that can be connected to the problem and purpose of the thesis. Issues concerning brand management and value transference through brands will be presented, and complemented with theories explaining basic channel management. Aspects such as Brand equity, price strategy and channel management are in focus.

2.1 Brand Equity

Since the purpose of this study is aiming at investigating the aspect of transferring value in terms of brand management, the authors believe it to be of great importance to first gain understanding of the underlying concept of branding. Thus, the authors have decided to use brand equity theory in order to shed light on what value a brand possesses and how these aspects are connected. By further including theory concerning the client-brand relationship in terms of awareness and loyalty, some explanation of why clients want to invest in a specific product will also be covered. Further, the theory presented below is not connected to any specific brand, but is a presentation of the concepts in general.

The concept of brand equity has been discussed a lot recently due to many reasons, among others, and perhaps most, the strategic pressure to maximize productivity through efficiency (Pitta & Katsanis, 1995). Aaker (1991) claims further that brand equity is the key to competitive advantage and future earnings.

Due to the vast amount of research done on the subject, a number of definitions have been discussed but a single one has not yet been accepted. According to Riezbos (2003, p. 267) "Brand equity is the extent to which a brand is valuable to the organisation; this value can be manifested in terms of financial, strategic and managerial advantages".

David A. Aaker (1991, p. 15), one of the most cited authors in the field of marketing explains the concept of brand equity as "a set of brand assets and liabilities linked to a brand, its name and symbol, that add or subtract from the value provided by a product or service to a firm and/or to that firm's customers". More generally brand equity can be described as "the value a brand name adds to a product" (Pitta & Katsanis, 1995, p. 52).

All of the above definitions contain assumptions about the brand name and the value that it generates for the organisation, so let us explore them both shortly. A brand is an intangible asset of a company, such as a name and/or a symbol that signals the origin of the product and differentiates it from competitors (Aaker, 1991). The value that the brand name generates has implications for both the customer and the organisation. For the customer the value can be seen in satisfaction, confidence in the purchase decision and the ease of searching and processing information. For a company, brand equity enhances brand loyalty, efficiency and effectiveness in marketing and creates higher margins, competitive advantage and makes it easier to launch brand extensions (Aaker, 1991). The brand equity model posed by Aaker (1991) figure 2, suggests that brand equity is composed by five elements: brand loyalty, brand awareness, perceived quality, brand associations and other proprietary brand assets. The reason for choosing David Aaker's model is that, he is well known within the field of marketing and has written over 70 articles and eight books on different aspects of branding. Therefore, the authors assume that he is reliable enough to be used as a core source for the theory.

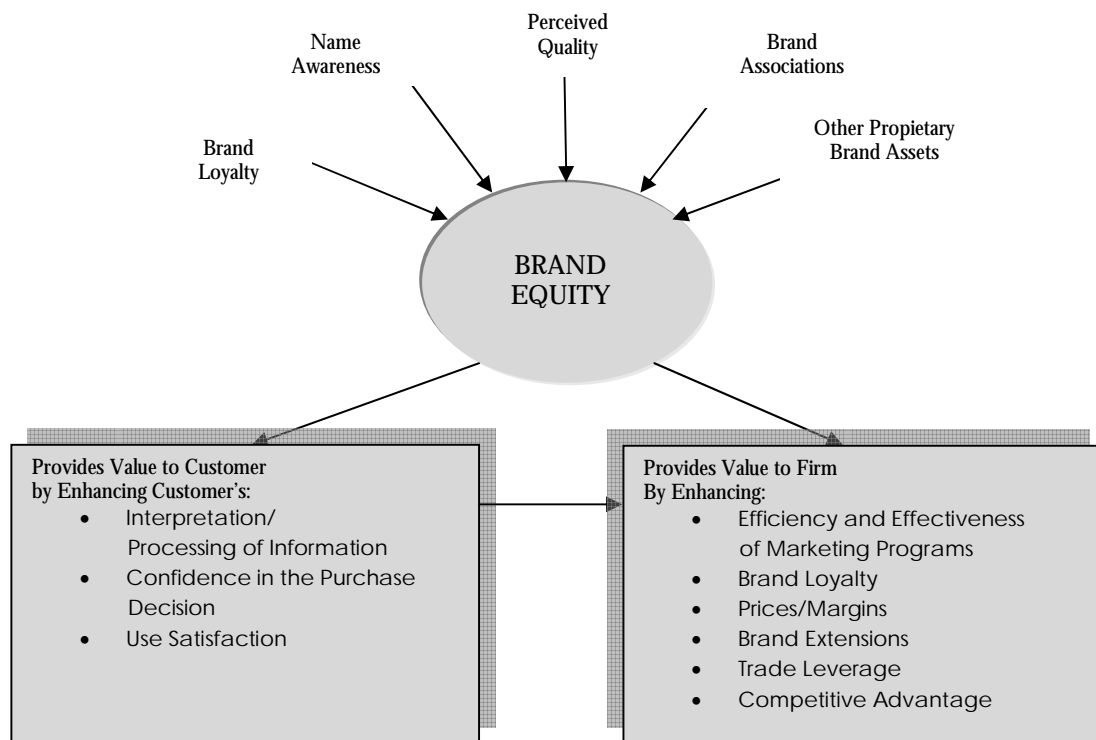


Figure 2 - Aakers brand equity model

The element of proprietary mentioned will not be further discussed due to the scope of this thesis and due to the fact that it does not hold any larger relevance with respect to the purpose of the thesis. The four remaining elements will be discussed separately in the following sections.

2.1.1 Critiques to the Aaker model

Melin (1997) claims that the model is not foolproof since it in his eyes has some weaknesses that need to be taken into consideration. His thoughts around the concept brand loyalty are doubtful. Is brand loyalty really beneficial for consumers? Is it not the brand itself that brings benefits to the consumer which in turn can result in brand loyalty?

Further he discusses whether or not brand quality really should be included in the model since brand quality is a big part of the associations that people hold about brands (Melin, 1997).

Melin (1997) also states that the order in which the 5 elements are situated in the model brings certain uncertainties for the reader. Does the author mean that the elements are placed in the model based on importance? Brand loyalty has been pointed out as the most important one, but what about the other elements?

The authors have taken notice about this critique and will take them into consideration in the analytical section of the thesis.

2.2 Brand Loyalty

Brand loyalty is an element in the equity model and is affected by brand equity on its own. According to Aaker (1991) brand loyalty is a measure of the attachment that the customer has to the brand and shows how likely it is that the consumer switches to another brand.

Thus brand loyalty can be seen as more than just a repeated purchase. A repeated purchase is sometimes not more than just a repeated purchase, which should not be mixed with being loyal since the repeated purchase is can be based on habitual preferences or simple by routine. Brand loyalty instead entails a psychological commitment by the consumer to the brand (Riezebos, 2003).

Retaining new customers can be very expensive and therefore fighting to keep old customers is often more profitable than trying to find new ones (Kotler, 2003). Thus, having a stable market share with loyal customers, can be both financially and strategically advantageous (Riezebos, 2003). The financial benefits are embedded in the fact that loyal customers and market share offers a guarantee of future income, as the customers stay and therefore lower overall marketing expenses. Strategically it is hard for an unknown brand to compete for market share relative to a brand that has its regular customers with high switching costs, hence brand loyalty can act as an entry barrier to competitors (Aaker, 1996). The knowledge that a brand holds a high level of loyalty attached to it will also in some cases be enough to “scare” competitors away from the market. Another strategic benefit that results from brand loyalty is that retailers are more or less forced to keep the brand in store, otherwise customers could easily shift store. Having high brand loyalty is due to the presented reasons one of the most important aspects of brand equity (Riezebos, 2003).

Exploring the concept of brand loyalty further one can see that there are different levels of brand loyalty. This is illustrated in figure 3.

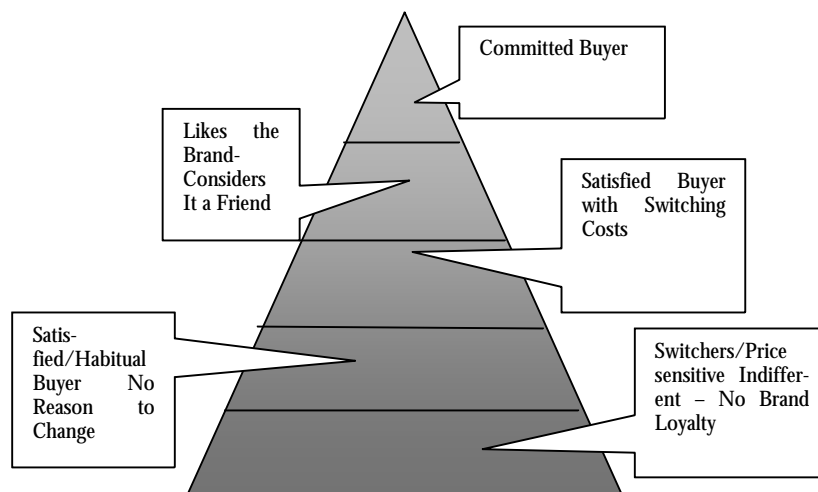


Figure 3 - Aaker brand loyalty pyramid

Since the figure is shaped as a pyramid it implies that there is a larger proportion of disloyal than loyal customers. Starting at the bottom of the figure we have the customer with the lowest level of loyalty. Here the brands are perceived to be indifferent to each other and the brand name has little effect on the purchase decision. Most likely, the cheapest brand will be purchased (Aaker, 1991).

Moving up a level in the pyramid, one will find the habitual customers, the customers that are satisfied with the product, or at least not as dissatisfied that they would make the effort to switch brand (Aaker, 1991).

The third level contains the customers that are satisfied and have high switching costs connected to the brand. Such costs can be: money, time and or performance risks of switching to another brand. If a reason is presented that is beneficial enough for the customer to

switch they will probably do so, but not without elaborating on, and considering the consequences of the switch first (Aaker, 1991).

At the next stage one finds the customers that genuinely like the brand due to its high perceived quality, splendid usage experience or by associations that the customers hold about the product. However, in some cases none of the above alternatives gives a full explanation to why customers are brand loyal, sometimes it is seemingly enough that customers have used the product for a long period of time, hence creating special feelings towards the brand (Aaker, 1991).

At the very top of the pyramid the most loyal customer are to be found. The brand loyal customer finds the brand important to their personality as it actually mirrors who they truly are. The loyal customer takes pride in buying the brand and often recommends the brand to others (Aaker, 1991).

These five layers of brand loyalty are not absolute in its form, but they represent the idea of how brand loyalty works and how it can have an impact on brand equity (Aaker, 1991). Further, brand loyalty differs somewhat from the other elements in the equity model since this category is highly related to the usage of the brand while, on the other hand associations, awareness and quality can be perceived by the consumers without trial.

2.2.1 Brand Awareness

Brand awareness is the ability of a potential buyer to recall or recognize a brand's name and separate those from other brands and their qualities (Aaker, 1991). There are different levels of awareness, depending on how easy it is for consumer to recognize and recall the brand. This is illustrated in the awareness pyramid below in figure 4

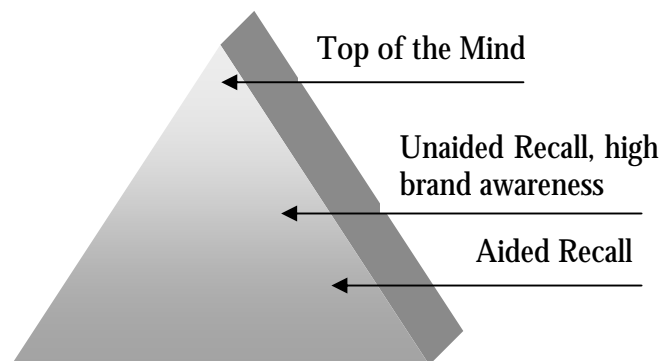


Figure 4 - Brand awareness pyramid

The absolute bottom level represents when the customer is unfamiliar with the brand, not even aware of its existence. Moving up in the stage brand recognition eventually increases but customers still have very little brand awareness and recognition only occurs when a customer is given some kind of cue or alternatives of brands to choose from, also called aided recall (Aaker, 1991., Pitta & Katsanis, 1995).

In the second stage there is a higher level of brand awareness than the previous one and recall occurs without any aid, so called unaided recall. To achieve an unaided recall is hard, and it implies that the brand must hold a stronger position in the customers mind for it to be achieved. The highest level of brand awareness is thus achieved when customers recall an item or a brand on a first-name-basis in an unaided recall. This in turn implies that when a customer is faced with a problem or choice of some sort and logically start to search for a

potential solution, it is likely that they chose a product that is placed in the top of their mind to aid them. To be positioned at the top of the consumers mind is hence highly desirable by most companies (Aaker, 1991., Pitta & Katasanis, 1995).

