Describing the brand identity of a Start-up
A qualitative research
Acknowledgements
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______________________  ______________________
Takahiro Inaba            Robert Steub

Växjö, 2018-05-23
Abstract

Background: Companies nowadays cannot differentiate efficiently enough through their products, therefore require strong brand identities. Especially start-up companies without fully developed products rely on the brand identity to communicate efficiently with its potential customers.

Purpose: The purpose of this paper is to describe the brand identity of a start-up by applying commonly used models of brand identity and to see the extent of applicability of these models in the case of a start-up.

Design/Methodology/Approach: Qualitative research that includes semi-structured interviews with seven participants, where five interviewees work within the company and two interviewees who have a close working connection to it.

Findings: The models used are to a small extent applicable in terms of brand personality and brand culture. A brand identity has been described from the same perspectives.

Theoretical and Managerial Implication: Adjustment of existing models according to changes in business related settings is argued. Further establishment of the components of brand culture is recommended.

Keywords: branding, brand identity, start-up, brand personality, personality traits, brand culture, brand relationship
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1 Introduction

1.1 Background

In today’s markets, customers are overwhelmed with choices of similar products to choose from. Living in this convenience, customers neglect the effort to distinguish between particular brands and what makes them specific (Kapferer, 2008). Aaker (2003) as well states that “for many customers, competing brands are essentially the same” (p.83). He continues his thought by saying that in today’s world “it is difficult [for brands] to come up with new products, features, services or programs” (Aaker, 2003, p.83), which gives the customer the feeling of distinction and valuable benefits over other brands’ products. Even if a company manages to create something that has not been around yet, a strong source of differentiation in form of a product or service is not effective, due to the fact that it gets copied very quickly by competitors (Aaker, 2003). Well-known researchers like Joachimsthaler and Aaker (1999), Kapferer (2008) and Keller (2008) elaborated the brand identity as a tool to effectively differentiate a brand from other brands and to help consumers choose a brand over others. Therefore, a strong and recognizable brand identity is one of the main tasks which today’s brand managers have to address to deal with the insufficient differentiation of brands.

Silveira, Lages and Simões (2013) elucidate that brand identity is viewed in various ways in the branding literature and some authors take on a complex task of comparing these views in order to present in detail the understanding of brand identity. While there are several definitions of brand identity, this paper starts off with presenting three of these definitions proposed by some leading figures in the field of branding.

According to Aaker (1996), brand identity is “a unique set of brand associations that the brand strategist aspires to create or maintain. These associations represent what the brand stands for and imply a promise to customers from the organization members” (p.68). Brand identity is essential part of the strategic vision of the brand and a driving force of associations embedded in brand equity that are the core of the brand. De Chernatony (1999) views brand identity as visions and culture of the brand which drive its positioning and develop personality and relationships. Then later on all of these aspects present a reflection of stakeholders’ self-images. Kapferer (2008) provides another static definition of brand identity, that it is “the brand's tangible and intangible
characteristics” (p.178). Simply put, whatever these characteristics are, they are what constitutes the brand.

A lot of researchers have placed an emphasis on the importance of brand identity. According to Aaker and Joachimsthaler (2002), a brand identity that is elaborately defined brings several benefits to the brand, such as helping the brand differentiate itself from its competitors and increasing trust. Baumgarth and Schmidt (2010) also point out, in customers’ perspective, that a well-defined brand identity would facilitate brand identification by customers. Additionally, Keller (2001) mentions that the right brand identity can give customers an idea that the brand is pertinent to them and create emotional attachment to it. The following problem discussion concerns branding, and the connection to the purpose of this study has been discussed and presented.

1.2 Problem discussion
Branding has been studied extensively in the context of large companies (e.g. Aaker, 1996; Kapferer, 2008; Keller, 2001). Recently, several authors (e.g. Centeno, Hart, & Dinnie, 2012; Muhonen, Hirvonen, & Laukkanen, 2017) have conducted a study on branding of small and medium sized companies (SME), arguing that these brands would tend to build their brand identity differently due to the fact that they have limited resources and different organizational structures, compared to large companies that possess relatively larger amount of resources and expertise available. Centeno, Hart, and Dinnie (2012) have concluded in their study that this is the case in the context of SMEs.

Elikan and Pigneur (2017) contend that the process of branding by start-ups or new ventures are different from that of already existing firms that include SMEs as well as large companies, which shows there may be differences in branding practices of SMEs that have been around and those of start-ups that have not officially been launched yet or just launched. Elikan and Pigneur also assert that a conceptual model needs to be developed to help designing a start-up brand.

Elikan and Pigneur (2017) argue that before a company launches and thus various stakeholders get involved in an ecosystem, its brand identity needs to be developed and to be clear for them. Rode and Vallaster (2005) highlight this importance, stating that start-ups tend to be more successful when their identity is constructed in conjunction with concepts, values and philosophy of their business. Additionally, Rode and
Vallaster have pointed out that if start-ups fail establishing their brand in the market within a short period of time, they would not be able to survive in the market.

Given the importance of establishing a strong brand identity even in the case of start-ups and the need for the model to be developed in a start-up setting, it is argued that there is a research gap existing that need to be filled. This paper intends to fill this gap by using Viot’s research approach (2011) as a basis to modify it to a start-up setting and to try to get an insight into the building of brand identity for a start-up.

The company for which the authors intended to create a brand identity is Addlrr. It is a start-up located at the campus of Linneuniversitetet in Växjö and has officially been registered in June 2017. The three main founders that are registered in the company are Eric Frisell, Naimul Abd and Larry Mikano. The company currently consists of seven employees and five interns. One of the founding members, Larry Mikano describes Addlrr as following:

“Addlrr is a new digital platform that allows people to make free micro-donations by simply watching branded commercials. It is a platform where users, brands and charities can connect and engage social content. Through gamification and a reward system for users, Addlrr profiles allow brands to showcase their advertising, campaigns and CSR initiatives whereas charities gain exposure and awareness and can promote their campaigns”

In its infancy stage, Addlrr intends to address millennials as their target group and one of the main tasks for the company is to gain awareness and attract customers. The company aims to work closely with advertisement providing companies, charities and the users. This process includes attracting charities through ads providing companies that are socially responsible, attracting potential brands that provide advertisement by presenting a promising user volume to them, and providing the potential users with attractive contents. When the service is ready to be launched, increasing brand awareness is one of the first steps which is necessary to attract the potential users. According to Keller (2001), the brand awareness is tightly connected with the concept of brand identity. Keller states that creating a strong brand identity is about enhancing awareness of the brand so that customers will be able to know why the service or
product of the brand exists. This requires first to have a well-defined brand identity which can be consistently communicated. Then the brand identity can help the brand increase its awareness.

Viot (2011) has selected four facets of brand identity that are commonly used in those models that are proposed by Kapferer (1997), de Chernatony (2001) and Aaker and Joachimsthaler (2002). Those four facets are brand personality, brand culture, brand relationships and user image. Kapferer (1997) describes these facets as most preeminent when it comes to brand identity. Each of these facets has been researched and developed with either a scale or inventory with illustration of the facets with matching items in form of adjectives. As the company studied in this case does not have any product and users so far, the facet of user image cannot be developed and thus has been excluded in this paper.

With the Viot’s research approach (2011) as basis for this paper’s research, the choice of facets has been continued to be discussed for their usefulness. While Plummer (2000) argues the importance of brand personality in connection with brand choice, van Rekom, Jacobs and Verlegh (2006) confirm, with product quality being expected by consumers and product characteristics being easily copied by competitors, that a strong brand personality and brand identity can make a difference in brand choices. Freling and Forbes (2005) list some benefits that have been revealed by several authors and may be attributed to a strong, positive brand personality. A brand personality that is favourable to customers is viewed as a source for an enhanced customer preference and usage and for creating more emotional attachment to the brand by consumers. Additionally, a brand with the positive personality could increase customers' trust and loyalty towards it. The favourable personality could also be a way of product and/or service differentiation. Fournier (1998) states that strong Brand Personalities cause consumers to preferably build relationships with the brand. This connection between brand personality and brand relationship induced the authors to include facet of Brand Relationship in their research. For the choice for brand culture, the authors rely on the expertise and experience in branding of above discussed researchers, such as Kapferer (1997), Aaker and Joachimsthaler (2002) and de Chernatony (2001).
When it comes to brand personality, the original model by Aaker (1997) has been taking into consideration for this paper’s research. Aaker (1997, p. 347) defines brand personality as “the set of human characteristics associated with a brand.” The work is based on the “big five” human personality structure which has been created by Norman (1963). The original structure is known as OCEAN, which describes human personality as Open-mindedness vs narrow-mindedness, conscientious, extraversion vs introversion, agreeableness and neuroticism (Goldberg, 1993). Aaker’s (1997) structure includes three dimensions of the big five traits; she exchanges the traits of agreeableness and conscientiousness for sincerity (typified through adjectives such as wholesome, down-to-earth and honest) and extraversion for excitement (typified through adjectives such as daring, imaginative and exciting). Competence (typified through adjectives such as intelligent, secure and confident) has replaced the traits of conscientiousness and extraversion. Sophistication (typified through adjectives such as glamorous, smooth and charming) and ruggedness (typified through adjectives such as strong, masculine and western) are not related to the big five dimensions (Achouri & Bouslama, 2010).

Achouri and Bouslama (2010) however describe this scale as rather a fit for North America regarding products and services. Having being tested it on other cultural backgrounds, Aaker’s scale shows several additional failings. Azoulay and Kapferer (2003) describe Aaker’s definition of brand personality as too loose as it misses too many other characteristics besides personality traits (such as gender and age). They also state that the five factors by Aaker (1997) are cross-culturally not applicable. Austin, Siguaw and Mattila (2003) add that there is no generalizability possible per se within specific brand choices. Geuens, Weijters and de Wulf (2009) have dedicated an extensive study on these criticisms and formed a new and more matching scale for brand personality. They used Aaker’s 40 items in the five factor model for brand personality and tested them on 193 brands with an average of 30 observations for each brand, which resulted in the reduction of those items to 18 items. In the opinion of the researchers, these 18 items in the five factor model still prove unsatisfactory. This resulted in further reducing six more items. The remaining reground model by Geuens, Weijters and de Wulf (2009) has been used and further elaborated in the corresponding chapter.

With respect to brand culture, the components of brand culture have been selected from
Schroeder, Salzer-Mörling, and Askegaard (2010), who have identified six sources of culture that may be present within organizations. They are values, corporate philosophy, corporate competency, homogeneous industry, norms, and corporate social responsibility. Because of the limitation on availability of sources by other authors to support some of the aspects, only values, corporate philosophy, norms and corporate social responsibility have been selected as constructs of brand culture.

1.3 Purpose
The purpose of this paper is to describe the brand identity of a start up by applying commonly used models for selected components of brand identity which have been chosen for the case of this research and to see to what extent these models are applicable.

1.4 Research Questions
1. To what extent can the model employed in this research describe the brand identity of the subject?
2. What is Addlrr's brand identity?

2 Theoretical framework
This theory chapter presents three categories of brand identity that have been chosen for this paper by the authors. The three categories are (1) brand personality, (2) brand culture, and (3) brand relationship that have been considered essential by Viot (2011). The fourth aspect of the model which is user image is not relevant to the case of Addlrr and thus has been excluded since the company does not have any users yet.

2.1 Brand Personality
In this theoretical chapter, the facet of brand personality will be further elaborated. To illustrate this, the result of reducing the model of brand personality for further six items, namely into 12 items, as mentioned in the Problem Discussion, is shown below (see Fig. 1).
2.1.1 Simplicity/Open-mindedness
This category is best described by traits such as “curious”, “creative”, “intellectual” and being open to new ideas (Bauer & Erdogan, 2015). Wanberg and Kammeyer-Mueller (2000) support the positive aspect of open-mindedness by adding the ability of quick adaptation and an increased ability of building relationships. Also, LePine (2003) states that this ability helps in unforeseen situations where changes are required. In Aaker’s model (1997), the five traits of “creative”, “innovative”, “genuine” and “ordinary and simple” have been used. Geuens, Weijters and de Wulf (2009) reduced open-mindedness by the first three traits throughout their research due to high loading on extraversion. Leaving the traits of “ordinary” and simple”, Geuens, Weijters and de Wulf (2009) renamed open-mindedness to simplicity.

2.1.2 Responsibility/Conscientiousness
Bauer and Erdogan (2015) describe conscientiousness as being “organized”, “systematic” and “dependable”. Judge and Ilies (2002) add the effect of conscientiousness as resulting in an increased stability. Aaker (1997) used the traits of “down-to-earth”, “responsible”, “stable”, “consistent”, “reliable”, “trustworthy” and “honest”. Geuens, Weijters and de Wulf (2009) changed the conscientiousness factor and removed traits such as “honest” and “trustworthy” as it largely captures “reliable”. Subsequent, “reliable” and “consistent” have been removed since the trait “responsible” is very much alike and it has revealed no significant difference in the testing result. Another reason was to create a balance between the categories. For a simplicity reason, with traits “down-to-earth”, “stable” and “responsible” that are left, the conscientiousness factor has been renamed to responsibility.
2.1.3 Activity/extraversion
Extraversion describes the degree of being “outgoing”, “active” and “sociable” (Bauer and Erdogan, 2015). Judge, Heller and Mount (2002) describe the extraversion category by an increased ability to adjust and build relationships. As already mentioned in openness, the traits of “creative” and “innovative” has been switched to extraversion due to the general probability of traits shifting between dimensions like in human personality (Geuens, Weijters & de Wulf, 2009). Aaker (1997) originally had the traits of “dynamic”, “active”, “adventurous”, “lively” and “energetic” in her portfolio, but “energetic” and “lively” showed redundancy and were therefore removed by Geuens, Weijters and de Wulf (2009). “Adventurous” and “creative” have been deemed important but somewhat covered by the other traits “active”, “dynamic” and “innovative” and therefore removed. The remaining composing items then induced the researchers to rename extraversion to activity.

2.1.4 Aggressiveness/Agreeableness
The dimension of agreeableness is described by Bauer and Erdogan (2015) by the traits of “tolerant”, “sensitive”, “trustworthy” and “warm”. Geuens, Weijters and de Wulf (2009), however, have identified the dimension with items such as “aggressiveness”, “bold” and “pretentious” due to the results of other researchers studying brand personality (see D’Astous & Lévesque, 2003; Davies et. al, 2004). The traits that have a positive association such as “kind” and “sympathetic” had multidimensional loadings on openness and extraversion and have therefore been removed from the dimension of agreeableness. It then has been renamed to aggressiveness and the trait of “pretentious” has been removed. Geuens, Weijters and de Wulf (2009) justify the removal by the low ranking of the trait as it did not seem fitting for brand personality. The traits “aggressive” and “bold” remain and are defined in the aforementioned dimension.

2.1.5 Emotionality/Emotional Stability vs Neuroticism
Bauer and Erdogan (2015) give this dimension throughout negative traits, such as “anxious”, “moody” and “irritable” as they originate from the dimension called neuroticism. John and Srivastava (1999) declare, due to the consensus of researchers after researching human personality, that the dimension should be called emotional stability vs neuroticism instead. Geuens, Weijters and de Wulf (2009) state that the traits of neuroticism, which describe stability as well, have been “classified as poor indicators of brand personality” (p. 101) and therefore preferably remain as
emotionality. This dimension also emerged by several other brand personality studies and therefore seems more relevant as a dimension for brands (see Venable et. al, 2005).

Geuens, Weijters and de Wulf (2009) connected emotionality with “steady”, which has been turned into “stable” due to the steadiness of brand performance rather than reflecting emotional stability. As “stable” has been removed, the trait “emotional” also has been removed, since it largely captures the remaining items “romantic” and “sentimental” (Geuens, Weijters & de Wulf, 2009).

2.2 Brand Culture
2.2.1 Values
A brand is a culture that includes a number of values which inspire the brand (Kapferer, 2008). Azoulay and Kapferer (2003); Vytautas, Aiste, and Regina (2007) mention that brand culture is based on values and purposes, asserting that culture is one of good sources for becoming a distinctive brand when different brands are compared. Urde (2003) argue that organizational values which are the combination of an organization's values, positions, and habits give a brand culture its character. These organizational values present who they are and what the organization stands for. Muhonen, Hirvonen, & Laukkanen (2017) also point out that brand values are the summarization of what the brand represents, mentioning that values integrate a variety of activities, such as product development and decision-making that are done in the organization.