Brand awareness also creates a sense of familiarity, or liking in a consumer that also enhances the chance for a brand of being selected. All together, having the highest recall rate will mean an enormous advantage for further capitalizations of the brand (Aaker, 1991).

2.2.2 Brand Association

Brand associations are everything that a consumer links in memory to a brand (Aaker, 1991). This link will be stronger the more experience a consumer has with the brand and the more often he/she is exposed to the brand. The linkage will also be stronger when there are more than one association attached to the brand. An example of this can be seen in the McDonald's case. If the link between children and McDonald's was based only on an advertisement illustrating children and McDonald's it would not be as strong as if the advertisement was illustrating Ronald McDonald, happy meals and birthday experiences (Aaker, 1991). Brand associations are thus not limited to only attributes but can also have an association with a place, a situation or a type product class (Aaker & Keller, 1990). What matters is that the brand creates a general impression that is clear, homogenous, strong and positive (Melin, 1997). A set of brand associations like these is called a brand image (Pitta & Katasanis, 1995).

To conclude, brand associations are important to consider for companies since they, if utilized, can create positive attitudes and feelings towards the product and the company. Associations can also give reasons for consumers to buy the actual product and help differentiate the product from others. (Aaker, 1991).

2.2.3 Perceived Quality

Shifting focus towards another aspect in the Aaker (1991) brand equity model, the element of perceived quality is found. Zeithaml (1988) in Aaker and Keller (1990) defines perceived quality as "a global assessment of a consumer's judgement about the superiority or excellence of a product". The mentioned researches elaborate on this definition by including the purpose for which the product is to be used and also by comparing it to other products or services.

What indeed is crucial to keep in mind when talking about perceived quality is that it is the customers themselves that make the judgement whether or not they feel a product is of high perceived quality. Perceived quality is therefore not the same as what people generally mean by quality, because it can not be decided by the company's leader or controlled by a pre-set standard (Aaker, 1991).

The aspect of perceived quality can be valuable for a company to consider and Aaker (1991) further suggest that there are several ways of generating such value. The far most important aspect of perceived quality for the company is that a high measure of the mentioned can create brand loyalty hence justifying a higher price and it can be the basis for brand extension. If a brand is famous for excellent service for instance, this quality could then fairly easily be transferred in a related context (Aaker, 1991).

Buzzell and Gale (1987) in Aaker (1991) also emphasize the importance of perceived quality and states that in the long run it is the most important single factor that influences a

business units' performance relative to competitors. Further, a description of how perceived quality create profitability is suggested by Jacobson and Aaker (1991).

- Perceived quality affects market share. Products with higher quality are preferred to products with of lower quality; hence the previous will receive a higher market share.
- Perceived quality affects the price that can be charged for a product. Higher perceived quality will logically justify a higher price. A higher price on a product also signals higher quality by acting as a quality cue. Therefore, price and perceived quality can be said to go hand in hand.
- In addition to the two previous notes about how price and market share influences profitability there is said to be a connection between perceived quality and profitability without a raise in the two mentioned. Two explanations are given connected to this suggestion. First, this could be due to that competitive pressures are reduced when quality is improved and secondly because the cost of retaining customers is lower with increasing quality.
- Quality is free. This idea deals with the fact that perceived quality does not affect costs in a bad way. On the other hand, higher quality leads to lower manufacturing costs and a lesser extent of defect products.

Perceived quality is a complex matter since it is not easy to objectively determine due to the fact that it is only perceived and it is hence up to the individual to evaluate the performance of the product according to their own judgement in their own mind. Therefore it is important for each company to conduct research about their products so that the customer preferences about what is important and valued can be discovered and later enhanced (Aaker, 1991).

2.3 Brand extensions

When using an existing brand name on a product in a somewhat different product category, it is called a brand extension (Keller 1998). During personal communication with Peter Kusendahl (2007-09-11) the topic whether or not Eniro's presence online can be seen as a brand extension came up. The managers had no such definition of their online product, hence the authors were left with the possibility to make their own interpretation regarding this issue. The question to answer is whether or not the extension online is a brand extension or a line extension. The authors have reasoned that since the online product is not a mere extension of the yellow pages printed catalogue, but consist of new technology and subcategories that are not included in any form in the printed version, it can in most ways be seen as a new product in line with the definition of a brand extension. Granted that old fragments of the printed catalogue still exist within the new product, but the proportion of changes made far outweighs the similarities. Hence, the authors will treats Eniro's extension online as a brand extension, thus including theory to support and treat the issue of such extensions.

An example of brand extension can be Virgin, who has been very successful in stretching its brand onto many other products such as Virgin Records, Virgin Express and Virgin Mobile to mention a few (Riezebos, 2003). This differs some from a line extension whereby the parent brand name is used to enter a new market segment in its product category, such as when new flavors of ice-cream is introduced on the market under the same brand within the product range. Whether or not it is important to put the two extension strategies in different

boxes when predicting the success of the stretched product is not completely clear (Riezebos, 2003). In both strategies you make use of and capitalise on the parent brand, but the authors have decided to use the name brand extension when discussing it further.

Brand extensions are based on the idea of taking advantage of a strong brand name and the assets (brand equity) that the parent brand possesses and capitalise on it to create an advantage on the market (Riezebos, 2003). The strategy of launching a new product under the same brand name has several distinguishing advantages:

- When launching a new product the chances of success can be small. A brand extension will increase the chance of success and reduce the launching cost (Chowdhury, 2002). Riezebos (2003) further states that an extension strategy immediately after introduced to the market will on average generate 8% more in sales.
- The cost of launching a new product can be enormous. By introducing the product under an already existing brand name it will facilitate capitalization on the parent brand and thus reducing market costs (Riezebos, 2003).
- Since the marketplace is a very busy place today, having the brand name on many products will increase the shelf space for the brand and therefore also raise the perception in customers head (Morein, 1975).

2.3.1 Effects of brand extensions

Parent brand associations are often and fairly easily transferred to the new product so the positive associations customers hold about the original product will most likely be reflected onto the extended product. As discussed above, a brand image is a set of associations that customers hold about a product. Associations concerning the name itself have an evident effect on customers association with a product. Take Weight Watchers for example. Weight Watchers promotes as many other companies, healthy products with low calorie intake that will help one loose weight. Putting this name on another health product will signal similar characteristics (Pitta & Katsanis, 1995). Extensions can also further convey quality associations. A study of 248 business managers, who were asked to identify the source of their competitive advantage, actually showed that the majority answered that it was their reputation for high quality (Aaker, 1991).

The use of an already existing brand with a reputation for high quality standards is also effective for achieving perceived quality on other products under the same umbrella name. One company that has used this strategy is H-P, which successfully has been stretched onto many different products and thereby extended the umbrella name of quality to them. Having the brand name extended to new products will enhance the feeling of familiarity and will reduce the risk that potential customers hold about new products. This means that if the brand name is familiar and well established customers are more likely to try it because they know that the company is going to be around to support the customer if trouble arises (Aaker, 1991). Brand name recognition can therefore with the previous discussion in mind instantly translate to a place in the consideration-set and perhaps product trial.

The brand extension can also if successful enhance the parent brand image by strengthen an existing brand association, adding new brand associations or improving already favorable brand associations (Keller, 1998). Using the Weight Watchers as an example once more, one can see that there is a wide range of their products on the market and they all

contribute to creating visibility and strength to their overall business concept, which in turn enhance the power of the parent brand (Aaker, 1991).

On the other hand, brand extensions are not all about peaches and cream. There are several things that can go terribly wrong. The positive effect of associations previously mentioned can also have the opposite effect, namely that the extended product becomes associated with a bad reputation of the parent brand. Other possible incidences could be that a tragedy or accident occurs and a sudden recall or some other unfavorable brand issue arises outside of the company's control. This would be an extreme blow to a company as it would spread immediately to all the products under the umbrella name (Pitta & Katasanis, 1995).

There is also the issue of brand cannibalisation. This occurs when the extension is taking market share of the parent brand. Cannibalisations often occur when a new product is introduced in the same form as before, and more seldom when a different form is introduced. To illustrate this phenomenon one can look at the retail market of canned cat food. If a company would introduce a new flavor of their cat food for instance, it would most likely do more harm than good to the core product than if they would instead choose to introduce dry cat food, which is in another form. It is vital to understand how the consumers perceive the extension compared to how they perceive the core product (Pitta & Katasanis, 1995).

It has further been generally shown that in order for a brand extension to be positive for a company, there has to be a fine fit between parent brand and the extension. If not, it will be hard to transfer the association from the parent brand to the extension and hence a great deal of the benefits will be lost. With an unfavorable fit, the brand name could confuse the customer by implying something that is not delivered (Riezebos, 2003). This is exactly what occurred when the clothing company of Levi Strauss tried to launch suits under Levi's Tailored Classics. They did not foresee that the Levi's brand was strongly associated with denim, durable and informal, due to this the extension became a failure since customer associations and ideas of how suits should be did not comply with the associations connected to the brand (Riezebos, 2003). Further, the lack of fit between the extended product and the parent brand can lead to that the parent brand is hurt by the new product. This could happen if the extended brand has benefit associations or attributes that are seen as conflicting with the original associations created by the parent brand and hence change their perceptions of the parent brand as a result (Keller, 1998).

2.3.2 Creating extension equity

For creating brand equity for the extension, the extension must have a high level of brand awareness and favorable, strong and unique associations. The creation of brand awareness can be created by arranging a large marketing campaign where making people aware of, and spreading the word about the new extension is the primary goal. Creating a positive brand image of the extension will according to Keller (1998) be dependent three consumer-related factors.

- What information and associations about the parent brand comes to the consumers' minds when thinking of the extension? And how strong are these prominent features?
- How favourably the associations are in the extension context. In other words, how parent brand associations are consistent and can with a positive result be transferred to the extension.

- How unique the inferred associations are, that is, whether the qualities about the extension differ from that of competitors in the same category.

2.4 Switching platforms and market channels

In the purpose of this study the focus lies not only on transferring value but also includes such transference between channels. To enable further understanding about what it actually implies to deal with different market channels and to understand what an introduction of a new channel can entail, previous research within the subject is thus presented in this section.

As mentioned briefly in the background statement in the study, companies are today employing several channels within their business. This phenomenon is no longer an exceptional strategy but rather a widespread mandatory choice (Friedman, 1999). This multichannel strategy together with the increased quality in communication technology has today enabled companies to stretch and extend their organization across new boarders and markets (Moriarty & Moran, 1990).

The benefits of reaching new markets are of course of large magnitude, but there are also problematic aspects. The business sector has for instance with the above mentioned introduction of communication technology and digital channels (Internet) landed themselves in a fiercely competitive market place reducing barriers to entry (Flier, Van Den Bosch, Volberda, Carnevale, Tomkin, Melin, Quelin., & Kriger, 2001). Thus the digital market scene is developing into a modern battlefield, with companies needing to fight for ground and reduce costs, despite of the new coverage possibilities (Easingwood & Storey, 1996).

Looking at the facts there is much evidence of the digital market channels completely going to overrule the other more traditional channels. However, fact is that physical locations and tangible products still serve as a good source for competitive advantage for many firms (Hughes, 2007). The development also indicate that more and more companies tend to use the different channels as compliments rather than trying to replace existing traditional channels. Thus the aspect of multi-channel management becomes an issue of great importance (Easingwood & Storey, 1996; Mols et al., 1999; Durkin and Howcroft, 2003). Due to the above discussion, companies need to revise how to financially, and in what mix of channels they should place their efforts.

When a mix of channels has been chosen and implemented, focus should lie on insuring that customers are in fact willing and able to use the newly implemented channels in a way that will benefit the company (Hughes, 2007). Many companies have missed this aspect and have thus implemented new channels that cannot be utilized in a desired fashion. The key issue seems to lie in finding and target the appropriate customer segment. This in turn forces management to think of segmenting in new ways, since aspects such as the role of social contact in customers purchasing decisions plays a vital part (Hughes, 2007).

Further, a revisal of business strategy is sometimes needed. Today several companies use pricing strategies extensively, focusing on letting price be the main encourager to use Internet services a so called "carrot strategy" (Hughes, 2007). Another strategy that is commonly used is the usage of "stick strategies". Such strategies aim to push customers into use less expensive cost channels by simply removing more high expenditure alternatives. Such a strategy implies that a company simply close down or cuts off branches and chan-

nels, eventually leaving customers with no other choice than to go for the low cost channel. The above mentioned strategies should only be considered as a transactional alternative, since they are both derived from manager demand and does not stem from customer needs which have proven to be more efficient in the long run (Hughes, 2007).

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2.5 Internet usage

Continuing on the path of dealing with different market channels, the authors find it useful to present some research made regarding the actual usage and user preferences concerning the online channel more specifically. This is important since it broadens the research and allows for analysis and might give ideas about further research. The authors also believe that knowing ones environment is key when deciding upon product strategies and development and since behavioral aspects is part of the environment it should not be left out. After all, if some insight can be given as to why and how people use Internet, this can yield thoughts of how a brand or product is best utilized online. Such thoughts may conclusively also provide insights of how printed media and its value are best transferred online to suit the market.

As been debated previously in the study, the phenomenon of Internet has left few people unaffected. The Internet and the World Wide Web are most likely used in one way or another on a daily basis for private or recreational purposes, but in this section the focus is on Internet being seen as the world's most extensive market and trade place (Samiee, 1998).

The Internet is global in nature, used by many different nations and cultures and thus provides room for a largely interactive marketing scene. However, differences have been detected when it comes to which cultures that use the Internet more or less than others. There lies a bias in Internet user behavior that can only be explained by first understanding the different cultural aspects that exist in the marketing area of interest (Javenpaa & Tractinsky, 1999). So depending on some of the cultural traits that are current in a nation there is bound to be some effects on usage in the same area specifically in terms of adoption of Internet usage. One can take online shopping as an example, where as the activity of purchasing online is considered impersonal and to some extent methodical. This would imply that people living in a highly philosophical, quasi religious culture might not use that kind of possibility since it does not concur with their moral code (Park & Jun, 2003). Continuing on this path of reasoning there is also some connection to risk and uncertainty when it comes to Internet usage. Those highly affected and reluctant to uncertainty and risk are thus those less willing to adopt marketing schemes that are presented online.

There are however other schools of thought that considers the Internet and its resources to be a place that exist in a sort of "culture free zone" where the users of Internet more or less shrink the cultural barriers by interacting and thus make the assumption that all Internet users are homogenous (Peterson, Balasubramanian, & Bronnenberg, 1997). Speculations have even been made that the cultural boundaries will eventually dissolve and one unanimous culture will be conveyed. Whether or not this is true is left for the future to determine, what we know of today is still that there is scientific evidence supporting that there are differences in Internet behavior between individuals and cultures (Costa & Bamossy, 1995).

So what makes us use and chose online services? Teo (1998) claims that the usage is most likely dependent of the user's perceived usefulness and simplicity, while enjoyment is of less importance. Still the most distinctive aspects that seem to affect usage is as mentioned previously those correlated to risk and uncertainty (Mitchell, 1999), something that can be seen in cross cultural studies. Cultural aspect aside, there are also demographic variables that has been noted to play some importance in the Internet usage. Teo (2001) performed a study where it was shown that males where for example more prone to download and purchase online than females. Conclusively, knowing the culture is key when it comes to constructing and operating online launches.

2.5.1 Demographics and its correlation to Internet usage

The Internet usage among the elderly people in society differs a lot from that of younger users. Even though the group of older people is the fastest growing, they are still under-represented among the Internet users (Trocchia & Janda, 2000). Older people seems to trust the Internet far less than the younger generations, especially when it comes to credit card transactions done through the Internet (Tatnall & Lepa, 2003). What also decrease the usage are the difficulties that the elderly come across when trying to search the Internet. The web pages are often very complex and sometimes hard to navigate, which makes the seniors confused and finding the right search is becoming difficult (Tatnall & Lepa, 2003). Similar, some seniors are non-users because they are afraid that they are incapable of learning computer related skills (Lam & Lee, 2006). Furthermore, the eye sight of many seniors is highly impaired and makes it difficult to clearly see the screen and difficulties separating objects and text from the background (Trocchia & Janda, 2000).

Other reasons for not using the Internet could be:

- Resistance to change: Some people are not simply willing to change their old ways of doing things.
- Obsolete technology: A few people are actually unwilling of learning a new technology because they feel little need of doing so. The reason is that they believe that it will be outdated by a more advanced technology before they have actually learnt how to use the previous one.
- Unknown exchange partner: A whole lot of people feel uneasy to exchange information on the Internet with people or systems that they do not know.
- Perception of reality: Another reason why seniors are less willing to use the Internet is because it feels impersonal and as if it is not for real. Many senior people value personal face-to-face communication and the ability to see, and touch the merchandizes that they want to buy as well as talk to a salesman (Trocchia & Janda, 2000).
- Fear: Due to complex web pages many elderly do not use the Internet because they are afraid that they may fail. Also, many elderly get anxious and nervous among computers because it is so strange and unreal to them which will reduce the chance of using computers as well as the Internet (Lam & Lee, 2006).
- Perception of elderly in society. If seniors are perceived as old, inefficient, slow and old fashioned, this would likely to reflect the senior's use of Internet. In societies where seniors are not associated with these negative treats, they are more likely to use the Internet (Lam & Lee, 2006).

2.6 Value based pricing and customer sensitivity to price

To be able to track what results the economic phenomenon of transferring value has on companies, the authors have chosen to include the model of value based pricing.

When discussing the value a brand creates the authors think it is vital to be able to track the effects of an increase or decrease on a larger scale. Since Eniro partly uses this model to price their products, analyzing the empirical findings of the brand value with regard to this model can help the authors create a more accurate picture of the brand's effect on pricing. It can also provide the authors with insights about the relationship between price and brand value across the organization.

Value based pricing is a pricing strategy that is not rooted from the more traditional cost based pricing strategies. Instead of calculating production costs and adding on profits the value based system uses the buyer's perceived value of the product or service as a peg for where the end price should be. The end price will then represent the value a customer receives from purchasing the product or service. This perceived value can consist of many different values, for example; financial, emotional and psychological values as well as providing increased status or enhancing features of a certain life style (Kotler, 2005).

The above description is true in a market where your company is the only actor. A situation that is not very common. On a market with more than one actor the value based pricing strategy is much more dependent on competitors' pricing. The perceived value is defined as the difference between your product and your competitors' product including the features that enables you to charge a higher price than your competitors' (Hollensen, 2004).

Furthermore there are some general factors that influence any given pricing strategy. These factors need to be considered regardless of the pricing strategy (Hollensen, 2004) and therefore they are also relevant for the value based pricing strategy. The price sensitivity of a product is according to Nagle (1987) reduced to the following causes.

- More distinctive product/service.
- Greater perceived quality of product/service.
- Consumers less aware of substitutes in the market.
- Difficulties in making comparisons (e.g. in the quality of services such as consultancy or accountancy).
- The price of products/services represents a small proportion of total expenditure of the customer.
- The perceived benefit for the customer fluctuates.
- The product is used in association with a product/service bought previously, so that, for example, components and replacements are usually extremely highly priced.
- Costs are shared with other parties.
- The product or service cannot be stored.

3 Method

As an introduction to this chapter an overview is provided to make the method section more feasible. The following sections will then highlight certain research approaches and the meaning and applicability of them. Research techniques will be presented along with thoughts of sample selection and interviewing

3.1 Method outline

In the method outline below the various steps of the method section are presented in a figure, the steps in the outline are followed throughout the method part.

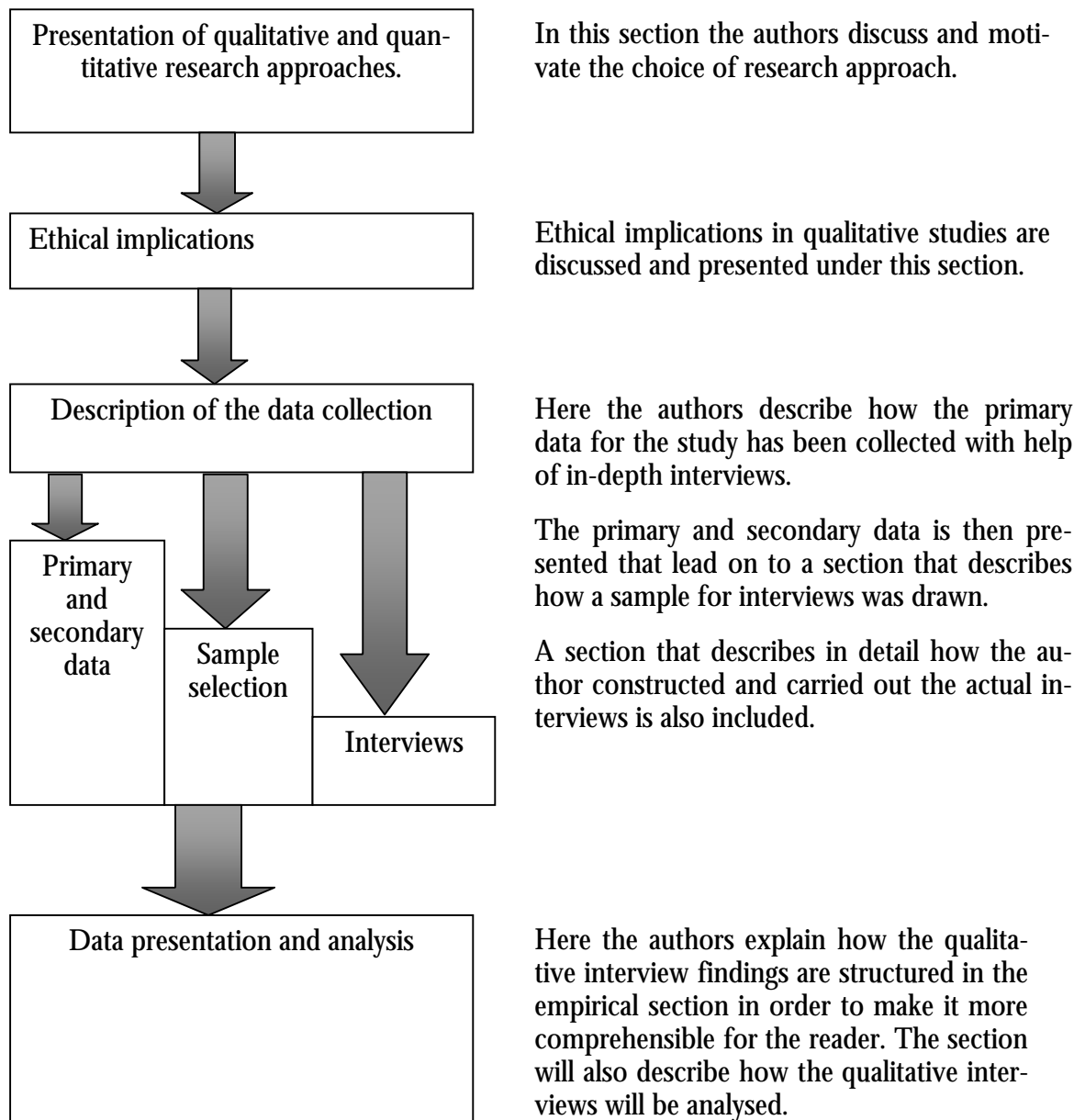


Figure 5 - Method outline

3.2 Qualitative and quantitative approaches

There are two main approaches when determining the research project, qualitative and quantitative. Quantitative research is based on the frequency of occurrence or simple counts of some point of interest. This method can help the authors drawing law-like conclusions from the obtained data that can be generalized on the population in whole (Saunders, Lewis, & Thornhill, 2003). A quantitative research approach is claimed to be particularly useful when the aim is to;

- Make or state some sort of generalization.
- Create a sample of the population in order to make comparisons concerning the topic of interest.
- If you want to determine a correlation between certain situations or determine the frequency of occurrence (Holme & Solvang, 1997).

As Holsti states in Aaker (1991 p 150) "If you can't count it, it doesn't count"

Qualitative research methods on the other hand are not standardized as the quantitative method described above. The benefits of implementing a qualitative research approach are that you gain a fuller overview and understanding of a situation and form a picture of the reality accordingly. Such research can be intense and focus lies on a few units rather than numerical majority. The method calls for flexibility since it cannot be structured in a statistical sense as the quantitative approach can (Holme & Solvang, 1997). This can in turn yield deeper understanding and allow for the researcher not to be so restricted to a crystal clear definition of a problem and inflexible answers but instead it enables the researcher to reformulate and keep the study vivid and exploring, while a quantitative approach instead would be more limited and lopsided bound by statistical measurements (Silverman, 2000). Since the authors are aiming at identifying and discover dissimilarities and characteristics about the phenomenon described in the purpose, the authors hence feel that a qualitative approach will be most appropriate for the study.

An aspect to keep in mind with the chosen approach is that since a qualitative approach will be interpreted by the author according to his/hers experiences and abilities the results can and should not be presented in numerical form. Qualitative data are meanings expressed through words as the equivalent quantitative data are based on meanings derived from numbers (Saunders et al., 2003).

3.3 Ethical issues in qualitative studies

In qualitative studies researchers collect data by different means, such as observations and as in this case by performing interviews. There are some ethical implications to take into consideration since the source of such data collection implies sometimes in depth interactions between different individuals (Orb, Eisenhauer & Wynaden, 2001). There are mainly three areas where an ethic dilemma can appear and those are within the researches interpretation of data, within the relationship of the participants and the interviewer and also when forming the actual design of the interview. All these factors can affect the data in a way that it can be distorted and misinterpreted if confidentiality is somehow broken.