2.2.2 Corporate Philosophy
Brand culture can reflect corporate philosophy (Schroeder, Salzer-Mörling, and Askegaard, 2010). Balmer (1995), in his study of corporate brand management, explains corporate philosophy as "the articulation of the organization's core competencies, its market position and the espoused values of the organization's owner or of its chief executive and management board" (p.25). The corporate culture embodies the philosophy of the company's leaders which are usually articulated in the mission statement (Gray & Balmer, 1998). It also represents the reason why the company exists and guides the company's culture (Melewar, Karaosmanoglu, & Paterson, 2005).

2.2.3 Norms
Norms also can be reflected by brand culture (Schroeder, Salzer-Mörling, and Askegaard, 2010). Flamholtz and Randle (2011) state that norms are the practices of
behaviours that regulate employees' behaviours. Norms are helpful in that, that actions that are consistent with the company's values can be carried out based on them. Norms are viewed as one of the main components of corporate culture, since they act as a guide to expectations and acceptable behaviours.

2.2.4 Corporate Social Responsibility
Corporate Social Responsibility is considered as part of a corporate philosophy (Werther, & Chandler, 2014). Corporate Social Responsibility is related to the notion of pursuing more than the company's profits in society and refers to ethical and discretionary activities that are attentive to the common good for the communities where it operates (Werther, & Chandler, 2014). It involves doing more than what the legal obligations make the company comply with to control the impact on the society and environment (Werther, & Chandler, 2014). CSR can also be reflected in brand culture (Schroeder, Salzer-Mörling, and Askegaard, 2010).

2.3 Brand Relationship
“Brands succeed by getting, keeping and growing customers” (Smit, Bronner, Tolboom, 2006, p. 628). Increasing and maintaining customers concern Brand Relationship. Brand Relationship, or consumer brand relationship, is based on the idea of consumers and brands relating to each other (Fournier, 1998; McAlexander et al., 2002). Fournier (1994, 1998) has proposed Brand Relationship Quality (BRQ), which acts as an indicator of the quality, strength, and depth of overall interpersonal relationships. BRQ has six facets which are devised through studying more than 100 brand stories. These facets are love/passion, self-connection, interdependence, commitment, intimacy and brand partner quality which all combine to give the brand durability and strength.

2.3.1 Love/Passion
The concept of love lies in the core of strong brand relationships (Fournier, 1998). This love can be described by different adjectives such as “warm”, “affectionate”, “passionate”, and “obsessive”. When customers display affection to a brand, the relationship between these two parties goes beyond the notion of brand preference. Strong brand relationships with this feeling are characterized as “unique” and “irreplaceable”. The feeling of love enhances a biased and affirmative perception of the partner, reducing negative effects associated with the relationship.
2.3.2 Self-Connection
The self-connection facet of BRQ refers to the degree to which the brand provides what it promises, and by that means an important aspect of self being conveyed (Fournier, 1998). The type of self-connections vary in brand relationships, ranging from nostalgic to possible or desired. When a strong self-connection exists in the customer-brand relationship, it gives support to the maintenance of relationships by intensifying feelings of dependency and encouraging tolerance in unfavourable situations.

2.3.3 Interdependence
When a brand relationship between consumer and brand is interdependent, brand interactions become frequent (Fournier, 1998). Simultaneously, activities relating to brand are more diverse and events where individuals interact are intense. Interdependence also can be promoted and celebrated through consumption rituals. An interdependent brand relationship embodied in daily life of customer and brand can last although the levels of love/passion and intimacy are low.

2.3.4 Commitment
Customers express emotional commitments to a brand when levels of commitment is high (Fournier, 1998). Commitment can be considered loyalty to the brand. It can take various forms and, regardless of their types, develops the stability of the relationship by implicating the self as a result of the committed relationship and by reducing other choices.

2.3.5 Intimacy
The intimacy facet means psychologically close between partners in the relationship and the knowledge about the brand (Fournier, 1998). Intimacy exists in the notion that product performance is superior and impossible to be replaced, which gives the brand a competitive edge. Brand-related activities that are memorable to customers are accumulated as their experience over time, which can later become intimacy. The intimacy developed as a result of these activities foster a brand relationship by increasing its stability.

2.3.6 Partner quality
Partner quality refers to the partners' qualities in the relationship and concerns the brand's quality (Fournier, 1998). The brand partner quality reflects the evaluation of the
brand's performance by customers in the relationship. Some components of brand partner quality are described as the brand being caring and interesting to, as well as being dependable and reliable for the consumer. Moreover, whether the brand complies with implicit rules and is accountable for its actions in the relationship is an important measure. Partner quality helps the relationship to be maintained between consumer and brand.

3 Methodology

In the following chapter the research methods which have been employed in this study and the rationale for their use are being discussed in order to help in the understanding of how the study has been conducted. First, discussion on the selection of research strategy in this paper has been presented, and then the data collection method, sampling method and coding method used with the operationalization table on brand identity that has been also used as interview guide, has been illustrated. This section also concerns measures of research quality of the study conducted by the authors in the end.

3.1 Research Strategy
Bryman and Bell (2015) state that a research strategy is an orientation of how a business research is conducted and there are two orientations: quantitative and qualitative. The distinction between these two research strategies are that the former concerns quantification in gathering and analysing data while the latter focuses on words, whether they are spoken or written, when data are collected and analysed.

Qualitative research has been adopted in this paper. The rationale for the use of this research strategy is that the formed research questions involves interpretation and understanding of the company's brand identity which are characteristics of qualitative research approaches (Eriksson & Kovalainen, 2016). Additionally, since this paper does not intend to include quantification of data but rather attempts to obtain a greater understanding through the analysis of words, qualitative research is more suitable (Yin, 2009). Qualitative research methods are designed for the study of cultural and social phenomena (Myers, 2013). Bryman and Bell (2015) state that qualitative research mainly highlights an inductive approach that intends to generate theories out of observations. Those research methods include case study, ethnography and so forth.
Qualitative data are collected from several sources such as observation, interviews and documents. Myers (2013) contends that in deeply studying a particular subject, qualitative research is the best research strategy.

3.2 Data Collection Method
The data collection method applied in this study has been interviews. For the qualitative research, semi-structured interviews are the most common type (Doody & Noonan, 2013). This is due to their flexible approach to the interview process (Ryan, Coughlan & Cronin, 2009). In semi-structured interviews, predetermined questions are used in form of interview guides, which are developed to collect data from all participants with the same approach (Doody & Noonan, 2013). Having a sense of order, the interviewer has the flexibility to investigate further to seek elaboration of unclear answers. The free wording and order of questions can help the researcher to explore new paths which might emerge and help them address questions that arise during the interview (Doody & Noonan, 2013; Ryan, Coughlan & Cronin, 2009). Rationale for the choice of semi-structured interviews was to be able to collect insights of the interviewees on all necessary facets, but as well to be able to prompt the interviewee any time by asking for elaboration further to achieve clarification in their answers if necessary.

Analysis of the interview data includes recording and transcribing the conversation that has been taken place (Ryan, Coughlan, & Cronin, 2009). In order to ensure the validity of the interpretations that they made, the transcript was given to the respective interviewees to check its accuracy. All seven interviews have been conducted at Företagsfabriken between the 30th April and 18th May with Robert Steub being the interviewer and Takahiro Inaba taking notes. The recording was done by the authors of this paper with a Voice Memo and each author carefully transcribed the recorded conversation. Each interview lasted between 15 and 35 minutes and was held face to face. The interviewees either were part of Addlrr itself, which applies to five out of seven interviewees, or were part of the incubator program, which supports start-ups to grow and go international.

3.3 Sampling
The sampling method employed in this paper is non-probability sampling which refers to sampling where samples have not been chosen with a random selection method (Bryman & Bell, 2015). The rationale for using non-probability sampling method is that
the whole population is small (approximately 15 to 20) and the availability of samples is limited. Therefore, probability sample would not best fit this case. Samples that have been selected for this paper are seven people (see Table 1: Description of Interviewees). The authors first contacted Larry Mikano. He played an important role in connecting the authors with other interviewees from his contact. This is how the authors obtained seven interviewees as shown below. Since this paper seeks to obtain insights into the company's brand identity, the key criteria for the selection of these people has been that they have a close relationship with Addlrr and thus know about what the brand does and how it works, regardless of whether or not they are in the core team.

Table 1: Description of Interviewees

<table>
<thead>
<tr>
<th>Participant Name</th>
<th>Position</th>
<th>Relationship with Addlrr</th>
</tr>
</thead>
<tbody>
<tr>
<td>Larry Mikano</td>
<td>Marketing director</td>
<td>One of the core team members</td>
</tr>
<tr>
<td>Joseph Hallgren</td>
<td>Marketing intern</td>
<td>An intern at Addlrr</td>
</tr>
<tr>
<td>Eric Frisell</td>
<td>CEO</td>
<td>One of the core team members</td>
</tr>
<tr>
<td>Helena Collin</td>
<td>CEO of the business incubator</td>
<td>Working with Addlrr in the same incubator program</td>
</tr>
<tr>
<td>Andrè Francois</td>
<td>CEO of Happy at work</td>
<td>Working with Addlrr in the same incubator program</td>
</tr>
<tr>
<td>Sindi Sheri</td>
<td>Relationship manager</td>
<td>One of the core team members</td>
</tr>
<tr>
<td>Naimul Abd</td>
<td>Chairman of the board</td>
<td>One of the core team members</td>
</tr>
</tbody>
</table>

3.4 Operationalization

In this paper the authors have created an operationalization table (See table 2: Operationalization) that acts as an interview guide that helps them to do interviews. According to Sekaran and Bougie (2016), operationalization refers to converting abstract concepts into measurable items. The process of operationalization involves
understanding aspects of the concept and then change them into elements that can be observed and measured.

The authors of this paper have looked at each aspect of brand identity that has been discovered so far regarding the utilized models and operationalized the concept with the key subcategories. Then, the authors have come up with questions corresponding to each category. The questions developed are rather general and broad in order to allow interviewees to express their thoughts freely and not to restrict their answers. Additionally, all keywords that are associated with each facet are not mentioned by the interviewers until the interviewee articulates words that are similar or the same. The operationalization that has been developed is shown in Table 2: Operationalization below.

<table>
<thead>
<tr>
<th>Categories</th>
<th>Facets</th>
<th>Items</th>
<th>Questions</th>
<th>Sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brand Personality</td>
<td>Responsibility</td>
<td>- Down to earth</td>
<td>To what extent is Addlrr</td>
<td>Geuens, Weijters and de Wulf (2009)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Stable</td>
<td>responsible?</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Responsible</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Activity</td>
<td>- Active</td>
<td>To what extent is Addlrr</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Dynamic</td>
<td>active?</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Innovative</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Aggressiveness</td>
<td>- Aggressive</td>
<td>To what extent is Addlrr</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Bold</td>
<td>aggressive?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Simplicity</td>
<td>- Ordinary</td>
<td>To what extent is Addlrr</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Simple</td>
<td>simple?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Emotionality</td>
<td>- Romantic</td>
<td>To what extent is Addlrr</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>- Sentimental</td>
<td>emotional?</td>
<td></td>
</tr>
<tr>
<td>Brand Culture</td>
<td>Values</td>
<td></td>
<td>What are values of Addlrr?</td>
<td>Urde (2003)</td>
</tr>
<tr>
<td></td>
<td>Corporate</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Philosophy</td>
<td></td>
<td>What is corporate</td>
<td>Melewar, Karaosmaoglu,</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>philosophy of Addlrr?</td>
<td></td>
</tr>
<tr>
<td>Brand Relationship</td>
<td>Love/passion</td>
<td>To what extent does the relationship involve love/passion?</td>
<td>Fournier (1998)</td>
<td></td>
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<tr>
<td>----------------------------</td>
<td>-------------------------------</td>
<td>---------------------------------------------------------------</td>
<td>----------------</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Commonality</td>
<td>To what extent does the relationship</td>
<td>Self-connection</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Congruence between</td>
<td></td>
<td>brand’s image &amp; self-</td>
<td></td>
</tr>
<tr>
<td></td>
<td>brand’s image &amp; self-</td>
<td></td>
<td>connection</td>
<td></td>
</tr>
<tr>
<td>Corporate social</td>
<td>What is corporate social</td>
<td>Werther, &amp; Chandler (2014)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>responsibility</td>
<td>responsibility of Addlr?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Norms</td>
<td>What are norms of Addlr?</td>
<td>Flamholtz and Randle (2011)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Table 2: Operationalization

<table>
<thead>
<tr>
<th>Interdependence</th>
<th>- Feeling of something is missing</th>
<th>To what extent is the relationship interdependent?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>- Important role</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- One of a kind</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Reminder of one’s affection</td>
<td></td>
</tr>
<tr>
<td>Commitment</td>
<td>- Loyalty</td>
<td>To what extent does the relationship involve commitment?</td>
</tr>
<tr>
<td></td>
<td>- Pledge to brand</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Adherence in any situation</td>
<td></td>
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<tr>
<td></td>
<td>- Reliability</td>
<td></td>
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<tr>
<td></td>
<td>- Willingness to make scarifies</td>
<td></td>
</tr>
<tr>
<td>Intimacy</td>
<td>- Knowledgeability</td>
<td>To what extent is the relationship intimate?</td>
</tr>
<tr>
<td></td>
<td>- Understandings</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Familiarity</td>
<td></td>
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<tr>
<td>Partner Quality</td>
<td>- Appreciation</td>
<td>What kind of quality does the relationship have?</td>
</tr>
<tr>
<td></td>
<td>- Respect</td>
<td></td>
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<tr>
<td></td>
<td>- Good treatment</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Interest</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Caring</td>
<td></td>
</tr>
</tbody>
</table>

#### 3.5 Coding of Empirical Data

In analysing empirical data, the authors utilize qualitative content analyses and follow the guideline described by Mayring (2000). Mayring suggests two procedures for analysing qualitative content which are inductive category development and deductive category application. The former involves determining definition of categories and formulating inductive categories out of the sources whereas the latter includes analysing
the material based on theoretical aspects. In this paper, the empirical data gathered are going to be analysed by following the deductive category application.

The authors have created two tables which present categories, their definition and examples as well as rules for coding data. This table is called a coding agenda which is designed for explicitly giving those elements mentioned (Mayring, 2000). The authors have coded the empirical data gathered from interviews based on it. These tables can be seen in the Appendix. Additionally, to make the coding process smoother, the authors have created a table summarizing the interviewee’s answers which also can be seen in the Appendix.

Coding is a method that allows researchers to organize and classify data that are similarly coded into categories (Saldaña, 2016). "A code in qualitative inquiry is most often a word or short phrase that symbolically assigns a summative, salient, essence-capturing, and/or evocative attribute for a portion of language-based or visual data" (p.3). The data can be obtained from a variety of sources, for example interview transcripts, literature, and journals. Data that are going to be coded can be from a single word to a sentence or even more. The content and essence of data collected are presented by codes. Applying these codes is called codifying which refers to a process of qualitative data being divided, put together and reconnected for the consolidation of meanings.

3.5.1 Application of Coding Method
The application of the coding method has been conducted in two steps, as shown in the tables Coding agenda for step 1 and Coding agenda for step 2 in the Appendix.

In the first step, the empirical data has been searched according to the coding agenda that is based on the operationalization table. Items that matched with the first coding rule have been highlighted. The remaining items have been secluded for the second step. This first step has been implemented to address the first research question.

In the second step with the remaining items which have been excluded in the first step, they have been observed closely again. By applying the coding rules, items which were mentioned repeatedly by the interviewees have been selected and included in new categories. The model has been created in order to answer the second research question.
The remaining items from this second step have been excluded from further considerations.

This coding method only applies to data that have reached saturation. If there is any aspect of brand identity where the authors are unable to reach saturation, the empirical data relevant to that aspect are not subject to the coding.

3.6 Measures of Research Quality
Bryman and Bell (2015) provide terms which are trustworthiness and authenticity to assess the quality of qualitative research. These two terms have been suggested as criteria in order to evaluate qualitative research differently from quantitative research. Trustworthiness consists of four criteria which are credibility, transferability, dependability, and confirmability. Authenticity concerns several issues regarding the political impact of research.

3.6.1 Trustworthiness
Trustworthiness is a criterion that includes the conventionally used standards: reliability, objectivity, internal validity, and external validity to measure the quality of qualitative research (Bryman & Bell, 2015).

3.6.1.1 Credibility
The credibility of findings in qualitative research is established by carrying out the research in accordance with rules of what is considered good practice and submitting its results to the members of the social world (Bryman & Bell, 2015). According to Tracy (2010), when reports are credible, there is trustworthiness that readers feel based on which they can act and make decisions.