The relationship between the interviewer and the participant is especially important since the interviewer's personal opinions must not interfere, distorting the actual role of the researcher. At the same time as a contradiction to this, the researcher must not be imper-

sonal to such an extent that the participants feel discomfort when posed what might be considered to be sensitive questions (Ramos, 1989).

The dilemmas mentioned above can be circumvented by the researcher being aware of potential conflicts of interest for the participant and acting in a calm reassuring way. A balance in the interviews can also be achieved by revising the design of the questions, avoiding privacy intrusions (Orb et al., 2001).

Finally, something should be mentioned about disclosure. It is very important that the participants feel that the information that they give to the interviewer is not presented in a way that can hurt them or their businesses. Hence, the researcher should ask for a clear permission from the participants before publishing or admitting anything in a report.

The authors have dealt with this by forming the questions in a way that they will not offend the participants. The authors have also asked permission of everyone involved in the study, explaining where it will be published and what audience it might have. The authors have also chosen not to include any financial information regarding the participating companies since this information is delicate and might lead to discomfort for the participants. Conclusively the authors have chosen not to include the names or the position of the interviewees to insure them of anonymity. The authors does however feel that it is important for the study to include the interviewees age since it is directly correlated to the research aims, but since the authors does not mention name or precise occupancy, the authors still feel that the protect the participants substantially.

3.4 Data collection

When aiming at understanding a phenomenon and gain new insight about a certain situation, as is the case in this study, it is most suitable to apply an exploratory data collection approach (Saunders et al., 2003). However, since the purpose is also aiming at comparing and analyzing a relationship between different variables it is also applicable to use an explanatory research approach.

3.4.1 Primary and secondary data

There are many ways to collect primary data, one can perform interviews, assemble questionnaires or conduct observations (Saunders et al., 2003). There is however one strategy that can entail all the above mentioned sources of primary data, namely a case study. Saunders et al (2003) describe a case study is a strategy for doing research which involves an empirical investigation of a current phenomenon within its real life context using multiple sources of evidence.

The authors feel that this strategy is most in line with the purpose of this thesis since it allows for deeper understanding of a real life context and it also allows the researcher to answer question such as “why?” and “how?” that are present in the purpose of this study.

Within the case study an empirical investigation of Eniro is included, which is performed by conducting unstructured interviews with managers at Eniro. This will help the authors in their research, by providing understanding about the problem and in what way, and from what angles the problem could be attacked.

Besides interviewing managers at Eniro the authors are going to perform in-depth interviews with paying clients of Eniro, consistent with the explanatory and exploratory research approach chosen for the thesis. The authors' choice of using in-depth interviews has its roots in that they are flexible in nature. Further, such interviews does not only enable the interviewer to cover a list of themes, they also allow the researcher to get information that in turn can provide the researchers with the means to answer the research questions posed in the thesis. Besides these beneficial treats, in-depth interviews also enable the interviewer to follow up with questions that varies from person to person, depending on the situation (Saunders et al., 2003).

Secondary data is data that originally has been collected for some other purpose (Saunders et al., 2003). The secondary data that the authors are going to take use of in this thesis is information retrieved from eniro's official homepage, that entails usage numbers and financial information, which can be seen in appendix 1.

3.4.2 Sample selection

The population connected to the purpose of this thesis are companies registered in Sweden using some of the services provided by Eniro. Including the entire population in the study would imply an enormous amount of information collection, but would of course leave the authors with the best result with highest statistical confidence level. However, the disadvantages by doing this outweighs the benefits seeing that it would be not only very impractical but also expensive and time consuming (Saunders et al., 2003). Therefore, the authors have chosen to narrow the research by drawing a sample.

There are two types of sampling methods, probability sampling and non-probability sampling. Choosing the probability sampling method would mean that each element in the population has the same chance of being chosen, that is, statistically chosen at random. The non-probability sampling technique on the other hand does give the same accuracy as above in that the probability of the elements chosen is not known. The non-probability sampling method will allow for generalizations about the population, but not on statistical grounds.

The authors have decided to use convenience sampling, a non-probability technique that involves selecting the cases that are easiest to obtain from the authors point of view (Trost, 1993; Saunders et al., 2003). For the authors this means interviewing companies that are easy to access, through family, friends or alike, located geographically convenient and are up till today paying for being included in Eniro's directory. The technique allows the researcher to continue selecting cases until the sample size is reached. The authors thought that an appropriate sample size would be around 10 cases on which to conduct qualitative in-depth interviews. When the 10 cases had been interviewed the authors felt that this was not enough and hence the sample size was extended to include 15 cases. The sample is intended to represent the total population, but it has to be pointed out that the sample could be prone to bias. The reason for the criticism of this sample selection is that if the population have large variations the technique is proven to be biased since the conductor of the interviews is likely to select a sample that only represent a segment of the population (Saunders et al., 2003). The authors do however feel that there are large enough difference in both geographical location and industry of the easy accessed companies to motivate this sample technique. The authors feel that this sampling method is the one that will generate the highest response rate and it will also allow for easy access to the employees that work closest to the relevant subjects, all working on a managerial level.

3.4.3 Constructing the interview questions

When performing in-depth interviews the researcher should not ask pre-formulated questions, but rather let the interviewee set the pace and direction of the conversation (Trost, 1993). This can be hard for inexperienced interviewers and to avoid confusion and that the interviews fail to yield information, the interviewers can have pre set guidance questions in more broad topics (Trost, 1993). Having such an “interview guide” will help the authors in the analytical section since it allows some structure and categorization. Also, by having those questions fresh in mind during the interviews the authors reduce the risk of important aspects being left out. Hence the interviewer receives a fuller overview of the situation which simplifies the process of answering the research questions posed.

The choice of the pre-set question have been chosen on the ground of helping the authors answer some of the research questions of this thesis, though the very first questions are more of a warm-up, getting the conversations started. The first and the second research question are not going to be dealt with while performing the interviews since it is very hard, if not impossible for the interviewees to answer these kinds of questions. The first one, regarding what Eniro’s implementation of a one brand strategy has meant for the business it self for instance, is not up to individual store owners to asses, but has to be evaluated by personal communication with the managers at Eniro along with theories and previous research. The second research question deals with channel management and the actual switch between online and traditional market channels. This is a phenomenon that is too broad to include in client interviews and will hence be treated separately and in the light of research made in the field. The aspects of dealing with multi channels is instead brought up in the interviews in terms of what channel that is preferred and how the clients look at the different platforms.

The remaining questions will be answered by the help of interviews and therefore the questions posed to the interviewees are formed in a way that this can be done, bringing up aspects such as preferences and opinions regarding current situations. In order to make it possible for the authors to answer research question number 4 and 5, the authors have constructed questions reflecting Aaker’s equity model and the belonging components, loyalty, awareness, associations and quality, alike.

As stated above the questions asked are not absolute in their form, meaning that the authors can make minor adjustments depending on the situation and interviewee. Further, in order of getting fuller and more complete answers follow-up questions will be asked which may differ from case to case. Further the questions were not posed in a fashion that would “lead” the subject to opinions. The questions were rather posed in a way that would yield the interviewee to come with own opinions and statements.

3.4.4 Conducting the interviews

This section of the method will describe the manner of how the interviews were actually carried out. It will in detail describe how the interviews where prepared, the surroundings, our behavior and similar factors that might influence the result. Further, all interviews were carried out during the month of October 2007.

The vast majority of our interviewees were not informed of the content of the interview in forehand. Exceptions consist of companies who could not perform the interviews right

away and therefore wanted to know the content of the interview in order to grant us a meeting. The reason for not informing respondents in forehand is to get as a spontaneous answers as possible.

During all interviews all authors were present. This was to make sure that the topics could be discussed and analyzed by all authors not losing some information that one author might have missed. At the time of the interviews the authors clothing and hygiene were impeccable. This is by the authors considered to be a key factor in gaining trust and respect from the interviewee and vital in building a secure interview environment. The others were focusing on taking notes and paying attention to what details that was emphasized by the interviewee.

The interviews have been carried out at the location of the office or store held by the respondent. To meet the respondents at a convenient location for the interviewee was vital for the response rate and also a part in building the secure interviewee environment. Since many of our respondents are managers of the business they might not have time or possibility to leave their work place for participating in our interviews. Being able to travel to the location of our respondents where therefore also a vital part in receiving the response. Thus locations were limited to Jönköping, Stockholm and Helsingborg, where the authors travel on a regular basis.

During the interview a tape recorder was placed visible in front of the respondent and previous to the first question the respondent was well informed of the authors' origin and purpose of the meeting and the fact that the interview would be recorded. The reason for recording the interview is to enable trackbacks into the material for new aspects of the interviews as the work progresses. Using a tape recorder is also beneficial since it allows for the authors to fully concentrate on asking the questions and paying attention rather than having to be occupied by extensive note keeping (Trost, 1993). There are however some problems with taping an interview. In our case the respondent might feel reluctant to truly speak their minds and in the sense of trackbacks the recording does not provide us with body language and gestures used by the respondent when explaining a situation or thought. However, the authors circumvented this by taking some observational notes during the interviews concerning behavior and special reflections otherwise being missed (Trost, 1993). Finally after having recorded the interviews, the authors made written summarized transcripts to make it less hard to grasp the data.

3.4.5 Reliability, validity and generalisability

The data collected should be reliable, valid and possible to generalize in order to be useful for the authors. Reliability deals with stability, whether other researchers would reveal similar information if the study was conducted again (Easterby-Smith, Thorpe & Lowe, 2002). Interviewer and interviewee bias are two potential threats to the reliability of the collected data. The first mentioned deals with whether the appearance or behavior of the interviewer has the effect of inferring a bias in the interviewee's response (by not understanding them). What could affect the interviewee is for example the tone, pitch, comments or non-verbal behavior the interviewer speaks to the interviewee (Saunders et al, 2003). Therefore the authors will talk with the interviewee using as natural tone of voice as possible. Since the authors are performing in-depth interviews the questions that are going to be asked are open-ended which according to Easterby-Smith et al. (2002) is good for reducing bias.

Validity deals with whether the data measures what they were intended to measure. When asking questions it is important that the questions asked are understood by the interviewee

in the way that was intended by the researcher. In the same way it is equally important that the answer the interviewee gives is understood by the researcher in the way that was intended by the interviewee. The authors are aware of this and are therefore going to ask questions in a clear way, not using theoretical concepts nor jargon, and as far as possible explain what the interviewee shows sign of not understanding. (Easterby-Smith et al., 2002). The validity is also an issue when dealing with written transcripts of interviews. It might be tempting to shorten or clarify the spoken language when putting it on paper, then failing to include what the interviewee actually said or meant. It is hence important to be aware of this and reflect upon the process of transferring spoken data into written form (Patel & Davidson, 2003; Silverman, 2000).

The generalisability of qualitative studies has been debated over the years. Many researchers claim that qualitative data cannot in any way be generalized (Stake 1994 in Silverman 2000), but there are also those that claim that you to some extent can. Researcher Jennifer Mason (1996), in Silverman (2000), clearly state that a qualitative study can in deed be used to make some generalizations and explanations of a phenomenon. This is backed up by Flyvbjerg (2004) that argues that the assumption that one cannot make any generalization from qualitative data are one of the most common misunderstandings. Hence the authors feel that they can make some explanations about the phenomenon at hand based on the results from the interviews that can point to some direction of thought within the frames of qualitative research.

3.5 Data presentation and analysis

There are no absolute guide lines of how to present and analyze qualitative data but it rather depends on the authors personal preferences (Trost, 1993) therefore, the authors have chosen to present the qualitative data in a way that suits the thesis best. Hence, the data in form of in-depth interviews will be presented to best suit the layout of the research questions.

Some of the authors' interview questions have been constructed to answer different aspects of Aakers brand equity model. These questions will be the basis of the categorization and data will thus be presented under separate headings named after which aspect of Brand equity they concern. The data will be presented in text form, with the exception of the section called brand associations that will be presented in table form to make it easier to get a better overview.

The remaining interview questions are designed to generate more general answers about the research questions such as the purpose of brand value transfer between channels. These questions are based more on secondary data with the root in more theoretical framework and will thus mainly be addressed directly in the analytical section of the thesis.

With this presentation outline the authors have the possibility of analyzing both direct brand equity and general questions separately and then together.

Presenting the data in this manner the reader will get a better overview of all the collected interviews step by step. Where the data cannot be categorized subsections will be included, leaving room for further interpretation in the analytical section of the thesis. Further the data in terms of interviews will not be presented in spoken language using quotes and citations, but will be presented in standard written language to make it as comprehensible as possible. This mainly due to the fact that the interviews were conducted in Swedish, the mother tongue of the respondents and it would therefore not be appropriate to directly

translate in citations. The language during the interviews is not of complex grammatic type, the authors hence feel that they together have enough documented knowledge of the English language to make translations without making errors that could effect the interpretation of the text.

As stated above there are no precise forms of how to analyze qualitative data, but it is rather up to the individual researchers to decide (Trost, 1993). Hence the authors have chosen to analyze the empirical data in accordance of how it is presented in the paper. Thus the different areas will be analyzed separately at first, and then a summarized analytical section is included where the authors discuss all the areas of the research simultaneously.

4 Empirical data

In the following section, findings from interviews performed by the authors are presented. The data is presented according to the equity model by Aaker (1991). The reader will also find a section containing findings that are not included in the above mentioned model.

To get a full overview and to show with which company communication has been made, the authors present a table below that entails basic information.

Table 1 – Interview participants

Company	Area of Expertise	Lenght of interview (in minutes)	Age of the participants (approximately)
Park One	Marketing	40	30
Future-TA	Sponsring	45	60
Mix Studios	Hair & beauty	50	50
Liban Deli	Restaurant	50	35
Falkwall& Thulin	Law	35	60
Åtta glas	Restaurant	45	35
Wasa Poker AB	Online poker	40	25
React Magazine	Publication	60	25
Alwiga AB	Construction	40	25
Zaramant Funds	Investment	50	25
SmålandsTidningen	Newspaper	45	20
Duxiana	Retailer	60	40
Stattin bygg	Construction	55	30
WSL svenska AB	Retailer	50	30
MB Skapa	Retailer	40	50

4.1 The equity model

To refresh what aspects that will serve as headlines in the empirical data presentation the equity model is presented below. This model will as mentioned serve as a basis for categorization of the interview results with some deviations with respect to the fact that the interviews were in-depth and thus cannot be strictly defined.

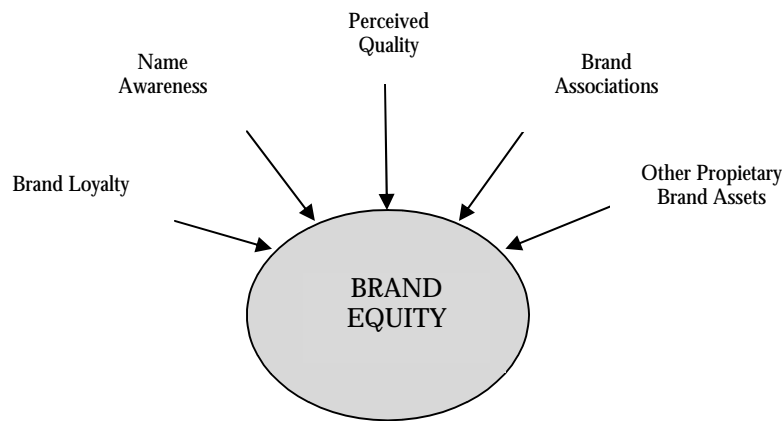


Figure 6 - Brand equity model

As can be seen in the picture above there are five main sections included. All but the proprietary brand assets will be included since it is not relevant for this study in particular since it does not deal with anything connected to the research questions.

4.1.1 Discoveries of Brand loyalty

During the interviews it soon became clear that most of the companies advertised in Eniro for almost the same reason, namely because Eniro is the largest company of its kind. Thus many of the paying clients felt that they would be loyal and use Eniro as long as everyone else was. There was however one exception, the company Future felt that they were so happy with the services provided by Eniro that they would not switch to a competitor even if the price range were to increase.

The authors could also detect usage of multiple directory companies among the participants. This in turn indicates relatively low loyalty of the interviewed clients. Companies such as React magazine, Zaramant and Duxiana especially emphasized that they used other websites such as hitta.se for purposes that are currently already represented in Eniro's services. The participants used hitta.se when they wished to retrieve information about individuals instead of companies for instance.

When the participants were asked about the offline sources of Eniro Gula Sidorna in terms of printed directories, they often expressed that they believed that the catalogue would soon disappear due to its current format. Hence, many also claimed that they would not continue to advertise in that source of information if the price were to increase, since it would soon not be a valuable investment. This was especially highlighted in the interviews with React and Åtta Glas. On the other side of the scale the law firm Falkvall & Tullin, Future, Duxiana and Zaramant found the catalogue to be very useful in a way that it best suited their current clientel, thus making them loyal to the printed physical directory.

The hair studio MIX and the restaurant Åtta Glas expressed a need for more niched websites with own search engines, better suited for their type of business. If such a website would exist they felt that they would switch to this new site, leaving Eniro.

For Alwiga this kind of niched catalogue does already exist. It is called "Byggbranchen" (Construction branch) and Alwiga currently advertise in "Byggbranchen" and Eniro Gula

Sidora. They have stayed loyal to Eniro even though a more niched directory exists because they believe Eniro still enables them to reach a broader audience.

To conclude what was said about the aspects of loyalty almost all interviewees when posed the question of which channel they would ultimately prefer, the answers given were exclusively the online channel due to the fact that they believed this to be the way of the future.

4.1.1.1 Customer satisfaction

When investigating customer loyalty it is also relevant to explore the overall customer satisfaction that clients receive. This has to do with the fact that a satisfied customer will be more inclined to stay loyal to a company, hence, knowing the client's customer satisfaction is important for establishing future loyalty.

A common reason for dissatisfaction where related to the sales representatives of Eniro. The sales force of Eniro was often perceived as cocky, inexperienced and purely focused on earning their commission. This was stated in various ways by our interviewed companies. Some level of dissatisfaction with the staff was almost homogeneous for all interviewees, there were even 4 companies that were so dissatisfied with Eniro's sales force that they had considered to switch from Eniro, purely based on this aspect.

Another reason for dissatisfaction that was presented was the lack of feedback from Eniro's sales organization. When Eniro actually came to see our interviewed companies, the feedback that they brought was looked upon as general, more used as a sales pitch rather than interesting feedback.

The interviewed companies claimed that they found the idea of tracking data and feedback very interesting. These companies include, React magazine, Mix Studio, Wasa poker and Park One. This due to the fact that they believed that with feedback tools they could directly calculate the cost of contact, which they perceived to be very important.

The two companies in the restaurant business (Åtta Glas and Libanon Deli) pointed out that the function that allows you to post comments under their business online ad, were dissatisfactory. The idea itself, with customers commenting on their service and food were perceived as good but they claimed that today the function was sometimes used by competitors trying to steal customers by posting untrue comments. Both Libanon Deli and Åtta Glas stressed the need of an editorial function in the comment section of eniro.se.

One aspect that was pointed out by all interviewed companies, except React, was that the Gula Sidorna catalogue is still viewed as a very good product. Regardless of its flaws and perceived high cost, the directory was seen as unique. To be present in the catalogue were something that everyone was almost obliged to be. The business to consumer companies, React, Zaramant, Falkvall & Tullin, Libanon Deli, Åtta Glas, MIX studios and Wasa poker all stated that it is extremely important to be visible. They further mentioned that the current cost of advertising in the catalogue is still acceptable. However, a raise in catalogue advertisement costs would make many of them rethink their advertisement at Eniro.

The interviewed companies who did not feel that their ads in eniro.se and in the catalogue generated new customers, neither wanted it to do so. They instead felt that the ads worked as a service for their already existing customers. The fact that existing customers can look up phone numbers and find directions and maps of their location is viewed as satisfactory.

To conclude, the vast majority of the interviewed companies had many comments on what and why they were satisfied or dissatisfied. Altogether the participants were rather satisfied but there are however, clear indications of that the services and products provided by Eniro leave room for improvements.

4.1.2 Discoveries connected to brand awareness

The definition of brand awareness according to Aaker (1991) is the ability of a potential buyer to recall or recognize a brand name and separate that from other brands and their qualities. Here the study aims at investigating products tied under the brand name of Eniro and thus the awareness has been questioned separately, divided between the traditional printed products of Eniro (Gula Sidorna) and the other channel products offered by eniro.se.

During the interviews the overall awareness were highly differentiated between the different channels of Eniro, or more precisely between Eniro Gula Sidorna and eniro.se. Most participants had Eniro Gula Sidorna in terms of catalogue directories as top of the mind awareness. All interviewees knew without any aided recall that the catalogue Gula Sidorna was a product of Eniro, they were also highly aware of what the directory catalogue is. Shifting to the other channels and products of Eniro a difference was detected. Almost half of the participants mentioned without recall the phone service 118 118 and the majority mentioned the online business search directory. There were however only 3 participants that mentioned the map services provided online and 5 participants that new about eniro.se's buy and sell page.

4.1.3 Associations made with the brands

To get a better overview of the results from the interviews concerning brand associations they are presented in table form. This is done in order to clarify the differences between the printed market channel and the online platform with the same name. The results that are seen below originates from interview questions of what first comes to mind when you hear Eniro Gula Sidorna respectively eniro.se.

Table 2 – Brand associations

Company	Associations Eniro	Associations eniro.se
Duxiana	Business search	Maps
Deli	Business search	Simplicity
Falkwall & Tullin	Catalogue, business search	Abstract
Ätta Glas	Catalogue, boring, not modern and old	Convenient
React Magazine	Catalogue, not modern	Different brand
Mix Studio	Catalogue, stability, tradition	Modern, fast and suitable
Future	Catalogue	Simplicity

Zaramant	Boring, old, catalogue	Many clicks
Alwiga	TV-Commercial with goblins, Gula Sidorna catalogue business search	Search engine Clever, independent search
Wasa Poker	Local directories Construction industry	“Good but Google is better” Niched
Stattin Bygg	Main source for Construction workers information	Maps, road maps
Park One	Catalogue, business search	Simplicity, modern, fast
SmålandsTidningen	Goblins in the commercial	The competition mentioned in TV commercial concerning the Buy and Sell webpage.
WSL svenska AB	Catalogue, business search, traditional, trustworthy	New technology, intangible, fast
MB Skapa	Business search, traditional, catalogue	Search engine, intangible, maps

4.1.4 Findings of the perceived quality

Zeithaml (1988) in Aaker and Keller (1990 p 29), defines perceived quality as a “global assessment of a consumers judgment about the superiority or the excellence of a product”.

Eniro was in general during the interviews perceived to be superior over competitors in quality when it came to the printed directory. They were however, hesitant when it came to customer responses for the printed directory. Most of the interviewed companies claimed that they believed that the quality was probably higher online in yielding more customer response. At the same time, the participants almost unanimously stated that if you were not included in the catalogue, it was the same as being non existent on the market. There were, however, 3 companies that clearly believed that the catalogue yielded better response for their specific clientele, namely Duxiana, Falkvall & Tullin and Stattin Construction.

The companies that were asked about why they believed online services of Eniro generated more responses, the majority said that it had to do with the fact that Internet is overall increasing in usage. They also mentioned that searching online was more modern, simpler and faster. Continuing the discussion around the topic many participants believed that Eniro in particular was not the clear choice in the future but rather thought that they would switch if other more attractive alternatives were to appear. More specific product qualities that stood out were the mapping services that existed both in the printed and the online channels of Eniro.

4.2 Empirical findings regarding the "one brand" strategy

In this section the authors will present findings from personal communication with three executives of Eniro. Each executive's views and thoughts will be presented separately in an own section.

4.2.1 Peter Kusendahl, CEO Eniro Sweden, CEO Din Del

(P. Kusendahl, personal communication 2007-09-11)

Peter Kusendahl had an integral part in the decision making team that implemented the one brand strategy. During that time Eniro were growing fast and Internet was an exciting new channel with many possibilities.

One of the largest reasons for the implementation of this strategy was according to Kusendahl to enable further foreign operations. Previously, Eniro's expansions had been results of acquisitions. Companies similar to Eniro on different markets were looked upon as profitable and were purchased. The acquired companies continued operating under their own old name, but under Eniro's management. The brand Eniro had thus low exploitation on the market at that time.

In time it became troublesome to have this division of brands and hence a new "one brand" strategy was implemented. This implied that all companies within the group of Eniro were labled under the mother company's logo. Kusendahl believed that the adoption of the one brand strategy would make it possible for Eniro to go abroad with an own brand that would translate across boarders and languages. Today, Kusendahl believes that the "one brand" strategy implementation and its use are more complex than the management originally calculated it to be. Further more, he suspects that the transference of brand value due to this complexity has been hard and therefore new brand extensions might have suffered.

During the personal communication, Kusendahl also mentioned that the implementation of the chosen brand strategy could be seen in terms of sales. If Eniro's online sales force got the initial meeting with a potential client, offline sales would sometimes decline with as much as 9%. However if the sales force for yellow pages (Eniro offline) spoke to the client first then both offline and online sales rates stayed at an even level.

Further, Kusendahl also mentioned the aspect of age and its correlation to sales for Eniro. He believed that there would be a significant change in the managerial divisions of companies all over Sweden due to an ongoing generation shift. However, it is still relatively clear that people in the middle age should not be overlooked since they often are belived to hold key positions in their respective workplace.