3.6.1.2 Application of Credibility
Throughout this paper, the authors put an effort in showing transparency of the research conducted in order to make it trustworthy and credible for readers. For example, in Appendix the authors have attached all transcripts from the interviews conducted in the collection of empirical data without major changes. Major changes here mean those that can distort the original contents. Additionally, the authors attempt to establish more credibility by explaining the whole research process that the authors have gone through, particularly regarding the methodology chapter.
3.6.1.3 Dependability
Dependability concerns issues of whether or not the study can be repeated by a future researcher (Shenton, 2004). Shenton argues that in order to have dependability, the processes within the research need to be explained in detail, which allows future researchers to replicate the work although the same result may not necessarily be arrived at.

3.6.1.4 Application of Dependability
The authors argue that the study conducted has dependability to some extent in a way that the methodology chapter clarifies what has been done and how it has been done in the research. For example, the authors have articulated that the implementation of the semi-structured interview with details of when and where it was taken place. Moreover, in gathering data the authors show the operationalization table based on which questions were asked and answers were collected. In this sense, the authors believe that this paper is dependable.

4 Empirical Data
In this chapter the collected data through the semi-structured interviews will be presented by each interviewee independently to show full transparency of what has been mentioned.

In each interview, the two parties, interviewers and an interviewee introduced themselves and clarified the purpose of the research and relationship with Addlrr. After the introduction, the research approach has been shortly presented by pointing out the division of brand identity into three categories, brand personality, brand culture and brand relationship. Then, questions to each of these categories have been asked (as introduced in Table 2: Operationalization).

4.1 Larry Mikano
The first interviewee, Larry Mikano, is the marketing director of the start-up Addlrr. He is with the company for almost a year and is responsible for all marketing related activities, including offline marketing, digital marketing and any kind of communications outlet. Larry Mikano has a master degree in marketing, a bachelor degree in business management and professional qualifications in marketing.
Starting with the first category, brand personality, the interviewee was asked to imagine Addlrr as a person and then to describe this person. Larry Mikano answered, that this person is “young”, “trendy” and “caring”, especially regarding corporate social responsibility. Being asked to elaborate the trait “trendy”, the interviewee answered that the person Addlrr is involved in the latest trends, no matter what industry. He continued to elaborate examples for industries, such as tech, fashion and many more. Digging deeper into the trait “caring”, Larry Mikano elaborated that Addlrr is a person who cares about the corporate social responsibility of society, the environment and people in general. He also mentioned the trait “doing good” in that context. Picking up the trait “responsible”, he framed its meaning in the context of the person Addlrr to be able to contribute in a little but effective way. When asked to elaborate the trait “young”, the interviewee said that Addlrr as a person would not be necessarily “young” in age but in personality, keeping up with trends and what is going on in technology.

Continuing with the second category of brand identity, the interviewee has been asked to describe Addlrr’s brand culture. Larry Mikano mentioned the traits of “fun”, “relaxed” and put a big emphasis on “creative”. He added that the working structure would be “open-minded”, “open to new ideas” and without any formal traditional work culture. The interviewee also mentions the trait “start-up vibe”. When he was asked to elaborate “start-up vibes”, the lack of formal working culture was repeated, as well as the traits of “open-mindedness”. The next question regarding brand culture aimed at the values of Addlrr. Larry Mikano described its values to be “encouraging” to get active and do more, as a brand or as user. When asked about the corporate philosophy, the interviewee put emphasis on being “innovative”, as the brand is working with brands and charities, enabling these two parties to communicate on a new platform with each other and users. As the interviewee mentioned the aspect of corporate social responsibility quite some times, the next question was aimed at Addlrr’s corporate social responsibility. Larry Mikano described it in the form of promoting brands to act better and to allow users to have more insight into what is going on in the world, may it be environmental issues or hunger. He mentioned also the aspect of exposure in that context. Being asked about the norms of Addlrr, the interviewee explained the structure of the company, consisting of the original team and its interns. He adds, that Addlrr is a lot influenced by the cultures of big brands such as Google, Nike and Daniel Wellington as these companies currently are trying to implement the “start-up vibe”, which allows every member to freely express themselves, regardless the rank in the hierarchy in the
company. As most recognizable of Addlrr’s brand culture, Larry Mikano said its creativity, and freedom to express the personality of the company.

The last category asked in this interview concerned the brand relationship, especially the relationship with each of the three parties: advertisement providing companies, charities and users. The interviewee emphasised the “openness” of the company internally in the context of building and nurturing long-lasting relationships. He also mentions the good relationship between the members within the company. Larry Mikano emphasises the importance of good relationships towards all stakeholders, not only the users. He adds that “trust” is very important as well for their relationship, but that there is no external relationship fully developed so far.

4.2 Joseph Hallgren

The second interviewee was Joseph Hallgren, who is a student at Linnaeus University in the marketing program and a marketing intern at Addlrr.

The first question was about brand personality, and Joseph Hallgren was asked to answer the question of how he would describe Addlrr if it was a person. He mentioned that he was still learning who Addlrr is and it was developing a personality right now. However, he pointed out that Addlrr is trying to address "young" millennials and to develop a personality along with it. When he was asked to describe Addlrr with any other traits, he mentioned that people involved in it are varied and have different personalities, representing the company differently. Then he added a trait by saying that "they (Addlrr) are aiming for this hip group of people (millennials) and following the latest 'trend' being fashion to more hip start fashion." The interviewer here asked him to elaborate in what way the company follows the trend. He answered two things. First, as an example he mentioned that the company is trendy in a way that it talks about the Marvels's latest movie. Second, he said that the company is really interested in global impacts and sustainability and tries to show this interest to the group of people. The interviewer asked him to build more on the term "global impacts" and "sustainability" by asking a question of to what extent he would say Addlrr lives with these. He said that it is hard to say how much but the company is sharing this type of content. He further mentioned that those two things are the company's priorities.

Moving onto the next category which is brand culture, the interviewer asked how he would describe Addlrr's brand culture. Joseph Hallgren’s answer was a "start-up"
culture. He then elaborated what a "start-up" culture is by mentioning that "I'm a marketing intern but I attend company meetings as well and giving input to another sector so despite having these different departments, we still work closely with others giving our input to the other areas that we might not necessarily have most experiences but we can provide input and work with these people." This kind of openness Joseph Hallgren repeated when asked about the values of Addlrr. The interviewer next asked how he would describe corporate philosophy. He answered that the company is "eager" and described the word by stating that "they want to make changes and are so excited to put them up." According to him, this is a philosophy and the company follows it with actions. When it comes to corporate social responsibility (CSR), he was not sure what CSR of the company was since the company does not have a product yet. Moving from the topic of corporate social responsibility, the interviewer asked him what Addlrr's norms are. He answered that it is both "formality" and "informality" in communication. He further said that there is formality when he is communicating at meetings while communication in person is more informal.

Regarding the last category which is brand relationship, Joseph Hallgren was asked how he would describe Addlrr's brand relationship. He said that "we are trying to communicate in a young and fun way as a start-up." He did not clarify if Addlrr has any relationship that has been built already.

4.3 Eric Frisell

The third interviewee was Eric Frisell, currently the CEO of Addlrr, who has a background in business development, entrepreneurship and innovation.

Beginning with the first question regarding brand personality, the interviewee has been asked to imagine Addlrr as a person and then to describe this person. Eric Frisell answered using traits like “young”, “non-generic”, “cool” and “know it doesn’t matter where you are from and age”. He also added the traits of being “extrovert”, “someone who likes to be visible but also to include everyone else”. In connection with that, the interviewee also mentioned “forefront”. He then added to the aspect of younger person, that it would be “always on top of the trends with fashion, hairstyles, and everything”. Digging deeper into the trait “young”, the interviewer asked the interviewee to elaborate more and he mentioned that the person would be young in age, look, “but also in the mind-sets”.

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Continuing with the second category, Eric Frisell was asked to describe Addlrr’s brand culture. He emphasised that the company is “still quite young, but we’ve always had the same view.” The interviewee then mentioned the term “high-roof”, which he explains as a Swedish term meaning that there is room for everything and that no idea is too crazy. He also mentioned that “we got to be really good friends”. He then described the working relationship as “not traditional” and “it’s completely different, we are putting our time and passion into it.” He also stressed the importance of having respect for each other. The interviewee concluded his answer with the repeated emphasis that “the culture itself has built upon on the passion and friendship”. He then answered on the question, if these traits would be the company’s values, that they haven’t written them down so far but he would describe the core values to be what has been mentioned before. On the question of corporate philosophy, he answered that “I don’t really think we have one”. He added that it is constantly developing and changing “and for us I think it would be undefinable because you cannot really see it in a sense. Maybe if you ask us in a couple of years now”. He concluded that the team has to be more established in order to create a corporate philosophy. Since the term corporate social responsibility was mentioned, the interviewee was then asked to identify if Addlrr has corporate social responsibility. Eric Frisell explained that “we don’t have so much external CSR. Ours’s is more internal.” He elaborated that the team consists of many nationalities, ages and genders, which is part of sustainability according to the agenda 2030 and that Addlrr is not working with CSR today, but might be “a middle man for the CSR” by making “brands work closer with sustainability work and CSR”. The interviewee concluded that due to lack of own resources the main contribution of Addlrr is time and marketing. Being asked about the norms of the company Addlrr, Eric Frisell explained that these are not developed yet as they take more time. He reminded of the “high roof” and that it is about to shrink. “The roof always shrinks as the company gets developed. That’s when norms get in and all the philosophy and culture really getting defined”. The interviewee summarized his answer that “other things like philosophy might have been started but norms take so much to get there so I think it would take at least two years before we can really see like this is a typical Addlrr norm and you don’t do this and that. I don’t think that’s defined here today”.

As for the last category, Eric Frisell was asked about the brand relationship towards Addlrr’s customer segments. He explained that it is difficult to build relationships without having a product, “which makes it a little bit harder to instantly connect”. The
interviewee elaborated that they nevertheless keep in touch with brands “to stay close to our customer segments to understand” and “to figure out the difference what is more important and less important for them and what is true and what is not”. About their follower on social media, he explained that they “are following but without a product they are [not] actually following. He continued talking about charities, they had been in contact with so far. “I think it’s important to always keep an open discussion. We are not approaching it as a sell. We are approaching rather like a discussion and understanding our different customers.” He later in the interview mentioned that the relationship towards charities is very slow paced, as for the charities it is important to work with companies they can trust and don’t risk their own trust which their follower have in them.

4.4 Helena Collin
The fourth interviewee was Helena Collin, currently the CEO of the business incubator in Kronoberg. She works with start-ups that have an intention to go international. She is the head of incubators working with Addlr. She is also the head of investment challenges.

Starting off with the first category that is brand personality, the interviewer asked how she would describe Addlr if it was a person. She answered "it is a 'young' person with a lot of energy." When she was asked to elaborate the word "young", she mentioned that it's young in age with lots of energy, trying to do things that it wants to do right away.

The interviewer moved onto the next category which is brand culture and asked Helena Collin how she would describe Addlr's brand culture. She answered that they are trying to be "modern" and paying attention to what is happening on social media and trying to stay in that area. Then the interviewer shifted the focus from on brand culture in general to values by asking what she thinks values of Addlr are. She answered that it is "energy." At the same time, the interviewer asked what she thinks corporate philosophy of Addlr is. Her answer was not yet, stating that "they are working on it. It is a lot of people behind it to find it." According to her, since the company is very new and has not been around for a long time, they are still building it themselves. As the last question regarding brand culture, the interviewer asked her to what extent Addlr is doing CSR. She responded to this question by stating that the company is not there yet to work on it. She pointed out that the company has to go through its whole business plan and
everything to be sure that it can survive from all of issues, but they do not have that time yet in the beginning.

When it comes to the third aspect of brand identity which is brand relationship, Helena Collin mentioned that the company does not have a relationship with customers, brands, or charities yet, except those who live and work there.

4.5 Andrè Francois
The fifth interviewee was Andrè Francois, who is the CEO of Happy at work, which is a company that provides companies with tools to measure their employees' satisfaction and stress levels. The tool is also designed for identifying problems in the early stage of start-ups to reduce employee turnover, sickness and absence. He is in the same incubator program as Addlrr and is working together with the company. They have known each other for about five months and help each other with some small tasks.

The first question of how he would describe the person if Addlrr was a person was asked, and his answer was "a 'spontaneous' person that provides his friends with new ideas and new products and knows how to solve problems." Then, the interviewer asked if the description of the person matches the word innovative, he agreed on it by saying "yeah innovative is a good word for it. An 'innovative' friend that comes up with cool new ideas." In addition to the adjective to describe Addlrr, he mentioned that a person that "cares" about others and what happens in the world. When he said the word "care", the interviewer asked him to elaborate it by asking how caring it would be. He mentioned that Addlrr is caring in a way that they have knowledge about what is going on in the world, particularly in tech.

Moving onto the second category which is brand culture, the interviewer asked Andrè Francois to describe Addlrr's brand culture. He answered that their brand culture is characterized by new thinking and that's what the company stands for. Also he mentioned that it is very digital and social media oriented. As a subcategory of brand culture, the interviewer next asked what values of Addlrr are. His answer was "marketing in a way of how market things without the feeling of it is marketing." He further explained what he meant by this by saying that marketing that does not feel like marketing. Marketing that is not too pushy. Marketing that creates values not only for companies but also users and charities. The next question in the same category was how he would describe corporate philosophy of Addlrr. He said he did not know much about
it but he thinks the company wants a society where marketing is just more than marketing and tries to show the marketing can do good for people. The last question in this category was if he knows anything about corporate social responsibility of AddLrr and if so how they work with it. He mentioned "they work with CSR in a way that they really care about sustainability and create a platform that cares for that." He did not add anything more to this since he said he has not talked about this aspect so much.

The interview continued and moved onto the next category which is brand relationship. The interviewer asked how Andrè Francois would describe AddLrr's relationship with people, such as users, charities, and companies. He did not know how many relationships the company had because it has not been launched yet. As an aim of AddLrr, he thinks that the company wants to have a really good connection with all these people, for example a tight link between users, customers, and companies that use the company’s solution.

4.6 Sindi Sheri
The sixth interviewee was Sindi Sheri, who is currently the relationship manager at AddLrr. She takes care of relationships with potential customers at the moment and also everything that has to do with B2B. She studied at Linnaeus University and has a bachelor and master degree in marketing.

Regarding the first category of brand identity which is brand personality, the interviewer asked her how she would describe the person if AddLrr was a person. She said the person would be "trendy", "young", "cool", and "tech savvy." She also mentioned that the person who does good. When the interviewer asked her if responsible would be the word for it, she answered "yeah, like what we do is changing the world." To know more about what she means by it, the interviewer asked how active AddLrr would be in a sense of being responsible. Her answer was that the company is active doing good, but since they are a start-up, playing a very active role is what they aim at. Shifting the focus from on the word "responsible" to on the word "young", the interviewer asked her what she meant by "young." She responded to this question by mentioning that the company is young in age and thoughts. She further added that "young in the meaning that when you are young, you are crazy, creative and open, thinking out of the box. This is the young feeling." She also mentioned that in terms of experiences that the members have, they are not so young since some of them are well experienced in entrepreneurship and some other fields.
The interview went on and moved onto the next category which is brand culture. The interviewer first asked Sindi Sheri how she would describe brand culture of Addlrr. At first she was unable to answer this question, so the interviewer changed questions and instead asked her how she would describe values of Addlrr. Her answer was everything that has to do with the better future including charities and sustainability. According to her, the main culture of Addlrr is related to doing good things and make people engaged in this without making them feel guilty for the spent time on the platform. Then, the interviewer asked what the corporate philosophy of Addlrr is. She answered "the philosophy is changing the world" and "making them (people) feel responsible." Here, to elaborate what she meant by changing the world, the interviewer asked how they want to change the world. She answered, "By making people who do nothing to do something." She said people by which she meant users of the platform. The next question asked was about norms of Addlrr. She mentioned "we live by the norms that since our responsibility is that brands should have this engagement in this kind of issues, sensitive issues, they should be aware of social impacts and want to do good." She also said that charities have to have transparency and to be controlled without dramas. Lastly, she was asked to describe the corporate social responsibility of Addlrr. She answered "well, we have to contribute to everything. Everything that has to do with social impacts, the world living, any kind of charity, and any kind of goodness." She explained a reason behind this statement, saying that the company wants brands to be responsible and to make contribution because they have a responsibility to do so. Also, when it comes to charities, she said the company wants charities to be more active.