4.2.2 Mats Thörnström, Chief of market and Analysis

(M. Thörnström, personal communication 2007-10-20)

Mats Thörnström has been employed at Eniro since 1996. He did however have a break from Eniro during the years 1999 to 2002. As a result, he were not a part of the decision making process of the one brand strategy. However , he has been an integral part of the implementation, and he still is highly involved in the effect tracking of the new strategy.

Today Thörnström claim that the one brand strategy is not as beneficial in terms of foreign expansions as it used to be. He instead argues that the advantage lies in the possibility of now creating new products and brand extensions under one in common parent brand, Eniro. Thus making use of Eniro's high brand awareness.

Further, he suggest that the foreign expansion aspect of the one brand strategy have not been as a significant reason as first expected. Even though venturing abroad were a major part of the discussions before the decision to implement a one brand strategy, Eniro has only conducted very small ventures abroad since the implementation of the brand strategy.

Thörnström also argue that the implementation of the one brand strategy is in line with what other market leaders in the industry have done in other regions. Both in the U.S and Australia the leading directory companies have abandoned strong and successful brand names when venturing online. This is according to Thörnström to enable new brand extensions.

One aspect of the one brand strategy brought up by Thörnström is the decreasing top of mind and awareness numbers of Eniro Gula Sidorna and the increase in awareness and top of mind for eniro.se. This is a natural result of the one brand strategy were the one brand is promoted more intense then its extensions.

4.2.3 Stefan Östlundh, Market executive Din Del

(S.Östlundh, personal communication, 2007-09-11)

Stefan Östlundh is currently the market director of Eniro's local printed Gula Sidorna called Din Del. He has been working within the catalogue industry for almost 30 years and has spent most of them at Eniro. He has a close work relation with Peter Kusendahl and their opinions of the brand strategy are very similar.

However, Östlundh states that in the case of Din Del the brand aspects were dealt with differently. Din Del has their own homepage under their own name and with a very small connection to eniro.se.

Din Del has been able to keep all of their brand equity and their homepage is designed to represent the values and associations customer connected with Din Del. Din Del's webpage is more informative and designed as a service for their customers instead of their users. Their users are identified as people who use the Din Del catalogue. If they instead use the Internet to obtain this information they are customers or potential customers to Eniro.

4.2.4 Remaining comments

During conversations with the interviewees there were many that mentioned that their reason for being present at Eniro's directories was not to attract new potential customers, the interviewees rather felt that enio.se was a pure service for their already existing customers.

Many interviewees also made a distinction between Eniro and the company of hitta.se, a major competitor online. The main opinions were that Eniro was good for finding and retrieving information about companies, where as hitta.se was more appropriate to use when they wanted to find information about one specific person. The interviewees did not give any reasons for this, they simply did not know why just that it felt more natural.

5 Analysis

To simplify for the reader the analytical part of the thisis is presented according to the empirical section. Here the authors will analyse all sections of brand equity and will also discuss the areas of brand extensions and channel shifts. The analysis is therefore presented in subsections in accordance to the brand equity model by Aaker (1991).

5.1 Loyalty

Based on the knowledge retrieved from the empirical investigations there are several aspects that become noticeable regarding the loyalty. The thing that stands out is that most of the clients claim to be loyal, while at the same time stating that the strongest reason for them to use Eniro is due to the fact that everyone else is. Hence the general opinion of the clients is that they will advertise with Eniro only as long as they remain leading in their segment. Currently Eniro is market leading within the catalogue business with the printed yellow pages, but in the online forum there are many more competitors to fight off. This is a major potential problem for Eniro since having clients that are loyal only on the grounds presented above will not secure future loyalty with more fierce competition that exist online.

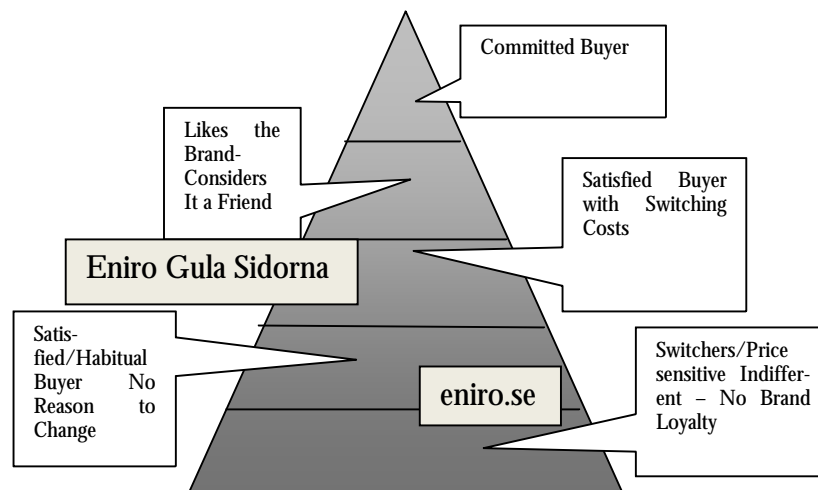


Figure 7 – Brand loyalty Eniro

Looking at the model above there are several levels of loyalty, which have been discussed in the theoretical framework section 2.2. The best situation for any company would be to have as many committed buyers or users as possible. After performing the interviews the authors believe that this is not the case for Eniro. It is however hard to place Eniro's clients in one distinct level since many of the discovered opinions are often dual. For instance, the participants in the study claim that they feel that the entire concept of printed catalogues is outdated and that they eventually will leave the forum, but at the same time they state that they will advertise in the catalogue as long as it exist. This makes the participants qualify as satisfied buyers with switching cost being too high for them to want to change, as many claimed during the interviews, " if we are not in the catalogue it is like we do not exist at all."

Another aspect that affects the overall loyalty towards a brand or a company is the general satisfaction that the customers feel that they receive. When the authors gathered the data of how satisfied the participants were with Eniro, it became clear that they are not as satisfied as they could be. Many of the respondents were even so unhappy with some of the attrib-

utes of the company in terms of the sales force, that they have considered to switch several times, only being held back by the lack of substitutes. This critique was directed to both channels, increasing the problem of gaining future loyalty for Eniro online and in print.

The situation wavers once again when it comes to the online channels of Eniro. Here the general opinion that is seemingly shining through that the loyalty lies not with Eniro as a company, but rather with the digital platform itself. This is based on the fact that when reasoning around what the clients actually use online, they have stated that they use many other websites online, not favoring eniro.se. At the same time web services are highly interesting for all interviewees and they feel that the online services are the way of the future. This in turn indicates that there is a high likelihood that they will switch from eniro.se as online competitors evolve. All in all, the clients are in the lower sections of the loyalty pyramid figure 7 when it comes to eniro.se

5.2 Associations

To refresh the memory, a brand association is what ever a consumer links in memory to a brand (Aaker, 1991). The associations can be regarding a location, feelings or other attributes that pops up in a consumers mind when thinking of a specific brand. The important matter is that the brand associations together created an impression that is clear and homogenous, whilst being strong and positive (Melin, 1997).

Looking at the results presented in table 2 regarding brand associations connected to Eniro Gula Sidorna and eniro.se, one can see that there are rather large differences between the different channels. The offline brand of Eniro connected to the printed phone directory is often associated with the actual product and the fact that it is directed towards business search. This has apparently gotten through to the consumers since they all have a clear and relatively homogenous association to the brand. There are however feelings connected to Eniro Gula Sidorna that are not always positive. The feelings that the participants are associating to the catalogue is that it is boring and not modern which is not seen as a positive attribute. There was however one respondent that pointed out that they associated Eniro Gula Sidorna with tradition and stability, which can be seen as relatively strong associations. The frequency of that answer is however too small to apply it to a general opinion among the respondents. Overall, one can say that the brand associations connected to Eniro are clear but not positive enough to make it an overall positive strong brand image.

Turning focal point to the online channel, and the brand of eniro.se, there is however a noticeable difference from the printed brand Eniro. The associations that the respondents have are not homogenous and not very clear, but there is an indication that the feelings connected to the online channel are more positive than those of the printed channel. The respondents, as can be seen in table 2, often associated eniro.se with simplicity, speed and being more convenient. So here the table seems to have been turned. The conflict here lies in lack of clarity and homogeneity rather than in the lack of positive feelings as in the case of the offline brand. If the management at Eniro could increase the clarity in the message that they are sending out regarding eniro.se this could very well improve the position in the consumers mind. Is it perhaps possible to implement a similar strategy that has been used to make the associations clear when it comes to the printed channel?

To conclude this aspect is important for Eniro to consider since brand associations if utilized can not only create positive attitudes and feelings towards the product and the com-

pany, they can also give reasons to buy the actual product. Associations can also help differentiate the product and create a basis for potential extensions (Aaker, 1991).

5.3 Awareness

During the interviews it became clear that the respondents knew that Eniro is the brand behind Gula Sidorna and did not need any aided recall to make this clear. This has positive implications, because if people who prefer using the catalogue have trouble finding a company, a person or a number they will use Eniro's printed catalogue. All respondents did also know that Eniro has a webpage with similar functions but the awareness for that is somewhat lower. Many of the interviewed companies was not aware of eniro.se in a way that mirrors the actual online services. This is illustrated in the figure below.

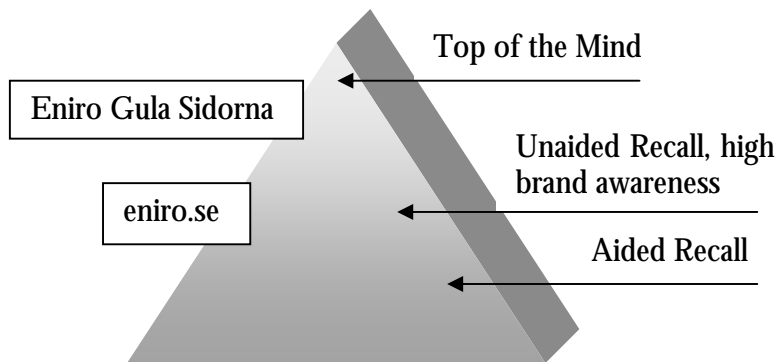


Figure 8 – Brand awareness Eniro

This might have to do with the fact that the respondents that prefer to use Internet resources did so when they wanted to find businesses and not persons, where they would instead turn to competitors such as hitta.se. This assumption is strengthened by the respondents' answers during the interviews, where many claimed that this was how they behaved online. The respondents did not have any explanations of why this was the case, less than it had become a habit. The authors have some idea why this has happened, namely, due to the fact that Gula Sidorna is seemingly high associated with business search. This association might thus have been transferred directly to the online channel, taking overhand of the total image or eniro.se.

Another reason for people not using eniro.se for searching for individuals, could have its roots in that when eniro.se and hitta.se were launched, hitta.se had far more numbers than eniro.se due to their possessed of pre-paid numbers for cell-phones. What also could be an explanation is that during the launch of eniro.se the company was occupied marketing other of services of eniro.se while hitta.se is focused on finding businesses and persons.

What is also worth mentioning is that many of the respondents were not aware that the phone-service Eniro 118 118 actually was a product of Eniro. Many instead believed that it was provided by a different company. Similar, many of the respondents were unaware of the existence of the buy and sell service provided online at eniro.se.

All together, the awareness of Eniro and the printed yellow pages is high but the result of their online channel and Eniro's online extensions are far lower, which have been pointed out above.

5.4 Perceived quality

It is stated by researchers Aaker and Keller (1990) that the perceived quality of a product is very relevant when it comes to overall brand loyalty. It is also mentioned that if a product has a high perceived quality among the consumers, this quality perception can be used in order to reinforce new products under the same brand, so called brand extension. Further this can enable price increases and hence increase future revenues. The question here is whether or not the catalogue with the original brand Gula Sidorna and the brand Eniro is perceived to have high quality enough for it to be transferred to the online channel and eniro.se. In the empirical section there are results indicating that the participants in deed feel that the printed catalogue and Eniro is perceived to have relatively high quality but that they were not sure if it generated the best response. There were also differences in opinions between the respondents depending on their specific area of expertise. The retailers and construction businesses were more convinced that the catalogue and Eniro yielded better responses than they did eniro.se.

However, the overall impression that the respondents gave was that the online services probably yielded better customer responses, and that they therefore would be further obliged to use online services even in prices where to increase. This all indicates relatively high perceived quality for eniro.se, but the question remains whether or not the participants are not just making a quality statement once again regarding Internet as a mean of communication, and not eniro.se? On the other hand, if the message is so unclear that it becomes hard to separate the issues of Internet quality and eniro.se's quality, a reinforcement convincing consumers of that eniro.se does hold high quality is perhaps needed any way.

5.5 Summary of the brand equity model

In order to show trends and elaborate on how much brand equity the different brands possess the authors have decided to first present the different parts of brand equity separately and then together in this section. This will give the authors possibilities for further analysis. Since the goal is not to give an exact measure of the size of equity but rather to indicate if it is high or low the authors will be able to present and analyze difference between the brand extension eniro.se and the printed Eniro Gula Sidorna.