For the last category of brand identity which is brand relationship, she stated that the company does not have any relationship yet. She mentioned that the company is aiming to build a close relationship with millennials, brands and charities.

4.7 Naimul Abd
Naimul Abd was the seventh and last interviewee. He has been working in senior marketing roles in several countries, such as Pakistan, Egypt and India before coming to Sweden. He is a project manager and owns several early stage tech start-ups. One of these start-ups is Addlrr, where He is currently the chairman of the board.

Like the other interviewees, Naimul Abd was asked to imagine Addlrr as a person and to describe this person. He named several traits, such as “different”, “hip”, “cool”, “authentic” and “it’s modern by all means”. He added, that it is “quite caring, because
you cannot achieve social impact without being a caring organisation”. The interviewee then added “dynamic” to his list, as well as “it doesn’t go where everybody else goes. It tries to stick out and to do something very different”. When asked to elaborate the trait “caring”, he explained that brands and businesses can be selfish because profit as a motivation is seen as selfish. Addlrr instead goes for the triple bottom line: people, planet, and profit. The interviewers also dug into the term “different” which had been mentioned several times. The interviewee then used “Star trek” as an example for taking a risk by going somewhere, no one else has been before. He asserted that this was the core of innovation, doing something different but to “take the risk of being classified as different, isolated” and that this is what Addlrr wants to do.

The second category of brand identity then was inquired. Naimul Abd was asked to describe Addlrr’s brand culture. The interviewee then explained that they are a community which tries to build a global community. He then elaborated scenarios of what this community could look like but has not been developed so far. Being asked if these traits are Addlrr’s values, the interviewee explained that it is again very difficult to define these things without having a product yet. “We are living in a very fuzzy space. In a fuzzy space it is very difficult to define, but you could say it’s a bubble of fun, it’s a bubble of energy, a bubble of community feelings, a bubble of doing things, cool things”. He then pointed out the connection between brand culture and personality and its importance. When he was asked if what had been mentioned so far is relevant to Addlrr's values, he mentioned that it's very difficult to define these things in the company that is in it's very early stage. Then, Naimul Abd was asked to discuss Addlrr’s corporate philosophy. He answered that so far he hadn’t thought about it, but he described what it would be like when established, namely making “a very, very big impact in some way”. Continuing with the corporate social responsibility, the interviewee went back to the selfishness of brands and described the reason of corporate social philosophy as “window dressing”. He explained the effects and necessity of this term for big companies but for Addlrr as well. Closing the dimension of brand culture, the interviewee has been asked to describe the company’s norms. He then mentioned that Addlrr would be authentic, delivering what it committed itself to, as it is of importance to meet this norm due to gain the customers’ trust.

Finalizing the interview with Naimul Abd, the interviewer asked him to talk about Addlrr’s brand relationship. He picked up the fact of the yet missing product, which
makes forming a relationship difficult and then went on illustrating his idea of Addlrr’s desired relationships.

5 Analysis
In this chapter, the findings from the empirical data collection are going to be analysed and used to answer the research questions. In order to translate the information correctly, the coding agenda introduced in the methodology chapter has been used on the dimension of brand personality.

The brand culture has been divided into four categories as they are introduced in the theory chapter. As opposed to the original plan of the coding, the author have decided to treat the answers regarding brand culture by the interviewees as a collection of insights because they are very scattered and partially not specific enough. They are thus not possible to be combined and subject to coding. In this sense, the authors have concluded that the saturation regarding brand culture of the company has not been achieved. Therefore, the authors have decided to present all the statements from the interviewees as they are.

Due to the fact that the brand relationship has been described as not developed yet by several interviewees and some interviewees only explained ideal relationships that they would like to build in the future, the dimension has not been regarded in the coding agenda.

During the interviews, the interviewees were not always able to further explain what they meant. In this case where there is a lack of specification, some of them described what they would want things to be or what they could be. Since this is not an accurate description of the current situation of the company, all statements regarding their ideal future have been disregarded.

5.1 Brand Personality
The brand personality dimension introduced in the theoretical framework is based upon the brand identity model of Aaker (1997), which has been remoulded and adjusted by Geuens, Weijters and de Wulf (2009). It consists of five facets, which are responsibility, activity, aggressiveness, simplicity and emotionality. Using these facets in their
operationalized form as interview guide, the interviewers asked the interviewees to
describe each of these facets without aiming for any of the key words displayed in the
operationalization table. Only when a keyword from the theory has been mentioned by
the interviewees, the interviewer dug into the trait for further elaboration.

In analysing the empirical findings, it has become clear that some of the facets of the
brand personality introduced in the theory chapter have not been mentioned in the
answers of the interviewees at all. This concerned the facets of simplicity, emotionality
and aggressiveness. The remaining two facets of responsibility and activity however,
showed partial matches.

Keywords that have been considered fitting with the category of responsibility are
"responsible", "caring" and "doing good". The items “caring” and “doing good” have
been adopted into the responsibility facet due to their closeness to “responsible”. The
item “caring” seems as a trait of emotionality, but also close to “responsible”, which
depends on the perspective and the context in which it is used. For example, the first
interviewee, Larry Mikano, used the word "care" and stated that Addlr is a person who
cares about the corporate social responsibility of society, the environment and people in
general and in this sense it is doing good. Moreover, the seventh interviewee Naimul
Abd used the same word to describe Addlr as considering the triple bottom line:
people, planet, and profit. Given these two opinions, the item ”caring” has been
mentioned respectively in connection to social responsibility and therefore the item has
been put into the facet of responsibility. The item “doing good” seems to be as part of
activity, due to the aspect of activity in the word “doing”. In combination with “good”,
however, the item has been considered more appropriate in the facet of responsibility as
the item “doing good” partially defines the adjective “responsible”.

As for the activity facet, "innovative", "dynamic" and "energetic" have been selected.
With the first two items matching with the items introduced in the theory chapter, the
item “energetic” is close to the facet of aggressiveness and activity. When it was
mentioned in her interview, Helena Collin used the item “energetic” in connection of
Addlr having ADHD, which she explained as being restless, rather than having
troubles keeping focused. As this context describes more the active than the aggressive
nature of the item “energetic”, it has been assigned to the facet of activity. These new
assignments are shown in Table 3 below.
Table 3: New items in Responsibility and Activity

<table>
<thead>
<tr>
<th>Responsibility</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responsible</td>
<td>Innovative</td>
</tr>
<tr>
<td>Caring</td>
<td>Dynamic</td>
</tr>
<tr>
<td>Doing good</td>
<td>Energetic</td>
</tr>
</tbody>
</table>

5.2 Brand culture

The dimensions of brand culture adopted in the theoretical framework are values, corporate philosophy, norms and corporate social responsibility. Schroeder, Salzer-Mörling, and Askegaard (2010) state that these aspects are sources of a brand culture. According to Urde (2003), their combination gives a brand its character. Using these aspects in their operationalized form as interview guide, the interviewers asked the interviewees to describe each of these aspects from their point of view. In this section, all the answers from the interviews are going to be presented as a collection of insights.

When it comes to values of Addlr, the authors have obtained several statements. The first interviewee, Larry Mikano, described the values of Addlr “to be encouraging to get active and do more as a brand or as a user. Eric Frisell explained the concept of the “high-roof”, “where there is room for everything and no idea is too crazy”. This description matches with Joseph Hallgren’s view on the company’s values. He described it as important for the company to be open and to be able to give input even in departments where he is not responsible. Helena Collin described the company to be full of energy. The fifth interviewee, André Francois, described the values of Addlr as doing marketing, which does not feel like marketing or being too pushy. Sindi Sheri described the values to be “everything that has to do with the better future”.

The norms of the company Addlr have been described in many different, but sometimes matching ways. For example, Larry Mikano described the norms as every member being “allowed to freely express themselves, regardless the rank in the hierarchy in the company”. He also mentioned a certain start-up vibe, where communications are without formality and the working atmosphere is relaxed. Joseph Hallgren expressed the same point of view regarding norms. He also mentioned start-up vibes in connection with communication and working close with others. Sindi Sheri described the norms in form of requirement to work together with Addlr for other...
brands to be responsible and charities to be more transparent. Two interviewees, which are not working for Addlrr but have a close connection to the company could not answer the question, whereas two founding members stated, that the norms have to be established yet.

The first interviewee, Larry Mikano, described corporate social responsibility of Addlrr as promoting brands to act better and to allow users to have more insight into what is going on in the world. Being a middle man for the corporate social responsibility by making brands work closer with sustainability work and corporate social responsibility was what the third interviewee Eric Frisell mentioned as the company's corporate social responsibility, which is similar to the statement by Larry Mikano to some extent. When it comes to the fifth interviewee André Francois, he described the company's corporate social responsibility as working with corporate social responsibility in a way that they (the company) really care about sustainability and creating a platform that cares for it. This statement also partially matches that of Larry Mikano's and mostly that of Eric Frisell's. The sixth interviewee Sindi Sheri said that contributing to everything that has to do with social impacts is the company's corporate social responsibility. Although her statement was rather broad and general, it can be said that what she thinks of the corporate social responsibility of the company is somewhat similar to what has been mentioned by the three interviewees. The rest of the interviewees who are Joseph Hallgren, Helena Collin and Naimul Abd mentioned that the company still does not have a corporate social responsibility yet. Despite the fact that there is a moderate match among the several statements, the authors believe that they cannot be presented as Addlrr's corporate social responsibility, given that they are not engaged in it yet without the product.

Being innovative and creative and working with brands and charities on issues regarding the environment, hunger and so forth was what Larry Mikano mentioned as corporate philosophy of Addlrr. The next interviewee Joseph said its corporate philosophy is being eager and wanting to make changes and put them into action. The fifth interviewee André Francois described corporate philosophy of Addlrr as the company wanting a society where marketing is more than just marketing and showing the marketing can do good for people. Lastly, Sindi Sheri, who was the sixth interviewee, explained that the company's corporate philosophy is changing the world and making people responsible. There were three interviewees, Eric, Helena and Naimul
Abd, who did not have any idea of what the company's corporate philosophy was or mentioned that the company did not have one yet.

5.3 Brand relationship

Brand Relationship has its emphasis on brands and their customers relating to each other (Fournier, 1998; McAlexander et al., 2002). It is concerned with increasing customers and maintaining the relationship with them. Fournier (1998) has suggested to evaluate the quality of Brand Relationship based on six indicators that are love/passion, self-connection, interdependence, commitment, intimacy, and brand partner quality.

In collecting empirical data, the authors attempted to get an insight into relationships that Addlrr has built so far and their quality. However, it has been revealed that the company in its very early stage has not established any relationship yet, probably due to the fact that there is no product or service existing yet. Since there was no relationship identified in the study, the authors argue that the concept of Brand Relationship does not apply to the case of Addlrr. Therefore, this concept is going to be disregarded for the rest of this paper.

In the following the applied models from the theoretical framework have been recapitulated and evaluated regarding its extent of applicability in this research. In the course of the analysis, the empirical data has been coded in the two steps as mentioned in the Methodology chapter. The first step has been applied in the following. Taking a closer look on the analysis parts regarding the brand identity dimensions, the authors have found that the brand personality model by Aaker (1997) after being edited by Geuens, Weijters and de Wulf (2009), matched partially in terms of two of five personality facets. These two facets are responsibility and activity. To the pre chosen traits of the category responsibility, the items “caring” and “doing good”, as well as “energetic” to the category of activity, had to be added to describe Addlrr’s brand personality. The other three facets, aggressiveness, simplicity and emotionality could not find any matching answers from the interviews and therefore are not part of Addlrr’s brand personality.

Relating to the brand culture, although the interviewees responded extensively to the questions about its aspects, the answers did not seem to be the same or remotely similar between the respondents, except the answers regarding the corporate social responsibility of the company. Here the responses of Larry Mikano, Eric Frisell, Sindi
Sheri and partially André François similarly describe the company's corporate social responsibility, namely to motivate brands to engage in corporate social responsibility themselves and to do good. However, it should not be ignored that three respondents that are Joseph Hallgren, Helena Collin and Naimul Abd stated, that the company’s corporate social responsibility has not been established yet.

To continue, the complete absence of any established Brand Relationship additionally weighs heavy on the decreasing extent regarding the applicability of the models employed in this study. Here, a question of whether or not the models adopted in this paper applies to this case has arisen. As it has been asserted in the literature that the usage of these models can be commonly applied, the answer on the aforementioned question could be due to the lack of establishment of those facets within the company so far. Considering the statement about the absence of a product that was repeatedly mentioned, the company itself in its infancy stage may present the possibility of being a reason for this result.

This partial match and the lack of a structured and coherent brand culture, as well as the complete absence of Brand Relationship shows, that the extent of description through the models employed is rather small and therefore are not suitable to describe AddIrr’s brand identity in its actual nature.

5.4 Brand Identity of AddIrr
In this chapter the brand identity of AddIrr is presented as a result of the findings in the empirical chapter. As elaborated in the previous chapter, the facet of Brand Relationship cannot be further regarded in this research. Therefore AddIrr’s brand identity has been described with the remaining two facets of brand personality and brand culture.

5.4.1 Brand Personality of AddIrr
Besides the personality traits that have been mentioned in 6.1 Brand personality, the authors have found that there are five additional traits that need to be assigned to a new category to describe the brand personality of AddIrr as they could not be further recoded. These five traits identified are "young", "trendy", "cool", "hip" and "modern". The explanation of what the respondents meant by these traits has been presented below.

The item "young" was the most commonly mentioned trait when the interviewees tried to describe AddIrr's brand personality. This word was articulated by four interviewees
out of seven. It is important to mention as well that the context in which the item “young” was mentioned unfolds two contexts: one regarding age and the other regarding mind-set. The former one may just mean that Addlrr would be a young person since it is a start-up. According to the respondents who used the trait young in a sense of mind-set, they clarified that the company is young because of its thoughts, energy and trendiness.

The item “trendy” was mentioned second most frequently. The interviewees elaborated this trait regarding being up-to-date and informed about the newest trends, in no matter what industries. The tech and fashion industries were particularly emphasised by several respondents. The authors have assigned the other two words, “hip” and "modern”, to the same category as "trendy” since both of them can also mean trendy.

The authors of this paper decided to create a new category named Mind-set (see Table 4: Mind-set), which holds the items “young (in mind-set)”, “trendy”, “hip” and “modern”. The name Mind-set has been chosen to describe the attitude with which a brand can use to describe its way of thinking, communicating and acting on the outside and with other people.

<table>
<thead>
<tr>
<th>Mind-set</th>
</tr>
</thead>
<tbody>
<tr>
<td>Young in mind-set</td>
</tr>
<tr>
<td>Trendy</td>
</tr>
<tr>
<td>Hip</td>
</tr>
<tr>
<td>Modern</td>
</tr>
</tbody>
</table>

The item "cool" is another keyword that was articulated several times. However, those who mentioned "cool" did not really elaborate the word probably because it is very much self-explanatory. The authors have decided to create another new category, named Spirited, to be able to better describe the brand personality of Addlrr. This category includes "young (in age)" and "cool". The name Spirited (see Table 5: Spirited) has been chosen to describe a brand of a specified character, outlook, or mood.
Table 5: Spirited

<table>
<thead>
<tr>
<th>Spirited</th>
</tr>
</thead>
<tbody>
<tr>
<td>Young in age</td>
</tr>
<tr>
<td>Cool</td>
</tr>
</tbody>
</table>

In summary of 6.1 Brand personality and 6.4.1 Brand personality of Addlrr, the brand personality of Addlrr as a person can be explained with these traits shown below in Table 6: Brand Personality of Addlrr:

Table 6: Brand Personality of Addlrr

<table>
<thead>
<tr>
<th>Responsibility</th>
<th>Activity</th>
<th>Mind-set</th>
<th>Spirited</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responsible</td>
<td>Innovative</td>
<td>Young in mind-set</td>
<td>Young in age</td>
</tr>
<tr>
<td>Caring</td>
<td>Dynamic</td>
<td>Trendy</td>
<td>Cool</td>
</tr>
<tr>
<td>Doing good</td>
<td>Energetic</td>
<td>Hip</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Modern</td>
</tr>
</tbody>
</table>

5.4.2 Brand Culture of Addlrr

The brand culture of Addlrr can be described according to the findings elaborated in 6.2 Brand Culture. As it is a collection of insights in the categories which have been described as essential for the brand culture, the interviewees were asked to describe their insight about each of the four categories. The authors have concluded that the accumulated input from all the interviewees could result in the formation of Addlrr's brand culture. In the table below, the collection of insights translated into the brand culture are displayed. As explained in the theoretical framework, brand culture is divided into four categories: values, norms, corporate philosophy and corporate social responsibility, according to which the findings a have been classified.
The values of the company Addlr are to be open for new ideas, no matter how crazy they might seem (high roof) and regardless the position in the company the person has, who contributed the idea. More values are to encourage brands and users to get active and do well without being too pushy in the form of marketing. The company’s norms are having start-up vibes in form of informal and open communication, relaxed working atmosphere and the requirement for transparency for companies who want to engage with Addlr. The corporate social responsibility of Addlr is to create a platform, where Addlr acts as a middleman to encourage brands to pursue their corporate social responsibility more and to give the users insights into what is going on in the world. The brand’s corporate philosophy is to be creative, innovative and to do marketing in a way that it is considered good. The creativity is to be used to make changes and to put them into action, as Addlr wants to make the world a better place.

A summary of brand identity of Addlr that has been identified in this study is presented in Table 7: Brand Identity of Addlr below.

Table 7: Brand Identity of Addlr

<table>
<thead>
<tr>
<th>Brand Identity of Addlr</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Brand Personality</strong></td>
</tr>
<tr>
<td>Responsibility</td>
</tr>
<tr>
<td>Responsible</td>
</tr>
<tr>
<td>Caring</td>
</tr>
<tr>
<td>Doing Good</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td><strong>Brand Culture</strong></td>
</tr>
</tbody>
</table>
### Values
- To be open to new ideas and to encourage brands and users to get active and do good without being too pushy in the form of marketing

### Corporate Philosophy
- To be creative, innovative, and to do marketing in a way that it is considered good and to make the world a better place

### Norms
- Start-up vibes in form of informal and open communication

### Corporate Social Responsibility
- A platform where Addlr as a middleman engages brands to pursue their corporate social responsibility more and gives the users insights into what is going on in the world

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### 6 Conclusion

The purpose of this paper is to describe the brand identity of a start up by applying commonly used models of selected components of brand identity that have been chosen for the case of this research and to see to what extent these models are applicable.

The authors first applied the models of selected components of brand identity to the case of Addlr, which is a start-up located in Växjö, Sweden, that has not been officially launched yet. The goal was to see the applicability of the existing literature in this specific context. From what has been revealed in the analysis chapter, it can be argued that the model of brand personality was moderately applicable to the case of Addlr, considering that it successfully contributed to describe a half of its personality with the categories of responsibility and activity. When it comes to brand culture, the authors have concluded that the extent of applicability of the model to this case cannot be measured. There are two possible explanations for this result. Firstly, saturation has not been reached, due to that fact that answers to the same questions asked during the interviews were very diverse and thus difficult to be coded. If this is the case, it is assumed that the model might be applicable to the context of a start-up. However, the authors do not know how much more information will be needed to reach the saturation. Secondly, the authors have reached saturation in a way that the components of brand culture employed in this study have not been officially established yet. If this is the
case, it would be concluded that the model is not relevant or appropriate in the context of Addlrr. Lastly, the authors argue that the model of Brand Relationship is not applicable at all to the case studied, since there was no relationship identified.

The authors also attempted to describe the current brand identity of Addlrr with the concept of brand identity which includes brand personality, brand culture and brand relationship. It is argued that brand personality of Addlrr has been satisfactorily depicted with six traits in the existing model and another six traits in the new categories created in this paper, as the table shows in 6.4.1 Brand personality of Addlrr. Concerning brand culture of Addlrr, it was very difficult to describe it because of the aforementioned issues. Therefore, the authors have presented the summary of the statements from the interviewees as the company’s brand culture. Treating data from the interviews as a collection of insights into its brand culture has enabled the authors to depict its components to some extent, although the description is not satisfactory. Given that Brand Relationship of Addlrr that has been proved not existing yet, the authors have concluded that the current brand identity of Addlrr mainly consists of its personality and undefined culture that is under development.

7 Research implications
7.1 Theoretical implication
This paper has contributed to the literature world in two ways. First, the authors attempted to apply the models of components of brand identity to the case of a start-up and see to what extent they are applicable. The authors argue that the applicability of the models that have been used to study large companies is not high in the context of a start-up, which implies that there is a need for a model that assesses the brand identity of a start-up more accurately to be developed. Another theoretical contribution is related to brand personality. The adopted model was not sufficient enough to describe the brand personality of Addlrr and thus the authors have created two new categories that include six traits to better capture the personality of the start-up. These new categories might be useful in depicting brand personality specifically in the context of start-ups.

7.2 Managerial implication
Managerial implication of this paper is mainly about helping the members of Addlrr better understand its current brand identity and, if necessary, make changes to it so that the company can communicate the right brand identity to potential customers when it is
officially launched. Regarding the brand personality, it can be said that the company already has fairly solid personalities with which it can communicate with potential customers. However, when it comes to brand culture, it seems that its components that are values, norms, corporate philosophy and corporate social responsibility have not been firmly established yet. Therefore, a recommendation would be to develop each component before trying to communicate with potential customers so that the company will be able to ensure that there is consistency in their communication.

8 Future research suggestions
Taking a look on the findings regarding brand personality and brand culture, the authors state that the applied models showed partially insufficiency in the context of a start-up. Therefore, the authors suggest for further research in the field of branding, especially in brand personality and brand culture, to test the existing models quantitatively, to adjust them in accordance with a context of start-ups, and, if necessary, to create a new model to assess them.

When it comes to the company of Addlrr, a further research on their brand identity in all its facets is recommended after the company has been in business with a product for at least two years. As more establishment in the facets of brand identity is expected in the future, the company could also be a valuable informant in studying branding in the context of start-ups or SMEs.

8.1 Limitation
The authors of this paper encountered limitations regarding the facet of brand culture. The original plan was to implement the coding for its components. However, due to the fact that the answers from the interviewees were very various and hard to be coded, the authors had to present them just as a collection of insights. Additionally, as for the facet of brand relationship, its existence has been expected to a great extent due to its literature induced importance. However, the empirical findings have whatsoever confirmed the absence of relationships. Therefore, this facet has been excluded from the study. The reasons for the absence have been elaborated in the analysis chapter.
References


### Appendix

#### 8.2 Coding Agenda for Step 1

<table>
<thead>
<tr>
<th>Category</th>
<th>Definition</th>
<th>Examples</th>
<th>Coding Rules</th>
</tr>
</thead>
<tbody>
<tr>
<td>P1: Theoretical brand personality</td>
<td>Attributes identified by authors which are shown in the operationalisation table.</td>
<td>&quot;responsible&quot;, &quot;forefront&quot;, &quot;energetic&quot;, &quot;innovative&quot;, &quot;dynamic&quot;</td>
<td>Keywords have to be similar or the same as described by the author’s model. Otherwise P2: other keywords for brand personality</td>
</tr>
<tr>
<td>P2: Other keywords for brand personality</td>
<td>Additional attributes identified through research, as mentioned by the interviewees.</td>
<td>&quot;young&quot;, &quot;cool&quot;, &quot;trendy&quot;, &quot;energetic&quot;, &quot;modern&quot; &quot;non-generic&quot; “extrovert” “spontaneous” “tech-savvy”</td>
<td>If keywords used to describe brand personality does not match the ones mentioned in the model.</td>
</tr>
</tbody>
</table>

#### 8.3 Coding Agenda for Step 2

<table>
<thead>
<tr>
<th>Category</th>
<th>Definition</th>
<th>Examples</th>
<th>Coding rules</th>
</tr>
</thead>
<tbody>
<tr>
<td>PP1: Keywords in P2</td>
<td>Attributes, which have been mentioned by several interviewees and not part of the theoretical model</td>
<td>&quot;young&quot;, &quot;cool&quot;, &quot;trendy&quot;, &quot;energetic&quot;, &quot;modern&quot;</td>
<td>Keywords have to be mentioned by several interviewees and not be part or similar as shown in theory. Otherwise PP2</td>
</tr>
<tr>
<td>PP2: Remaining keywords, which will be removed</td>
<td>Attributes, which have been mentioned by interviewees and not part of theoretical model, but only mentioned once</td>
<td>“non-generic” “extrovert” “spontaneous” “tech-savvy”</td>
<td>Keywords have to be not part or similar as shown in theory and only mentioned by one interviewee</td>
</tr>
</tbody>
</table>
8.4 Coding Result

<table>
<thead>
<tr>
<th>Intent</th>
<th>BP</th>
<th>Action/CON</th>
<th>Value</th>
<th>Name</th>
<th>CSR</th>
<th>CT</th>
<th>SPR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Larry Mikano</td>
<td>young male</td>
<td>be encouraging</td>
<td>to get used to</td>
<td>be developing to be better</td>
<td>more brand expert</td>
<td>more CSR</td>
<td>more CT</td>
</tr>
<tr>
<td>Larry Mikano</td>
<td>young male</td>
<td>be encouraging</td>
<td>to get involved</td>
<td>be developing to be better</td>
<td>more brand expert</td>
<td>more CSR</td>
<td>more CT</td>
</tr>
</tbody>
</table>

8.5 Transcripts of interviews

8.5.1 Larry Mikano

R: As you already know who we are, I am Robert and this is Taka. We are studying a bachelor degree at the university and studying marketing program. We are here because we are writing our thesis about branding, brand identity, and this is why we are doing an interview with you because you are responsible for the brand of Addlrr. Could you introduce yourself about your background, your position at the company, and relationship with Addlrr?

L: Larry Mikano. I’m the marketing director of Addlrr, I’ve been working for the company for almost a year. And I’m responsible for all the marketing related activities from the digital marketing to the offline marketing, any kind of communications outlet.
About my background, I have a master thesis in marketing. I also have a professional qualification of marketing, Ba and business management.

R: All right, thank you. In our project, we are approaching the idea of brand identity which include four categories and we would like to start with the first one. If you see Addlrr as a person, how would you describe it?
L: In what sense?
R: If you say Addlrr is a person, how would you describe that person?
L: I would say Addlrr is a young person with kind of trendy vibes giving off that cares about corporate social responsibility of the environment.
R: Okay, when you say “trendy”, how would you elaborate that?
L: Trendy in a sense of Addlrr is to be involved in the latest trendy and it doesn’t matter what industry. What is current in all the industries. So it knows what is going on in tech, fashion, and any other industry.
R: Okay. When you say corporate social responsibility, to what extent Addlrr is responsible?
L: I mean as a person who cares about the CSR of society, the environment, people. Addlrr would be if you think of as a person would like to be seen it as someone who has a cause for those. Who wants to do good.
R: When you say Addlrr would be a young person, what else element you would add to this person? I mean does the word young mean Addlrr is young in age or what do you say?
L: I would say young, maybe not necessarily young in age, but in personality. So it could be that Addlrr wants to stay in a full stage of digital trend. What is going on in technology. While old people may not be involved in the trend, Addlrr even if its age is 40 it would still know what is going on in technology.
R: So more of a following matter?
L: Yes, exactly.
R: Coming back to the part where you mentioned responsibility, to what extent Addlrr is responsible?
L: I mean it’s responsible in a sense that being able to contribute in a little way but an effective way.
R: That is great. So now we would like to move onto the second category which is brand culture. How would you describe Addlrr’s brand culture?
L: The culture would be very fun, relax and creative, definitely creative is a big thing. I would say following new ideas and open to new ideas and without formal traditional work culture.
R: So it is more casual.
L: Exactly. I think it’s more of moving towards a start-up kind of vibes. But I would say, there are still, as we have a board, roles and responsibilities.
R: When you think about what is important in Addlrr’s culture, how would you describe your values?
L: Values do you mean..
R: Values as part of the brand Addlrr
L: I would say just being able to promote CSR to other to encourage externals, whether they are users or brands, to do more and act more.
R: Okay so it is like a core of Addlrr.
L: Yes. I would also say, this may not be our values but, making CSR cool. There’s so many things in the society right now that are trendy and cool and CSR we think is one of them. That is what we want to do.
R: Okay. You can always add something which is not part of the question such as what is important so feel free to do that.
L: Okay.
R: How would you describe Addlrr’s corporate philosophy?
L: You mean as a brand?
R: Yes
L: I would say corporate philosophy, since we are working with different things, such as charities and brands, it would be maybe being innovative, whether it is with brands. Obviously we are advertising platform as well so having a new platform that showcases ads as well as being innovative for charities by having a new platform which allows charities to receive donations and also allows users to connect charities. So definitely innovation is very important.
R: All right. What would be the competence of the brand? What is your strength?
L: Definitely marketing. Most of us are marketers. So I would say marketers and that goes with everything within marketing. There are so many things. There is inbound marketing, content creation, digital marketing and etc… I would say these are definitely our strength.
R: Okay. What are your homogeneous industries?
L: Like specifically?
R: Yes
L: I think we want to work with all industries. Anyone that whether you are brand, oil and gas, I think it’s all industries. Anyone that is doing CSR. And I would say that anyone who can do advertising and has a budget for campaigns.
R: You have talked a lot about CSR in other companies’ context. What is your CSR? What are you doing in Addlrr relating to CSR?
L: Promoting brands to act better and allowing users to be aware more of what is going on in the world, whether it’s environmental issues or hunger. So I think we are going to be a platform exposing to and allowing people to really see what is going on and be more aware.
R: Okay.
L: A very good question by the way.
R: Thank you. In your culture, what do you have as norms?
L: In my culture?
R: Yes
L: We have the original team, our interns. We try to get them involved as much as possible. But I think most strategic I would say the board level as well. I mean we have Naimul who is a solo entrepreneur who has a start-up company that is quite successful
and also has different start-up companies so we utilize someone like that to direct the company.

R: Do you want to add something about the brand culture that has not been mentioned yet?
L: Hmm maybe I’m forgetting something but
R: You can think of competitors and see their cultures
L: I would say if looking at the brands, we definitely have an influence of google, Nike, and even my experience seeing the culture of Daniel Wellington there. Start-ups as well as these companies they are changing culture now having more sense of start-up vibes. I would say that. As a traditional company if you have an idea if you position was lower, to express your idea you have to tell your manager, whereas Addlr it has a small team and is open to any kind of ideas and share them, whether it is related to funding or sales, marketing we encourage that.
R: Addlr is pretty flat then?
L: Exactly
R: What would you say about the brand culture of Addlr? What would be the most recognizable thing?
L: Creativity. We are marketing companies. For example when you look at the campaign we just did, that was specifically in the marketing. Creativity and freedom to express our personality as a company whereas traditional companies they don’t really express their personality.
R: That is true. All right, the next category concerns brand relationship. How would you describe Addlr’s brand relationship with people?
L: Internally or externally?
R: Can be both.
L: Okay, internally, I think it’s very good that we are an open company. We want people to build relationships and be able to nurture these long-lasting relationships so I think we are very open in that sense. For the team members we do stuff together. Besides work, we also consider ourselves as friends and actually interact. So I would say it’s definitely a good relationship. We hire more people who want that longevity and people coming to be with Addlr for a lifetime. It’s not just after 10 years I would go somewhere else. It's not just 2 or 3 years I would go somewhere else.
R: What kind of relationship would Addlr want to build with customers?
L: I think it’s the same thing customers are very important. They could be your users, brands, or charities so we are not just focusing primarily on people using our platform but I think that’s something I have learned from the business. It’s very important to nurture a very good relationship with your key stakeholders and all kinds of customers so I think we want to have a very good relationship. When you look at Facebook for example, their relationship with not only users but also brands that express contents and advertising, YouTube is also the same they like in there so we want to have transparency and trust. We want customers to trust us. Trust is a very important thing.
R: Okay. We would like to change the point of view. How do you want customers to perceive the relationship with Addlr?
L: I would say a normal relationship that you would have with your friends. We understand that we are a business so maybe it’s not going to be literally a friendship relationship but see Addlrr as brands that are specifically focusing on millennials. They see this brand as a friend. For example, Apple, Nike, Adidas customers see these brands as something they can turn to.

R: What kind of aspects would the relationship have with customers?

L: You mean all customers?

R: Yeah but primarily in this context users.

L: I think obviously we will be dealing with donations so again transparency and trust. That’s the main thing important for us. We want to provide a platform that is engaging and people go and enjoy themselves. The main thing comes down to transparency and trust again while the platform is very exciting for our users and or it’s very beneficial for brands or for charities transparency and trust don’t really matter.

R: You just said that you want the relationship to be beneficial. In what context do you mean beneficial?

L: Beneficial to them or beneficial for?

R: Could be both.