In doing this the authors will be able give a clearer and more simplistic picture of how the brand equity situation are today. This will enable the authors to analyze how the different brand extensions have progressed and if it is possible to create new ones and also elaborate on which parts of brand equity that have been successfully transferred and identify which parts that need more efforts.

The table presented below is designed to show the differences identified through our interviews between the extension eniro.se and the brand Eniro Gula Sidorna

Table 3 – Summary of the brand equity model

Brand subcategory	Equity	Eniro Gula Sidorna	Eniro.se
Assoications		Relaiable, Old, Catalouge	Simplicity, Many Clicks, Not as reliable
Loyalty		HIGH	LOW, Easy to shift

Awariness	HIGH	HIGH Brand, LOW product
Percived Quality	HIGH	MEDIUM

The authors have through this simplified table been able to identify differences between the two. This table does however not take the amount of users or the increase/decrease in usage into account.

In total, Eniro Gula Sidorna possesses a rather high amount of brand equity. They have loyal customers with high awareness who are satisfied with the quality they receive from their ads. On the other hand, the vast majority of the interviewed companies stated that the catalogue will be dead in five to ten years.

Another aspect that is not shown in this table is the effect of the decreasing usage and advertisement in Eniro Gula Sidorna. There has been a kind of natural selection within the customers in Eniro Gula Sidorna. The business sectors that have received high value on their ads have remained loyal to the medium of a printed catalogue and particularly Eniro as a company. The companies who feels that their customers have switched platforms and are now easier to communicate with through the Internet have decreased their advertisements in the catalogue and therein reduced their expectations on the received value from their printed add.

What is not to forget is that Eniro Gula Sidorna has an almost monopolistic position on the printed catalogue market, which could be a possible explanation of the high loyalty received on Eniro Gula Sidorna, since there are no competitors that can match the coverage or usage of printed directory catalogue. If a company wants to advertise in a printed catalogue Eniro Gula Sidorna is only alternative. The situation might be that customer loyalty lies within the form of advertisement rather than with Eniro as a company.

When discussing brand associations the authors have identified an interesting situation. Almost all interviewed companies associated Eniro Gula Sidorna with the catalogue, overview and reliability. Eniro.se on the other hand had very mixed associations. Some interviewees did however mention Eniro's commercials with the little goblins as a spontaneous association of eniro.se. That means that the message that Eniro communicates and have been communicated to the market concerning Eniro Gula Sidorna have had been registered more accurate by their market.

This statement can also be supported by the fact that the vast majority of the interviewed companies had much knowledge of the product Eniro Gula Sidorna in contrast to eniro.se where only one of our interviewees could name all eniro.se products

What can be understood from the table above is that the overall brand equity of Eniro Gula Sidorna is high and thus is should be beneficial and promising to launch a brand extension by capitalizing on the parent brand's equity. In our case and the extended online product, eniro.se, this has not been done in a completely satisfactory way, and hence a lot of the benefits that could have been transferred are today non-existing.

5.6 Brand extension - the result of a one brand strategy

In order to understand the effects the implementation of the one brand strategy has had the authors think it is important to understand the reasons behind this decision. With that

knowledge it is possible to analyze how well today's results have matched the expected results. It will also give the authors space to elaborate on what could have been done differently.

The adoption of a one brand strategy in 2000 was a decision based on many different reasons. According to both Eniro's own homepage and their current CEO one of most vital reasons were to enable foreign expansions. At the time when the decision was made Eniro had for some years been aggressive on their market, performing acquisitions and launching a new and improved webpage containing the latest innovative technology for search engines. The vision was to become an actor not only in Scandinavia and northern Europe but to grow bigger and compete on other European markets. Today Eniro is not as aggressive and they are keeping focus at their already existing markets. The new ventures and acquisitions in other European markets did not occur to the extent that was planned. Eniro has even sold off parts of their foreign companies (eniro's official homepage).

The fact that one of the most vital reasons for utilizing this strategy in 2000 have not been pursued raises questions but does not necessarily mean that Eniro has done a poor job. To change a strategy over time and adopting it to the changing corporate environment is a natural part of a multinational company, especially within the high paced Internet sector. The question is rather if Eniro discarded the brand Gula Sidorna in vain?

According to Mats Thörnström Market and Analyst executive at Eniro, the reason for utilizing a one brand strategy was not as much to enable foreign expansions. It was rather to enable new products and brand extensions under the new parent brand that were the most vital factor when deciding on the one brand strategy. Apparently there are different opinions within the company of why and how the strategy was and what it should imply. This in turn might have caused confusion along the way as the extension of eniro.se was launched, causing an unclear image of what the extension represent. After all, the one brand strategy was partly designed to help the new extensions and products to immediately gain brand equity from the parent brand, but somewhere along the road the extension lost the original brand equity that the original brand possessed. If the extension had been fully successful the interviewees would probably not have been as confused regarding eniro.se as they were, and would most likely have made similar associations as the authors saw in the case of Eniro Gula Sidorna. This does not however mean that the extension has failed, since most of the associations with eniro.se were positive in nature, and could in fact enhance the original brand. Further, during personal communication with Mats Thörnström (2007-10-20), he mentioned that the awareness for the catalogue and Eniro Gula Sidorna had declined. However, during interviews performed by the authors it was indicated that this is not the case. Instead the authors consider the awareness still being high for Gula Sidorna, but that the perceived quality is instead some what decreasing. This could due to the fact that the participants believed that Internet yielded more hits and thus gained more responses from customers. This is however a double edged matter since the perceived decrease in the Eniro Gula Sidorna catalogue might not be an actual decline, but can rather be a reflection of an increase in perceived quality of the online sources available.

In an optimal situation the parent brand Eniro would hold high awareness, top of mind, quality and good and clear positive associations. These features could then be transferred directly to the new extension with maybe a slight adjustment within associations to more extension specific, and as has been discussed above, Eniro Gula Sidorna do possess a high level of brand equity which will according to Aaker (1991) helps a company to successfully launch a brand extension. However, the brand equity of Eniro Gula Sidorna is not being

transmitted down to its extension eniro.se and the positive associations with eniro.se are not being transmitted up to its parent brand Eniro Gula Sidorna.

5.7 Channel shift

As mentioned in one of the research questions, the new online product is not only an ordinary brand extension that the company of Eniro has launched, but one existing in an entire new channel. This new product of course has its special traits, since it is not only a new product but the entire usage process is different than simply using a paper catalogue. Moving from a physical to a digital channel when extending a product aspects, such as overall trust for the forum of Internet suddenly need to be included in the strategic thinking. During the conducted interviews as well as in previous research, there have been trends indicating that people in general tend to trust a physical product more than a digital product. This since it is tangible and not as one interview participant meant, abstract and “out there”. This fear or reluctance is decreasing as the Internet usage is constantly increasing, but there are still those that need to be enlightened and deterred from the entire concept. These are according to pervious research mainly middle aged people or above. To discard these people be simply stating that they are not the ones that are going to use Eniro’s services in the future is dangerous, since it is also a known fact that people in that age are often those occupying high positions in the work place, perhaps even being in charge of a company’s advertising budget or general budget. Thus, failing to attract this target group might lead to a loss in advertising sales for Eniro, focusing many of their services to companies and businesses.

The group of people in their late middle age are also an increasing group of people thus knowing and understanding the difficulties when they are performing online activities can allow for better advertisement strategies or product design, that is, if the company decides to add this segment in the market. In previous research the main difficulties people in the age span mentioned above face online is connected to clarity and navigation, even younger people were very keen on the aspects of simplicity and convenience. Hence, an online product/webpage should be clear and easy to understand and mediate a sense of trust and stability. Having a clear, informative brand image is of high relevance. Hence, having tiny goblins representing the company might not be efficient since it does not signal trust and so forth. Thus the image of Eniro might need to be revised in order to simplify the transfer for the consumer to the online platform.

On the other hand, if Eniro is focusing on people in a lower age span, having a more youthful image is better since it would then suit that segment. This brings us to the real questions. Who is Eniro targeting with their current brand image, what age group are they focusing on and what type of customers are they targeting, users or paying clients? In the empirical investigations this is seemingly unclear and thus needs to be taken into consideration.

The aspect of segmenting is also vital within the actual channel shift, since the customer contact changes. Transferring, or extending, your business online from a traditional market channel such as Eniro has made, you inevitably lose physical sales contact. This in turn is an aspect that affect the purchasing process for customers, used to having contact in the purchasing decision. Eniro’s business idea is however not an ordinary business selling products in a store to begin with, but rather sell ads over the phone. Thus a limitation of social contact already exists. Since the social contact is low in the purchasing decision as it is, it might be of high importance not to decrease or deteriorate the quality of that contact

from the new online channel. This is interesting since the authors have seen indications of that the online and offline sales force, the most vital contact link between clients and Eniro, is not rising up to its standard. Failing to communicate through the sales force might thus mean that they are burning their bridges when venturing online, failing to communicate this vital social contact that previous researchers (Hughes, 2007) claim to be of high importance in channel shifts.

Looking at the issue of adapting more channels from a more company strategic point, the focus becomes more business oriented and should instead include some evaluation of whether or not the financial means are being used to serve the company the best between the channels. With this the authors mean that based on previous research the competition online is so much fiercer than offline that any company venturing online need to focus their financial efforts of promotion more effectively than they would otherwise. Creating a brand image supporting the launch of the new online product can make or break the entire venture. Hence the question becomes if Eniro has been effective in their promotion of their online services in a way that it in the future can stand up to the competition?

6 Conclusion

In this conclusion the authors will elaborate on the research questions that were stated in the introduction of the thesis. This is done with regard to the empirical findings, theories and analysis. A discussion of what research that could be suggested for further investigation will also be included.

In the year 2000 Eniro committed to a one brand strategy. The two major reasons for implementing this strategy were to enable foreign expansions and to ease new product and extension launches. Since the implementation of the strategy very few foreign expansions have been made. Although, the advantage of a brand that is multinational can still be used in the future. The effects on the brand name Eniro Gula Sidorna have been rather small. Eniro Gula Sidorna is today an own unique brand with its own brand equity. Even though, it is highly correlated with the brand eniro.se, many of the values Eniro Gula Sidorna holds have not been transferred to the extension eniro.se. However there is one exception, the aspect of business search. Many of the participants in the study connected eniro.se with business search, a quality highly associated with Eniro Gula Sidorna. The authors came to the conclusion that this has happened due to the fact that Gula Sidorna is so highly associated with business search, that that association has been transferred directly to the online channel, taking overhand of the total image of eniro.se.

The transaction of brand value between Eniro Gula Sidorna and eniro.se has been proven to be low. Based on the empirical evidence brought forth in this thesis the authors can conclude that one of the major reasons for the unsuccessful transaction is the marketing message communicated by Eniro. Extending the brand to a digital platform implies that a company has to take more marketing aspects into consideration. Listening to the customers and being attentive as to the general opinions to the medium of Internet is very important to avoid losing clients and users. The buying behavior online and offline is somewhat different and especially in terms of trust. Many of the respondents found the physical product to be more reliable and hence the promotion of an online product should be reinforcing that feeling, enabling the population to feel the same trust in the new extension.

One thing that struck the authors connected to the issue discussed above, was the organizational communication aspects. During the thesis the authors discovered that the managers at different levels within the corporation was not always coherent and could even be contradictory. This might have influenced the transaction of brand value since it does not advocate a coherent idea within the company itself. After all, if the staff and management at Eniro does not share a common opinion of how the business idea should be carried out and for what purposes, how are the general public and clients going to?

Previous research indicates that demographic aspects play a vital role in the Internet buying, and Internet usage process among a population. During interviews with the participants of this study, there were some indications that pointed to Internet usage reluctance within the participants in their late middle age. Thus the marketing should be directed with this aspect in mind, if Eniro wishes to increase the usage within this age group. As mentioned in the analytical section this age group might be key in selling ads since they are assumed to hold high employment within the work place, thus it might pay off for Eniro to investigate this further.

Looking at Aaker's (1991) brand equity model and connecting it to the results of the interviews, the authors could conclude that Eniro Gula Sidorna have highly homogeneous associations, high brand awareness and relatively high loyalty. Eniro.se on the other hand has mixed associations, intermediate awareness and a medium/low level of loyalty. For exam-

ple, there were only one respondent that could list all eniro.se's products, and only one that really expressed loyalty towards eniro.se. However, the authors could also detect positive feelings towards eniro.se in terms of associations and perceived quality so the brand equity for eniro.se is not as low as first assumed.