L: I mean it’s a beneficial in a sense that they can get something out of this. Again users are able to make donations and able to interact on the platform that is engaging social contents of brands and charities. I think for brands it allows them to be able to showcase their social content in a more meaningful and interesting way as well as promote the CSR. I think for charities the main thing would be receiving donations as well as its exposure on what is going on any kind of causes that they have.

R: Makes sense. To what extent could the relationship involve functionality for customers? I mean for the direct users.

L: To what extent… can you repeat the question again?

R: To what extent could the relationship involve functionality for customers?

L: Functionality in…

R: For the customers

L: What do you mean? I don’t really understand that.

R: I mean for example if I’m going to a supermarket and let’s say some food brands are my favourite brands. And the functionality in this case would be that I’m hungry so I’m going to a supermarket and buy my favourite brand’s products.

L: Okay I see what you mean. The platform we would like to have is also an e-commerce platform. So customers can go on and shop directly from Addlrr. We also want to include co-creation as well with customers, or users. I don’t like to say customers. So I think the co-creation is the big thing that many kind of platforms are working with. It allows people to feel more involved.

R: Okay

L: I think we also want to have influencers as well. Influences are big thing. You have a platform like Instagram and LinkedIn as well it doesn’t need to be influences as well but brands can also be influencers to people a lot. I think that’s one thing really important. You see influencers doing on Instagram. I would say it’s a nonsense. It’s not really
doing anything. Imagine having an influencer on a platform like Addlrr who promotes CSR that works with brands and charities. That would be amazing to encourage others to do it.

R: That is true. You just mention co-creation. What could it involve?
L: As we build a platform, we will see where exactly we can go with co-creation. It could be a co-creation in a sense of people working with brands or charities to create new kinds of ads. I know Facebook has something very similar like that on their platform. But we need to see as the platform progresses how we can implement that side.

R: It’s just for development
L: Exactly

R: Okay, so we can move onto the last category now. What do you think Addlrr is?
L: I think Addlrr is a platform… I’m trying to put into a couple of words. I would say we are a platform that is promoting CSR. We are an advertising platform. Because we have so many things to us, we are an advertising platform but a main goal behind Addlrr is promoting CSR as well as allows millennials to make these donations. That’s what we are focusing on. You see a problem that millennials are kind of lower presentation of being involved in charities and making donations. They don’t do it maybe it’s because of the resources or maybe because they don’t see it as something cool or interesting thing to do. I think right now we are a unique space where I would say donations doing good. CSR is not at the top it’s not a trendy thing but it’s becoming more interesting thing. So that’s basically what we want to exploit. Exploiting in a sense that it’s not a short-term thing as it becomes very relevant now. We want to promote that for the rest of life. It’s not just 4 or 5 months or years making donations and focusing on brands but we want this to be an on-going thing.

R: Not just as a trend after a short-term.
L: Exactly.

R: What would you like Addlrr to be? As you see what it is now, what would you like it to be?
L: I would like it to be a main destination when it comes to people which are millennials using this platform to make donations. Not feeling like they have to get in their pocket. I think what we would like Addlrr as well I mean the platform itself is a free-donation platform. Maybe at some point we build in a sense where people because now they are so used to making these free micro-donations you can do a little more and actually start spending their money. Whether that’s brands or people. I think that could be a very interesting thing to have ultimately.

R: Okay. What do you think other people think of Addlrr? Like any people who have been involved in Addlrr, what do you think these people think of Addlrr?
L: I think they think it’s a very interesting concept. I think some people are very familiar. Actually we now started using the word micro-donations and maybe we should use that all along but a lot of people are really familiar with micro-donations. They
know what donation is. I think everyone whether its brands or charities, people think it’s a very interesting concept. I think they see a challenge in the complexity of a platform. I think overall everyone thinks it’s a very interesting concept.

R: Okay. What would you like others to think of Addlrr?
L: I would say again a platform doing good and positive, very transparent, trustworthy, also as a platform that is trendy making CSR and giving trendy. And a platform where people just engage in the social contents of brands and charities.

R: Okay. Do you want to add something concerning brand identity that we haven’t asked but you consider as important?
L: I think it depends on your object as a company. What you want to achieve or what you want to attain. I think for us we could have a platform all about CSR and doing good but then again how far and how big we could really get, it has to be in this stage of age a platform that is interesting and beneficial for people. People could be users, brands, as well as charities so I think for us, we want to build a very interesting and trendy platform that does good but it’s also very appealing to brands, charities and users. I think what would be great for us is seeing how charities are so old-fashion and traditional but we have Addlrr that really allows to look appealing to millennials. I think that would be very interesting for us. We know that brands spend a lot on doing CSR and all the big brands are donating but having a platform like Addlrr would be great anyway. This is a really cool platform that allows us to connect these millennials and allows them to be more aware of what is going on in the world but eventually, it allows them or in the long-term, using platform like this you are able to make these free donations and be aware of these causes and you feel like “you know what I want to do more”. In the long-term this would be very grateful for charities and for people to encourage them to act more.

L: You said you are in the young stage of the company and now your first main task is get customers. What would you do to keep customers?
R: I think continuously making the platform interesting for all stakeholders involved. Looking at the competition and how we can improve the platform.

R: Okay, thank you very much for your time.

8.5.2 Joseph Hallgren
R: I’m going to introduce myself quickly. My name is Robert. Usually Taka should be here but he already went home. We are writing a bachelor thesis right now at the university in the marketing program. It is about branding. And that’s why we are here and doing an interview with you. Could you introduce yourself, your name, what you do here, what your relationship is with Addlrr?
J: Yes, my name is Joseph Hallgren. I’m also a student at Linnaeus University. Also, in the marketing program writing a bachelor thesis. I’m a marketing intern here.
R: So in our brand process, we divided the term of brand identity into four categories and we would like to start with the first one. If Addlrr was a person, how would you describe it?
J: Well, one is a new person and still learning who they are. Developing a personality right now. And they are trying to see the vision of young millennials capturing the idea that millennials are becoming more vocal for the society and there they are trying to develop a personality.

R: Okay. Any other traits? I mean if it was a person how would you describe it? You said a lot about developing like it’s still in the process but what about traits to describe the person?

J: Hmm…it’s difficult because within the company we are varied kind of people so personalities are very different. There are different age groups, me being youngest to middle aged. So internally we represent very differently but they are aiming for this hip group of people and following the latest trend being fashion to more hipster fashion.

R: Kind of like following the trend somehow?

J: Yeah their previous trend was all about following the latest trend of Marvels. But it can easily switch. They are really interested in global impacts and sustainability, trying to represent this to group of people.

R: To what extent would you say they are concerned about global impacts and sustainability? To what extent would you say Addlrr really lives this?

J: It’s hard to say how much they live in it internally just because they are so small and cannot help it much being sustainable. You see these as more of sustainability problems with larger companies. But they are representing well I believe online since they are sharing this type of content. To what extent that from companies’ perspectives to being completely non-profit companies, they are still a company but sustainability and global impacts are definitely very high on their list. They are directly working with charities.

R: So these are pretty important for them. Anything else you like to add to this person (Addlrr) or its personality except things you have mentioned?

J: Nothing except what I have mentioned so far.

R: Okay. We are going on with a next category. You have some kind of insight so far being an intern here in Addlrr. How would you describe Addlrr’s brand culture?

J: Well, a start-up culture. I’m a marketing intern but I attend company meetings as well and giving input to another sector so despite having these different departments, we still work closely with others giving our input to the other areas that we might not necessarily have most experiences but we can provide input and work with these people.

R: Okay nice. How would you describe the corporate philosophy?

J: Corporate philosophy. That’s difficult.

R: Yeah it takes time to develop it.

J: Yeah, the philosophy. They are eager. They want to make changes and are so excited to put them up. If that’s a philosophy they follow it with actions.

R: Okay, what would you say the biggest competency of Addlrr?

J: Competency?

R: What is their strength?

J: I believe that their big strength is diversity. They have many different types of people working. We are from introverts and extroverts so we are really able to get the ideas done and communicate with each other which is awesome. Diversity can also have
miscommunication but we are able to work well together, getting our ideas across so that we can come up with the best solution together possibly. The communication process is also one of the biggest strength. And their friendliness. You never are intimidated to speak out of our ideas.
R: Okay. So the open-mindedness and connected-ness. Do you know what homogeneous industries of Addlrr?
J: Homogeneous industries as in other companies doing the same thing?
R: Yes
J: I don’t know how much I can say. We are aware of them. We talk about them during the meetings and nobody is trying to do exactly the same thing as what Addlrr is trying to do at this moment for what I am aware of. But there are companies that exist but not to the precise nature of what Addlrr is.
R: Okay. How would you describe CSR of Addlrr? Corporate social responsibility of Addlrr. How would you describe it? I guess you are aware that Addlrr is doing CSR. To what extent would you describe it?
J: I’m not sure actually what immediate corporate social responsibility is yet because they don’t have a platform yet.
R: What about what they are trying to do?
J: What they are trying to do I think is a fantastic idea. It’s connecting people with charities but it’s not interrupting their daily lives per-se. you know people watch YouTube videos and listen to what they are doing and to be able to be making changes is fantastic so CSR is a mission. Because that’s what the company is based upon. I think it’s great. It connects people and you can still be yourself and make differences. It’s a clever way to do it. And about its micro-donation it’s a water drop but there is a quote saying what is an ocean but a multitude of water drops.
R: Yeah for example when you go to Ica for shopping and you always pay like 5 cents more for the prices. I don’t want to know how much they can create for the retail price. So it has an impact. That is true. For the last question of brand culture. What would you consider norms of Addlrr?
J: The norms within?
R: Yes
J: I have to think about that. What do you mean by norms?
R: I wouldn’t say it’s kind of rules but in this kind of direction where it’s limits. Everyone has their norms in their life, such as this is okay and this is not okay.
J: Well, I don’t know about other members well, but within the marketing team we often communicate both formally and informally. It seems to shift. Norms seem to be initially contacting formally and during the meetings it breaks down into informality. So when you are writing each other, you are often writing in a formal nature but person to person we are usually informal like a Swedish business culture norm.
R: Okay. For the next category, how would you describe Addlrr’s brand relationship with other people?
J: Other people as in consumers or companies?
R: Both. Users, potential users, or other companies
J: I haven’t worked much so I cannot speak well with that. But with consumers, it's often a bandwagoning with these trends and trying to relate as much as possible with this millennial group. The personality is affected by some of this. We are trying to communicate in a young and fun way as a start-up you can really communicate as a person. So you can try to get that personality as a start-up.

R: Okay. What kind of relationship do you think Addlr wants to build with its customers? Customers in this context mean companies providing advertisement, users, and help organizations.

J: With the charities I don’t know how much they focus on that right now but they are not worried about the charities. The relationship with them is a supporter. How these relationship work with businesses, it’s really about expressing their competence so it’s difficult without a product but being there and showing them that we can support their business. It’s a safe place to provide CSR in this kind of place. With consumers, a friendship relationship and not necessarily formal I think it’s much more informal such as one between friend to friend.

R: You just mentioned some kind of benefits that they are trying to provide in this kind of relationship. Something mutual in this context.

J: What I meant by that was… I don’t know if you have watched a super bowl commercial

R: I don’t think so

J: Budweiser has provided commercial giving water to Puerto Rico and it was received negatively because while they did this, they also paid 5 Million dollars to put in the ad slots in the super bowl. So people were like okay you did this good thing but to spread the word you paid 5 million. Addlr gives the same place where you can safely express your CSR. Putting ads in Addlr is even helping people. That’s how I think Addlr is a safe place.

R: Alright. The next is the last category now, what do you think Addlr is?

J: What do I think Addlr is… it’s an ambitious start-up. As an individual, I wouldn’t know if I would’ve taken a direct route but their goal is admirable and I usually find it enjoyable working with because they are trying to make changes and they are beneficial. What they are is ambitious and also caring.

R: Why did you say you would’ve taken the same route?

J: I feel they are little bit pincered between companies and people. Addlr delivers advertisement so what companies want to see is that they are advertising rich people so between launching and getting people and also getting companies are difficult because you have to show that you have users that your advertisement can reach but also the big part of it is watching advertising on the website. Without having companies, well then these people won’t have anything to do.

R: It’s kind of confronting two sides at the same time. Each side relies on the other one.

J: Yes.
R: Right now, Addlrr is focusing on getting customers. What do you think is necessary to keep the customers?
J: To keep them is to give them something they enjoy. You have to do content marketing. You want them to enjoy. It’s not just buy this and buy this and this is our company.
R: As you can see Goodeed for example, you see the same advertisement over and over again.
J: It’s an experience. You want to keep providing them with experiences that make them come back. If they dislike the experiences, you are going lose them. So giving them something to do on this platform is very important.
R: Okay, coming back now. I just asked what you think Addlrr is. Now what would you like Addlrr to be?
J: Successful. I like it to be a place where people really do connect with social causes. I personally interested in charities so getting this group of people and having them communicate. Charities they say Addlrr is very bad at connecting with this generation, not all of them obviously.
R: What is that?
J: One is that they look at this generation and see them like we don’t have money yet. It’s hard to get charities without money but these people have time. So getting them to donate the time is a huge part of charity going places and doing things. A lot of people with money don’t like going to a place and doing the thing so using these people for what they can do.
R: Do you want to add anything to this?
J: No
R: Okay. What do you think others think of Addlrr?
J: What do I think Addlrr itself?
R: No what you think other people think of Addlrr
J: I think they are still confused. They are not entirely sure what it’s going to be. Without the product, it’s not really a tangible concept. So it might explain what it is when it’s there but without the idea you explain intangible concept so there’s curiosity but there is a sense of what are you?
R: Okay. As a consequence of this, what would you like other people to think of Addlrr?
J: I think I would like others to think of it as a good social place to communicate with each other and also to be making differences. All the negative things on Facebook, everybody is using FB but a lot of people recently left it. I would like them to see Addlrr as a better place to do it and a better place to be social. Your social movements are making changes and not just a sharing what you care about but actually doing something in terms of changes, even if you don’t immediately recognize it.
R: All right, do you want to add something concerning brand identity which we haven’t asked or we haven’t talked about or something you consider as important.
J: Brand identity I think is important. We have different groups and each has different identity. They believe millennials are trying to be like I think it’s better for us to
combine these ideas and essential brand identity. Millennials are such a broad category so maybe you don’t want to go with that broad but exclude this as much either. Just because you have hip cool people but they are not the only ones who want to make change but there are others. So I’m little conflicted on the idea itself between narrowing the focus too much that you lose your potentials and broadening too much so you won’t really engage with anyone. My ideal brand identity is between those two; engage with everybody obviously you cannot capture everybody but you getting their interest and their interest and on and on so they can all use that.
R: Yeah makes sense. All right, thank you for your time.

8.5.3 Eric Frisell
R: So, quickly we will introduce ourselves. My name is Robert and he is Taka and we are writing a bachelor thesis about branding as part of the marketing program. You are part of Addlrr and that’s why we are interviewing you because we are looking for the brand identity. Would you introduce yourself? What is your name, background, position in the company…?
E: Absolutely. I’m Erik Frisell, born in Sweden but also half Egyptian. You can probably notice that Addlrr is quite multinational. I’ve been living here in Växjö for the past 12 years. Currently in the position of CEO at Addlrr. I have a background in business development, entrepreneurship and innovation. Those are it.
R: Okay. So you have been with Addlrr from the beginning?
E: Yes. I’m part of the core team so it’s been one year now pretty much.
R: Alright. So we have figured out brand identity by using different categories and we are going to go through every category we have found in our project. We will start with the first one. If you saw Addlrr, the brand, as a person, how would you describe this person?
E: Cool, interesting. The person would definitely be quite young, non-generic, cool, know it doesn’t matter where you are from and age. You know that typical person. I think it’s very extrovert, someone who likes to be visible but also to include everyone else. That’s the personality. I don’t know the description of the looks but it would be as I said younger person always on top of the trends with fashion, hairstyles, and everything.
R: When you say young, do you mean an age? Or what do you say?
E: I think it’s both as looks or actual age but also in the mind-sets. The mind-set has to be young.
R: Okay alright.
E: Because you know there’s both people young and feel old… the other way around young and young.
R: Is there any other traits you would describe the person as? Or is it just what you have mentioned so far?
E: Hmm…
R: I mean you can add anything anytime if you want.
E: Yeah absolutely but I just definitely say like I think extrovert, forefront, always at the front it doesn’t matter. And I think those are the really main core ones. Ill add up if something comes up to my mind.

R: Okay. Enough for this. Now the second one. It takes time to develop but so far how would you describe Addlrr’s brand culture?