In terms of overall brand equity for Eniro at large, the authors could draw some conclusions based on the empirical findings. In the interview findings there were indications of shifting brand equity between the brand Eniro Gula Sidorna and eniro.se. The overall impression for the authors was that the brand of Gula Sidorna remains strong in terms of brand equity whilst eniro.se is not quite there yet. The authors believe this is due to several reasons, the time that the population has been subjected to Gula Sidorna is for instance far longer than eniro.se, there is also the aspect of monopoly that the printed directory has had during the last decade, leaving consumers with no other choice than to support Eniro. This fact has seemingly embedded the management of Eniro in some sort of security causing them to miss to continuously reinforce the brand equity and remind the consumers of their brands. If this had been done, the transference of brand equity to the brand extension eniro.se could possibly been more effective. Further more, the authors want to highlight once more the aspect of Eniro's sales force. During the interviews the authors could clearly detect a discontent among the companies in terms of the sales force. This is a matter that Eniro need to revise to secure customer satisfaction of their clients.

The purpose of this thesis was to investigate the problematics of transferring value between channels. Such transaction of brand equity between a traditional channel and an online platform has proven in this thesis to be far more problematic than first suspected. When scratching the surface of many questions and problems connected to the purpose the authors often found that there were many underlying factors not seen at first. Even so, the authors have come to terms with one specific attribute that seemingly affects all other problems, namely the aspect of communication. For instance, the authors could detect problems within the internal organisational communication, within the sales force and within the overall promotion and segmentation message. All which, are types of communication tools. Regardless of which company, market or what type of content a message has, in order to transfer equity between channels the message communicated must be homogeneous and clear.

6.1 Discussion for further research

During the work with this thesis there were some issues that the authors found very interesting that could be suggested for further research, both externally and internally of Eniro, the industry and companies currently faced with similar transactions.

What the authors found as the most critical factor of transferring brand equity was communication. The authors feel that more research could be done regarding the overall message that a company is sending out, in terms of brand image. Here the authors would like to shed more light on how the current advertisement plan is working for Eniro and how this is affecting the customers. For this, a more quantitative study would be interesting, making a survey regarding the perceptions that people have towards Eniro's commercials. This interest was awoken by the fact that some of the participants mentioned that they did not find the current commercials that Eniro has to be very good, rather that the TV- commercials with the goblins deteriorated the image they had before.

Turning focus onto a more general research suggestion, the authors would find it very appealing to gain more insight about the overall cultural and demographic aspects connected to internet usage and how these factors can be dealt with for companies venturing online. There has been some research made abroad about cultural aspects and brand bundling for instance, but it would be even more useful to do research of how people in different regions look at brand bundling. Is it for instance more simple for people in small towns to adapt to one brand stores (online and offline) since small towns often lack clear concept stores and instead often find many brands under the same roof? This while people living in larger cities have more developed concept stores and are used to find the thing they want located at one specific place. This could perhaps be implemented on brand extensions since then you could adapt the design according to geographical and demographical aspects.

During interviews there were some dissimilarities that could be sensed in terms of how different businesses consider the printed and online products of Eniro. The Restaurants and the hair studio that were interviewed highlighted that their type of businesses preferred online sources and desired more unique branch sites to better suit their type of clientel. This is a trend that is backed up by the personal communication the authors had with managers at Eniro that stated that they believed for more niched directories in the future. The construction companies and the retailers were on the other hand satisfied with the printed traditional catalogue, claiming that their type of clientel where most likely to use the printed catalogue. This should however be put in context of just what type of retailing that the businesses were in. The ones included in our interviews were selling more expensive products and thus felt as they were focused on an older customer group, hence they excluded the possibility of that clientel looking them up online. Since the authors used a convenience sampling method which coincidentally generated mostly service companies' conclusions regarding the different sectors cannot be accurately made. Therefore the authors think it would be interesting to perform another investigation with a larger sample where all business sectors are equally represented, in order to draw conclusion about the differences of the different sectors.

Last but not least, the authors think it would be interesting to gain further insight in how the generation shift amongst upper management will affect the future sales of traditional printed media.

If the population of older people is increasing is it not time to revise the strategies undertaken in some marketing activities and product development, or should companies focus on the new generations that are more up to date regarding new technology? This would call for a rather vast investigation, but even so, it would be exciting to gain more understanding of the future.

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Appendix 1 – Question Guide

Employees:

Type of company and area of expertise:

1. What current advertisements' does your company hold that are provided by Eniro?
(Current situation)
2. How is your advertisement distributed amongst Eniro's platforms (printed catalogue and Internet search)? (Current situation)

These questions are used as opening questions to get the conversation started and to get information about the business genre they operate in as well as general awareness.

1. What is the first thing that comes to mind when you hear the word Eniro?
2. What do you think of when you hear eniro.se?
3. Can you name some products/services that Eniro provides?

These question deals more with brand association and what platform that has the strongest current position in the clients mind. Here there is a potential for follow up questions regarding the future that can be included.

1. Which platform for advertisement do you think generate the best customer response? In form of sales, awareness and other potential responses. Why do you think this is?
2. Today it is less expensive to advertisement online then in the traditional catalogue. Do you think this is representative for the response you receive on your advertisement?

The questions above are to asses the perceived quality of Eniro and to access what value clients believe to receive from advertising with Eniro.

1. Why have you chosen to advertise in this way online respective print? Is it because it generates the best response or is it more because of habit?
2. Are you satisfied with your advertisement and for what reasons are you satisfied/dissatisfied?
3. Have you ever considered to change from Eniro to another company and in that case to which company?
4. If the price for existing on Eniro's directories increased would you still choose to advertise there?

5. If you had to choose, which platforms would you place your advertisement on?

Posing questions like these will enable the authors to see the loyalty aspects connected to Eniro and will also yield insight in what areas that can be improved to gain future loyalty.

Appendix 2 – User Statistics

Number of Searches

SEARCH QUANTITY (MILLION)	Catalogue total	342	-18%
SEARCH QUANTITY (MILLION)	GS Cat total	231	-22%
SEARCH QUANTITY (MILLION)	GS Headlines A-Ö	87	-24%
SEARCH QUANTITY (MILLION)	GS Firms A-Ö	121	-23%
SEARCH QUANTITY (MILLION)	GS Other	23	-2%
SEARCH QUANTITY (MILLION)	DD Cat total	111	-9%
SEARCH QUANTITY (MILLION)	DD Headlines A-Ö	47	-10%
SEARCH QUANTITY (MILLION)	DD Firms A-Ö	50	-9%
SEARCH QUANTITY (MILLION)	DD Other	15	-6%
SEARCH QUANTITY (MILLION)	GS på Internet	308	-8%
SEARCH QUANTITY (MILLION)	118118 inkl SMS	66	12%
SEARCH QUANTITY (MILLION)	Google	1 559	8%
SEARCH QUANTITY (MILLION)	hitta.se	169	

Corporate Contacts

CONTACTS WITH FIRMS	Catalogue total	332	-24%
CONTACTS WITH FIRMS	GS Kat total	226	-25%
CONTACTS WITH FIRMS	GS Headlines A-Ö	79	-33%
CONTACTS WITH FIRMS	GS Firms A-Ö	120	-26%
CONTACTS WITH FIRMS	GS Other	27	26%
CONTACTS WITH FIRMS	DD Cat total	106	-20%
CONTACTS WITH FIRMS	DD Headlines A-Ö	40	-25%
CONTACTS WITH FIRMS	DD Firms A-Ö	51	-13%
CONTACTS WITH FIRMS	DD Other	14	-27%
CONTACTS WITH FIRMS	GS on Internet	206	-6%
CONTACTS WITH FIRMS	118118 incl SMS	77	23%
CONTACTS WITH FIRMS	Google	248	26%
CONTACTS WITH FIRMS	hitta.se	80	

Number of Purchases

PURCHASES (MILLION)	Catalogue total	64	-26%
PURCHASES (MILLION)	GS Cat total	43	-27%
PURCHASES (MILLION)	GS Headlines A-Ö	17	-28%
PURCHASES (MILLION)	GS Firms A-Ö	23	-30%
PURCHASES (MILLION)	GS Other	2	11%
PURCHASES (MILLION)	DD Cat total	21	-23%
PURCHASES (MILLION)	DD Headlines A-Ö	9	-28%
PURCHASES (MILLION)	DD Firms A-Ö	10	-20%
PURCHASES (MILLION)	DD Other	2	-7%
PURCHASES (MILLION)	GS on Internet	35	-8%
PURCHASES (MILLION)	118118 incl SMS	12	49%

PURCHASES (MILLION)	Google	34	32%
	hitta.se	12	

Value of Purchases

VALUE (BILLIONS)	Catalogue total	99	-31%
	GS		
VALUE (BILLIONS)	Cat total	67	-30%
	GS Headlines A-		
VALUE (BILLIONS)	Ö	26	-33%
VALUE (BILLIONS)	GS Firms A-Ö	38	-31%
VALUE (BILLIONS)	GS Other	3	26%
VALUE (BILLIONS)	DD Cat total	32	-32%
	DD Headlines A-		
VALUE (BILLIONS)	Ö	15	-32%
VALUE (BILLIONS)	DD Firms A-Ö	17	-30%
VALUE (BILLIONS)	DD Other	1	-66%
VALUE (BILLIONS)	GS on Internet	63	-14%
VALUE (BILLIONS)	118118 inkl SMS	23	65%
VALUE (BILLIONS)	Google	61	29%
	hitta.se	26	

SEARCH QUANTITY (MILLION)	Catalogue total	342	-18%
CONTACTS WITH FIRMS (MILLION)	Catalogue total	332	-24%
PURCHASES (MILLION)	Catalogue total	64	-26%
VALUE (BILLIONS)	Catalogue total	99	-31%

SEARCH QUANTITY (MILLION)	GS Cat total	231	-22%
CONTACTS WITH FIRMS (MILLION)	GS Cat total	226	-25%
PURCHASES (MILLION)	GS Cat total	43	-27%
VALUE (BILLIONS)	GS Cat total	67	-30%

SEARCH QUANTITY (MILLION)	GS Headlines A-Ö	87	-24%
CONTACTS WITH FIRMS (MILLION)	GS Headlines A-Ö	79	-33%
PURCHASES (MILLION)	GS Headlines A-Ö	17	-28%
VALUE (BILLIONS)	GS Headlines A-Ö	26	-33%

SEARCH QUANTITY (MILLION)	GS Firms A-Ö	121	-23%
CONTACTS WITH FIRMS (MILLION)	GS Firms A-Ö	120	-26%
PURCHASES (MILLION)	GS Firms A-Ö	23	-30%
VALUE (BILLIONS)	GS Firms A-Ö	38	-31%

SEARCH QUANTITY (MILLION)	GS Other	23	-2%
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CONTACTS WITH FIRMS (MILLION)	GS Other	27	26%
PURCHASES (MILLION)	GS Other	2	11%
VALUE (BILLIONS)	GS Other	3	26%
SEARCH QUANTITY (MILLION)	DD Cat total	111	-9%
CONTACTS WITH FIRMS (MILLION)	DD Cat total	106	-20%
PURCHASES (MILLION)	DD Cat total	21	-23%
VALUE (BILLIONS)	DD Cat total	32	-32%
SEARCH QUANTITY (MILLION)	DD Headlines A-Ö	47	-10%
CONTACTS WITH FIRMS (MILLION)	DD Headlines A-Ö	40	-25%
PURCHASES (MILLION)	DD Headlines A-Ö	9	-28%
VALUE (BILLIONS)	DD Headlines A-Ö	15	-32%
SEARCH QUANTITY (MILLION)	DD Firms A-Ö	50	-9%
CONTACTS WITH FIRMS (MILLION)	DD Firms A-Ö	51	-13%
PURCHASES (MILLION)	DD Firms A-Ö	10	-20%
VALUE (BILLIONS)	DD Firms A-Ö	17	-30%
SEARCH QUANTITY (MILLION)	DD Other	15	-6%
CONTACTS WITH FIRMS (MILLION)	DD Other	14	-27%
PURCHASES (MILLION)	DD Other	2	-7%
VALUE (BILLIONS)	DD Other	1	-66%
SEARCH QUANTITY (MILLION)	GS on Internet	308	-8%
CONTACTS WITH FIRMS (MILLION)	GS on Internet	206	-6%
PURCHASES (MILLION)	GS on Internet	35	-8%
VALUE (BILLIONS)	GS on Internet	63	-14%
SEARCH QUANTITY (MILLION)	118118 incl SMS	66	12%
CONTACTS WITH FIRMS (MILLION)	118118 incl SMS	77	23%
PURCHASES (MILLION)	118118 incl SMS	12	49%
VALUE (BILLIONS)	118118 incl SMS	23	65%
SEARCH QUANTITY (MILLION)	Google	1 559	8%
CONTACTS WITH FIRMS (MILLION)	Google	248	26%
PURCHASES (MILLION)	Google	34	32%
VALUE (BILLIONS)	Google	61	29%
SEARCH QUANTITY (MILLION)	hitta.se	169	
CONTACTS WITH FIRMS (MILLION)	hitta.se	80	
PURCHASES (MILLION)	hitta.se	12	
VALUE (BILLIONS)	hitta.se	26	