E: Well we are still quite a young company, but we’ve always had the same view. Like we’ve always been sure that we have within the team, like what do we call it… it’s in Swedish but a high roof like there’s room for everything. It doesn’t matter how crazy your ideas are and I think one core point that has always been like that we have not always been friends since before the company but we got to be really good friends and you know like a Christmas dinner at my place and we really like to be close to each other. We think it’s important as well since it is not a traditional working relationship. It’s completely different we are putting our time and passion into it. Something that has been important is having a respect for each other. Really respect, not just in a sense that a respectful person but person’s time. Even if you don’t have as much time as someone else, because the time is always unbalanced in the team. But being able to put in some weigh. We only have five hours in a week but we still manage to pull weights. It shows a higher commitment and I think the culture itself has built upon on the passion and friendship as well as since this is a start-up we can converse the bubbles in any direction.

R: Okay, so do you describe these aspects as kind of values?

E: Yeah, we haven’t gotten into so far written down values but I think somewhere in the mind it’s developing there but I think so far those are kind of the core part of it.

R: What is your corporate philosophy?

E: Corporate philosophy… I don’t really think we have one. For us in a sense we don’t have a philosophy going by, I think that’s something constantly developing and changing and for us I think it would be undefinable because you cannot really see it in a sense. Maybe if you ask us in a couple of years now. The company doesn’t really have to be more established but the members of the team needs to be more established.

R: How would you describe your corporate competence?

E: Very wide. I think one of the main competence is that in our company we have managed to somehow get so much like we have competence in marketing extremely high well. Several members have marketing masters. We have innovation covered and entrepreneurship. as I said earlier we have a wide multinational we have so many nationalities that gives out of perspectives and a lot of competence different from different markets but also we are different ages we have anything all from 19 to 40+ which is not that usual start-ups its marketing is super wide I think I can develop we have several people now with our interns as well it’s been like competence wise we are extremely strong

R: Okay, alright. What will you say about your homogeneous industry?

E: Sorry?

R: Homogeneous

E: Oh the homogeneous. Could you explain the definition? Like the…
R: Well it’s pretty interesting because we asked the same question to Larry and he answered differently than when we asked Joseph. You can understand different things. It’s more like who’s on your market.
E: Ah you mean like
R: Competition
E: Something like that. Okay that’s interesting. I think that’s where they can interpret different ways a lot. If you are looking at our competition I think in general quite it’s a market that hasn’t really gotten, it has so much space but it hasn’t been filled out yet. But you can tell we know this on the way we have this idea for a year. There’s a company called Goodeed probably it has been mentioned before but that’s a company that has been active for a long time and it’s been pretty much untouched in the market. They have had that completely for themselves. But unable to be established to work with brands like Coca-Cola and all that. But then the companies are already tapping into similar parts of the market it’s not like no one is exactly identical or it’s not typical like Nike and Adidas. The difference between Nike and Adidas comes down to values and culture and how you present them in comparison to what the product actually is. But here it’s like since we have three customer segments in our company some of them has been tapping into purely the brands and CSR part. For us if we define the exact same idea we have right now no competition within that exact idea but we have competition around the idea. And it’s getting squeezed in. the more we walk in forward, the more it’s getting squeezed. If that answers your question.
R: Yeah makes sense. You just mentioned CSR. Would you say Addlrr has CSR?
E: I think CSR is defined in a lot of ways depending if you look at it, there is sustainability work and I think one thing we have been working on we don’t have so much external CSR. Ours is more internal. Part of CSR and sustainability also social part. It also goes for internal organization and we have different, multinational, different ages also different genders and that’s part of the sustainability work. For example, the agenda 2030 of EU directives is showing that this is something you have to work on within. It’s not necessarily external I don’t think currently working with CSR today but will be the point of Addlrr is being a middle man for the CSR. Connecting by putting pressure on brands to work closer with sustainability work and CSR. So we are kind of connecting them because everyone has the knowledge or resources or whatever it is to figure out who they are going to work with or whatever it is. And I think that’s what we’ve been trying to so for example as Syria cup coming up. We like to acknowledge things in our way like CSR is based on marketing and trying to bring up knowledge about giving information to consumers about what’s CSR is, who’s working with CSR what kind of work they do on social media things like that. We are not trying to be part of Syria cup but we are in discussion of how we can help out. That’s not about like we know what we want to help out with. We just want to acknowledge it because CSR is important. So we are not actively with our own resources but with time and marketing that’s how we do it today. But I think down the line looking down to the future, I think huge part of Addlrr will be community-based CSR initiatives, and social impact initiatives and also creating our own I think we are in such a position where because our
core idea is based on CSR, putting more making easier for brands to both do CSR and also connect with millennials of today down the line probably I see Addlrr creating its own CSR or initiatives with sponsors or with partnership with brands on the platform for example.

R: Okay. I like to ask another question in the category. How would you describe your norms?
E: Norms?
R: Your norms
E: Interesting. I think norms in general are quite hard because norms usually get defined over time or they stay undefined usually but norms get developed over time and I think we are in a such an early stage where we haven’t even pasted our first year because as I mentioned earlier we have a high roof and I think the high roof has started to shrink. The roof always shrinks as the company gets developed. That’s when norms get in and all the philosophy and culture really getting defined. And I think the other things like philosophy might have been started but norms take so much to get there so I think it would take at least two years before we can really see like this is a typical Addlrr norm and you don’t do this and that. I don’t think that’s defined here today.

R: Okay. It’s interesting. Alright, let’s move onto the next category. So far, I mean it’s not really been established yet but how would you describe Addlrr’s relationship with people in general?
E: You mean towards brands or consumers?
R: All of them
E: All of them? So pretty much our customer segments?
R: Yes
E: I think it’s been hard since we don’t have a product today which makes a little bit harder to instantly connect but it doesn’t mean we haven’t started any relationships. we have discussed with brands because for us it’s important as well as developing this it’s important to stay close to our customer segments to understand what it is that pretty much in a sense of they are developing our product for us. Even if its physical part of it but talking to these different brands and discussion with Visma, Gyms, like Wellness Traction, Grace, a nightclub. We have been in discussion just trying to figure out the different what is more important and less important for them and what is true and what is not. I think that’s the type of relationship we have built so far. We haven’t built relationship where we have like so for example, our social media followers are following but I don’t think without a product they are actually following. It’s a sense of an interest peak that you keep following. But you’re not actually following. I think that’s the stage we are in now. And when it comes to social impact organization, we have also been in contact with UNICEF, Red Cross, had discussion and had long history and different charities in Sweden worked allow with it. I think it’s important to always keep open discussion. We are not approaching it as a sell. We are approaching rather than like a discussion and understanding our different customers. I think that’s the type of relationship we have built so far.

R: What kind of relationship would Addlrr want to build?
E: I think for us it needs to be like… in general it needs to be way more personal in a sense because we are building an entire product based on trust and to build trust you need always to be personal, you need to feel you are talking not preaching because otherwise we are going to die. I’ve always said that. That’s one of the main reasons of products as well. A lot of brands are still preaching like with their ads are still… they are using a speaker but that’s not how it should be. It should be a microphone on both sides. And I think that’s how we sell ourselves. Like we are putting pressure on the rest of them but that’s how we also want to communicate and build our relationships. We are not directing and all that but I think talking back and forth is really important to build trust. That goes for everything how we define ourselves, our products or anything.

R: Okay. It’s interesting. You have been mostly talking about relationship with brands. How would you want to build the relationship with actual users?

E: Like customers themselves? I think for us to even get users we need to build good… like I’m not sure the exact word for it but in order to be able to get all these users we need to also when we are marketing ourselves we need to build that type of relationship from day one, so they not going to say well okay and then leave. The main thing I think is to stay young. In the mind-set, you know millennials keep up with all the trend. It’s not all about always being creative in the communication and relationship with consumers. Our entire business is based on a community and that’s how we want our relationship to be. We are a community, a digital community that does great work with CSR and all that. But with consumers we really want that community feeling of our relationship. It should be Addlrr it shouldn’t be amusing Addlrr. We are almost an Addlrr. That’s kind of level.

R: Okay. And for the charities.

E: Charities are a bit tricky in general because it depends on…it’s such a long organizational process to build and have…charities like Red Cross and UNICEF have long processes in it. It’s all slow so it’s hard to build. You can but it’s probably something that comes over time. It’s a relationship that is very slowly developed. But when it comes to local initiatives like a female soccer team, I think this type of relationship is important to build with trust. I think trust is the main key because I think otherwise they don’t want to risk anything either like you know for example speaking to UNICEF, they like the idea so something that would be part of but we are in such an early stage where they can’t risk their own trust and trust towards their followers by letting in a start-up that could be awesome, could be bad, or whatever. Because it is a huge risk factor for them so I think with charities it is such a slow-pace development on relationships. It’s probably going to take years before proper established and they feel comfortable and this way of giving donations. So I think it’s very a slow paced relationship.

R: I guess when one or two bigger charities start, the rest will for sure follow.

E: All charities have different values as well which make it trickier. I spoke a year ago now to a charity (Naturhetsfreningen). It does not have an English name since it’s Swedish based. It’s about protecting the environment and I said I spoke to them about business relationship and she said that they only get partnership with brands that have
environmental initiatives. When I talked a bit about Addlrr, she said well we would only be affiliated with brands that we know, for example they have like a certificate. They just want to be affiliated with them. You know Willies has that Falcon from the organization. Maybe the relationship has to take so much time because it has to be in a sense where our values are good enough for them to be part of it. And I think that takes a lot of time building that relationship.

R: Have you thought about these kinds of problems to show up when you work on the idea in general?

E: With the charities? Specifically?

R: Yes

E: No. I think at first we thought that it’s a no brainer. Open up a new source of income to make more things. For us it’s no brainer. Also, a lot of charities are dinosaurs they are struggling to reach millennials with their idea. It’s like 100% jump on, no questions asked. When I started to talk more to …that’s what I told you that we keep that communication open. We are not necessarily selling but we are talking to them. I think that’s something we notice now that we have been starting shift a little bit, maybe we should start a little bit smaller organization. This may not give us a reach we initially wanted but we think the ambassadors and those organizations are good influencers for Addlrr. But we won’t be able to get them right away we need to build enough interest almost from the bottom up instead of starting from the top to the bottom. And that’s something we didn’t…it was kind of an unexplored area but at first, we thought it was a no brainer but that kind of developed into…okay we need to put more thoughts into how to build up. Because we need to build up our trust and we need to start building relationships with maybe smaller to medium size and then…. You know making sure its greener on the other side of the field and that’s what comes over. That’s what we didn’t really predict.

R: Okay, that’s it for the interview. Thank you for your time.

8.5.4 Helena Collin

R: We are going to introduce ourselves quickly. I’m Robert and this is Taka. We are writing a bachelor thesis in marketing. And our topic is brand identity. We are working together with the brand of Addlrr. We want to create a brand identity for them before the launch. This is our task. Could you introduce yourself? Name, background, and what kind of relationship you have with Addlrr.

H: So my name is Helena Collin, CEO of the business incubator in Kronoberg, which means I work with start-ups within international intention to go there. They are really early phase as Addlrr. I’ve been doing this for eight years. My relationship to Addlrr is in fact I’m head of incubator, I’m not the business developer. But I’m working with them. I'm the head of investment challenges so in their way to introduce themselves
with investors to make people that are not born in the millennial to understand what they are doing.

R: That’s interesting. Okay. So we are going to start with questions. We have figured out the model for defining brand identity and we broke it down to three categories which we are going ask now about. The first one is if you saw Addlrr as a person, how would you describe this person?

H: Now it’s various for me to see the team because we are working with them. Also I’m the person who looks at the company. It’s a young person with a lot of energy. They are trying to make something that we all know that is going to work.

R: Any other traits you would describe the person with? Is it young in age?

H: Young in age, lots of energy with probably some diagnosis with ADHD or something. It’s like we are going to do this, this is going to happen now and we are going help these old brands to meet new ones. Somehow it’s going to work.

R: Okay

H: That’s the thing I see.

R: Okay. Alright. We know that this kind of things takes time to develop but so far how would you describe Addlrr’s brand culture?

H: They are trying to be modern. They looking a lot at what’s happening on social media and trying to be in that area. For me as born in 70s it’s sometimes too 80s. One is really in mood right now. Of course if you born in 90s you don’t recognize the 80s but everything comes around. And the brand identity is as I understand it towards customers but not paying customers that’s the big problem.

R: Okay. Could you elaborate that more?

H: They would like to have big companies for example Volvo, IKEA or Växjö Lakers to pay them money to communicate with millennials. But to make them pay you, you have to meet all the millennials. So you need a brand that’s very interesting for millennials. At the same time you would be able to talk to marketing director in Volvo who’s probably not a millennial. He sees something pink and 80s. Like what the hell are they doing. At the same time, we also have to be trustful to the charities. So that’s why I see it’s easy for us to go on millennials because they are themselves millennials. But that’s the big thing how one brand communities with three different target groups at the same time.

R: Okay, that’s true. We are coming back to the brand culture. You said, modern.

H: I think it’s modern. I’m from 70s.

R: Do you see any values, what they have as a brand?

H: Energy.

R: Energy. Okay. Or any corporate philosophy?

H: Not yet.

R: Not yet?

H: I think they are working on it. It’s a lot of people behind it to find it. But a good thing is that almost everyone is quite young. They haven’t been out for a long time for businesses so they are building it themselves. And one of the founders is older but they
don’t have… normally if it’s serial entrepreneurs for example they just go their old thinking. They are too new. The youngsters.

R: Okay. How would you describe the competency?
H: Their competence in the company?
R: Yes
H: The team members?
R: Yes or the brand in general.
H: They are young. And if their target group is young people, of course that’s a competence. They are also multilingual and multicultural. I think that’s very, very important. We work with companies that would like to go international and abroad. That’s very hard when you have a team with three Swedish guys and everyone is 25 years old, never been abroad. Perhaps the United States once. Now you have the talent to that way. I think that their energy of course. They think they know social media and…
R: But they don’t?
H: I cannot say that. Many people think they know social media because they use social media. To use social media or to be a big influencer who gets one thousand or two thousands of followers in one week. That’s two different things. You need to know your brand and your customers. And they don’t have any customers yet. So that’s hard.
R: That’s true
H: They understand the target group, millennials though.
R: That’s why we are trying to find their own identity so they can communicate something to the target group. Okay. How would you describe the homogeneous industries of Addlr?
H: Their industries… competitors?
R: Yes
H: What I know is three. Of course the biggest competitor in all kind of start-ups is the one that doesn’t really like it. They don’t do anything about it. They don’t anything that’s the biggest competitor all the time. You can be the only one on the market but if they don’t listen to you. Well, and in this case I think two others in Sweden and one in the US that are open and charities and millennials and big companies. I don’t think they have a team with like ten… Addlr is a lot of people with a lot of energy. Also hopefully they will survive without not that much money in the beginning, which can be really tough in those areas. They have a big problem to create a lot of flow from the beginning so they have to survive and I think that’s a good idea to do that. If they make everything functional as they said, then they won’t have that big issue anymore with the competitors.
R: Okay. Alright. When we were asking the other members, they talked a lot about corporate social responsibility. To what extent, is Addlr doing CSR themselves?
H: Riding a wave of that is very important to big companies. Themselves, not there yet. I mean you have to go through your whole business plan and everything to be sure that you have a company that survives from all of issues in this case. They don’t have that time they are really in the beginning although we are working with that too. But it’s also
very important to look at that area. We have big agenda 2030 which is perhaps you know all about. All companies in Europe needs to look at their environmental status, also the CSR. In a smaller picture, there could be a bigger picture. And in this case, they can’t get to their target group without having companies working with CSR. So in other words of course they are doing something good. If they make this happen.

R: Alright.
H: I think they have to work with it a lot.
R: When you say they could they could be working on it. How could it look like?
H: We have business developers working with the companies. And we are sure that no companies can get investments or new customers without saying that they are working with… good stuff. Of course, we have to think about it as companies that are going to survive for a couple of years and in social and environmental caring about others. So, we are having that thing. We have process of working very tightly with companies for approximately 9-10 months. So we have that in the agenda. But they are not there yet although it’s easier to make an IT company to move to a right direction quite fast if you compare to company building houses for example. Then you have to change everything or how they will work.

R: Okay. Alright. Now the third category. How would you describe Addlrr’s brand relationship with people in general? Like with other companies, charities, not yet but customers.
H: I don’t think they have a relationship yet, except for people who live and work here. The small target group they have been working with, and in that case of course one of the brand things except energy and young people is a start up thinking. I mean it’s a start up. What are you going to be in the beginning. We start now to take over the world and the word start up is quite cool nowadays. For a couple years, then it’s going down and then a new word.

R: What do you think what kind of relationship would Addlrr wants to build?
H: Very non-personal but going to feel it’s possible. Of course if the target group and all that customers are going to be quite many of them so they can’t have a personal relationship with them. But you are going to feel as we would do something for the world and you also have these youngsters from Småland. It’s a start up thinking. In the start and hopefully in five years this is going to be a big international brand for young people.

R: Okay. Is there anything you would add to the broad term of brand identity which we haven’t asked you yet?
H: I mean you are studying this, you know everything.
R: Yeah we should
H: Probably you know more than I do. The only thing with the brand identity is normally not that hard but with three target groups it's really hard. But in five years if Volvo or big companies should say we go to Addlrr because they really know what it’s about. Then they have another problem, the founders. They are not the target group anymore in five years. Almost. The few of the youngest. So they really have to build
target group and we really think that people are there they know everything about the millennials in five years I don’t know what they call it.

R: Millennials I guess. It’s going to grow with them somehow.

H: But at some point, millennials are going to be quite old.

R: Yeah. Then it’s going to be a new generation. I guess this is it. Thank you very much for your time.

8.5.5 Andrè Francois

R: We are going to introduce ourselves. My name is Robert and he is Taka. We are writing our bachelor thesis in marketing and our topic is brand identity in the corporation of Addlrr. Would you introduce yourself like your name, background, relationship you have with Addlrr?

A: Okay. My name is Andrè Francois, I’m the CEO of happy at work, which is a company that provides other companies or businesses with a tool to measure their staff, how satisfied their staff is, how their stress level is. The tool to identify problems in the early stage to reduce staff turnover and staff absence and sickness. And I’m sitting here at the xxx together with Addlrr. So we are in the same incubator together. We are in the same incubator program. So I met Addlrr in December 2017. So we have known each other for a couple of months now. We help each other with some small stuff. Kalvin has helped with some marketing as well. Some input there. So we have a good friendly relationship.

R: Alright. When it comes to brand identity, we have worked on several models and have figured out three categories which we are going to ask you about as you know or perceive best for yourself in your relationship with Addlrr. The first would be brand personality. If you imagine Addlrr as a person, how would you describe this person?

A: If Addlrr was a person?

R: Yes

A: Alright. A person that is…how I can put it…a person with new ideas. Like a spontaneous person that provides his friends with new ideas and new products. How to solve problems.

R: So most likely innovative?

A: Yeah innovative is a good word for it. An innovative friend that comes up with cool new ideas.

R: Anything else you would say about this person?

A: A person that cares about others and what happens in the world.

R: Alright. Anything else? I mean you can add something later.

A: Yeah but like spontaneous, new ideas, a person that cares about others and about the world.

R: Okay. To what extent you would say this person’s care gets active? Is it just by itself? Or is it aware of things happening in the world?

A: What once more?
R: You said Addlrr would be a person that cares. There are two types of caring. I mean I can care about something by knowing about it but am not fully doing something. Or I can really care and say okay I’m going to get really active and work and help people or something like this. These two different types of caring.

A: Yeah I would say caring in a way that they have knowledge about what happens in the world. New oriented person that cares about how the world is evolving and how the world is developing.

R: Okay.

A: In particularly the tech world. What happens in the tech world and how people see communication and marketing at the moment.

R: Okay. For the second part, we know it takes some time to develop but how would you describe Addlrr’s brand culture?

A: Their brand culture is like new thinking. They are thinking in a new way. So like the brand stands for a new way of thinking. And their brand is very digital. I would be really surprised if I see them on any newspaper or an ad in the newspaper. I would think that was another company. I wouldn’t believe that it was Addlrr because I would think they are very oriented towards digital medias and social media. So the brand that is very social selling.

R: What would you say Addlrr’s values? Like what is important for them or what do they stand for?

A: They stand for marketing in a way of how market things without the feeling it is the marketing. I think they stand for marketing that doesn’t feel like marketing. That is the way to put it. Marketing that isn’t too pushy. Marketing that stands for something else.

R: Okay.

A: The marketing that creates values not only for the company but also for the user or the charities.

R: Would you describe that as a competency of Addlrr as well?

A: Yeah I would.

R: Would you add anything to competency? Or is it the main thing?

A: Yeah I would say I think that’s their vision. What they want to create and do with their company.

R: Okay. Anything about corporate philosophy that they live in or are trying to live in? Do you know anything about it?

A: Not that much but what I think they want is a society where marketing is just more than marketing. The marketing can also do good for people or for the Red Cross or for charities.

R: Okay. Do you know about corporate social responsibility? Like the term CSR? Do you know what it is?

A: Yeah I do.

R: In what way do you think Addlrr works with CSR?

A: I would think that they work with it in a way that they really care about sustainability and to create a platform that cares for that. But I’m not like I don’t know how they see. I haven’t read about it or they haven’t been talking so much to me about it.
R: Do you know about norms in the company of Addlrr?
A: Not really. I don’t think that they have been working these out yet.
R: Okay. Alright. When we come to the last point, relationships. How would you describe Addlrr’s relationship with people in terms of probable customers like users, charities, and companies that they want to work together with?
A: How they see on those relationships?
R: Yeah how would you describe relationships with these people?
A: I don’t know really how many relationships they have because they haven’t launched their platform or their solution yet. But I think they want to have like a really good connection with all of those. Like a connection. Like a tight link between users, customers and companies that are using their solution or platform.
R: What do you mean by a good connection? Could you elaborate that more?
A: Yeah like a good communication between those. I think they want to create a platform that is open where users can communicate with companies and users and with Addlrr. Like a social network between those parties. That’s my opinion. How I understood their vision.
R: Okay. Anything else you would add to the brand identity which we haven’t asked yet? I mean if you are aware of the term brand identity, what would you add to this term in the case of Addlrr?
A: I would say a brand identity that is open for new thinking, caring for doing something for the society and for the world. And a good solution for both for the customer and for the business and for the companies.
R: Okay. You mentioned the term community. Like they are trying to create a good community. In what way you think they are trying to create a community?
A: I think they want the platform or the solutions to be a progress like on-going progress where the users’ demands can develop the system or solution. I think they want the companies and users to be able to provide Addlrr with information and feedback continuously. But how they are going to do is in a technical way I don’t know. Maybe they just want to have a tight communication with users and companies. But how they are going to do that I can’t say.
R: When you have a lot of customers and small staff it’s hard to manage communication.
A: Yeah exactly so maybe with feedback on their solution on their homepage or something.
R: Okay. So you think these kind of connections between companies, charities and users would be beneficial?
A: For both?
R: For both
A: Yeah
R: Okay. Alright. That’s it. Thank you so much.
A: No problem.
8.5.6 Sindi Sheri

R: We are going to quickly introduce ourselves. My name is Robert and this is Taka. We are writing our bachelor in marketing and that’s why we are interviewing you now. Our topic is brand identity in the corporation of Addlrr. Would you introduce yourself, name, background, and your position in the company?

S: My name is Sindi. I’m from Albania. I came to Sweden almost 6 years ago. I studied both bachelor and master in marketing at Linnaeus University. Now I’m the relationship manager. I take care of relationships with potential customers at the moment so everything that has to do with B2B. So that’s what I basically do.

R: Okay. That’s great. So we have figure out the concept of brand identity and picked three main categories to describe brand identity. We are going to start with the first one, brand personality. If you saw Addlrr as a person, how would you describe this person?

S: Trendy, cool, the same thing? Should I say very distinctive ones or should I say

R: Anything that comes up to your mind

S: Okay. Three words?

R: No any words

S: Trendy, cool, tech savvy,

R: What was that word?

S: Tech savvy? It’s like you are very interested in tech.

R: Ah okay

S: What else…young. That’s all

R: Okay. So you say trendy, young,

S: Oh and something that has to do with going good.

R: Doing good?

S: Yeah doing good.

R: So kind of responsible in a way maybe?

S: Yeah like what we do is changing the world. So doing good.

R: Would you say Addlrr is active in this context? When you say doing good as a person, active or more passive?

S: No I would say active.

R: Okay to what extent?

S: Well I can’t say now because now we are a start-up so we cannot say we are active doing it. But what we aim is it will be a very active role. Because what we are going to do is late people to doing that like to make it possible. When you make it possible you are very active?

R: That’s true. Okay. For the word young, would you say more young in age? or…

S: Young in age and thoughts. Young in the meaning that when you are young you are crazy and creative, open, thinking out of the box. This is the young feeling.

R: What about in the context of experience

S: Experience? What do you mean?

R: I mean your team has a big variety and Addlrr as a person it’s young in experience or task to learn a lot or…
S: In experience I would not say we are so young. I would say more young experienced than experienced. But in experience we are not the most experienced team but not the youngest either. So we are kind of both. In the middle I would say. Some of us are very well experienced in entrepreneurship and in other things. We are well educated in what we will do. So we have some experience I think.
R: Okay
S: We are not young in that sense.
R: Okay. As moving onto the second category which is brand culture, how would you describe Addlr’s brand culture?
S: Now I would guess I’m confused with brand personality.
R: I mean brand culture takes some time to develop so…
S: Hmm…shall we go to the next question? And leave the culture later?
R: Sure we can do that. The next question would be your home, relationships. How would you describe Addlr’s relationships with people?
S: People?
R: People like customers, potential customers, companies, charities…
S: We don’t have people yet. But I guess it would be a close relationship because the whole idea of Addlr is based on relationships and engagement. So I don’t see Addlr being as a brand without having a close relationship. What we are doing is creating this close relationship. So people with brands which is not existing at the moment and we are also creating a relationships of millennials with charities. It exists but not how it should be. Like millennials are not that involved in charities. We know that we do sometimes but we don’t have this close relationship. So in this way, by being engaged it will be related to very close to this all representatives.
R: Okay. Well it’s like what kind of relationships Addlr would want to build as you just said. But the relationship between Addlr and all these people, how would you describe that?
S: Very close one. I think it will be trustworthy, reliable, and supportive to them. I think we will make them feel like they are doing something with their lives.
R: Okay. So to what extent would you say it’s reliable?
S: In the highest extent possible? Reliable because we will be very transparent about what we are doing so they will have full information that they want to in terms of where the money goes for example. Because that’s an issue when it comes to charities especially we don’t really believe what they do or we always wonder where the money goes. So I think that’s will have this transparency.
R: Okay
S: Make me more question if you are not satisfied about answers because I don’t really know about what to say.
R: We want you to talk because we want to see your perspective. And we have perspectives of the other team members as well so we can see where the matches are and what aspect we can add
S: Oh this is very fun to see
R: Yes, that’s why we are doing this.
S: Yes it is.
R: Just going back to brand culture. How would you describe values of Addlrr?
S: What I am thinking is like charities, sustainability, everything that has to do with the better future. I’d like to see actually Addlrr how it will be. I hope it will be the brand that social media where you as a millennial will actually use it and not feel guilty for the spent time. Like me myself I hate myself when I spend a lot of time on Facebook or Instagram so sometimes I just deactivate them but with this you do not only engage but also do something. And this is the main culture like doing good things. Good deeds somehow
R: Okay, feeling good about spending time
S: Yes. Also with this creativity and innovativeness that people can be part of co-creation. People can be part of everything. They can control brands and charities. And I love the idea that we as people can control them not the other way around.
R: Okay.
S: Did I answer?
R: Yeah it’s good. How would you describe the corporate philosophy?
S: The what?
R: The corporate philosophy
S: This is just what I said… the philosophy is that changing the world. I don’t know the philosophy. Is that what just answered isn’t that?
R: No it’s okay
S: Would you define the philosophy for me?
R: The philosophy is something you live by. You want to give others on their way interact with you
S: Then it’s changing the world. Making them feel responsible.
R: What would you say norms of Addlrr are?
S: Questions are very similar to each other. I know the differences of course…okay, the norms I would say that I speak for the brand since I’m the relationship manager I speak for the brands and charities that they want to work with. Like we don’t know how to accept any kind of charities or brands. We live by the norms that since our responsibility is that brands should have this engagement in this kind of issues, sensitive issues, they should be aware of social impacts and want to do good. For charities they have to have for example transparency and to be controlled, no dramas. That is the norms. Organizations would want to make good but they are good as well. For the people, basically people that we are going to get are people who are interested in doing good and engaging and being interested in learning about news and trends about this.
R: Okay. Actually the first person answered this question in kind of a right way. Okay then the last question would be, what is your corporate social responsibility?
S: I have to take care of the…you mean my role or the company’s?
R: The company’s
S: Well we have to contribute to everything. Everything that has to do with social impacts, the world living, any kind of charity, any kind of goodness. That is what we want to make the brands pay for. We don’t want them to be free and think only about profits but we want them to actually be responsible and to make contribution because they have a responsibility to do so. And charities as well. We want charities to be more active. They can affect brands you know to do more but they are not doing that. I don’t know where the money goes.

R: Yeah they don’t know how. Okay.

S: Did I answer?

R: Yes

S: Should I elaborate something? I don’t want to be the one who has no idea what’s going on here. So ask questions.

R: When it comes to corporate philosophy, you mentioned changing the world. I wanted to ask you how.

S: By making these people who do nothing to do something.

R: Okay

S: People that are just breathing kind of. Must be bored.

R: You mean with people, users that Addlrr wants to have or…

S: You know we always think about users because brands and charities go wherever you go. I don’t believe them to be doing real good. So I always think about users. And I like the idea of making users do good even if they are not aware of it. Maybe they are there to engage with people, to show off how good they are but I don’t care as long as they are doing good. This is my philosophy. Not the company’s but mine.

R: Okay, alright, thank you so much for your time.

8.5.7 Naimul Abd

R: So just to introduce ourselves again, Robert and Taka. We are writing our bachelor thesis in marketing and our topic is branding, brand identity. So if you would quickly introduce yourself, your background and position at the company.

N: My name is Naimul Abd, I’ve been working in senior marketing roles in Pakistan, India and Egypt before I came to Sweden. I came here four years ago and here I am running an EU-project on entrepreneurship as a project manager and apart from that I have several early stage tech start-ups. Addlrr is one of those start-ups and right now my role is chairman of the board.

R: Thank you very much. We figured out for ourselves the dimensions of brand identity. In three categories, where the first one would be the brand personality. The question now is, if Addlrr would be a person, how you would describe this person.

N: I think this person is very different. It’s a different person, it’s cool, it’s hip, it’s authentic, and it’s modern by all means. It’s also quite caring, because you cannot achieve social impact without being a caring organisation. So it’s caring, cool, dynamic,
modern, and different. It doesn’t go where everybody else goes. It tries to stick out and to do something very different.

R: When you say caring, in what way caring and to what extent?

N: Caring means, that brands can be selfish. Businesses can be selfish because profit is seen as a selfish motive from several perspectives. So Addlrr, while it still strives to do profits, it will try to, what we are interested in, to achieve the triple bottom line. People, planet, profit, so all three must move. You cannot just try on one thing.

R: You mentioned different on many occasions now. In what way do you mean different? You mentioned now as well that Addlrr would try to be, where others are not.

N: It’s like Star trek. When you enter a new territory, you don’t know what’s out there but you take the risk. Do something bolt and just go there. That’s why the user would go to a world where he has never gone to before. That’s the core of innovation. If you dare to do something different, then you take the risk of being classified as different, isolated, but then you do it. And Addlrr tries to be different in whatever we do. If it is the type of people who are working with us, be it the kind of ideas we tap into, be it the way we do our marketing or branding. It could be anything. We try to be the Star trek.

R: For the second category, the brand culture, how would you describe Addlrr’s brand culture?

N: I think we are a community. We are a community which is trying to build a global community. So unless we are a community ourselves, it’s very difficult to build a community on the outside. If you are a creative person, your creativity will reflect in the world you produce, it will reflect in the music. If it doesn’t reflect, either you are not creative or you are unable to translate it to the outside. If we have a community of aficionados, fans, Addlrr that is like a football stadium and everyone is like cheering, we are doing this, it is a community feeling. It’s a feeling that everyone is in the game together. I see a lot of cheers and Addlrr is like a football stadium and there is something cool happening. And everyone is involved, it’s a game. There is a lot of adrenaline, a lot of positivity, it’s popcorn, it’s beer. That is the kind of culture. We are trying to and of course humour has to be very strong in culture. Because if you can’t have the humour or fun side expressed, you are not living your life. So humour is the main part of life. Humour, fun, community, doing things together, taking risks together. It’s okay to do things blindly as well. You can’t plan the future too much, you don’t know what future is, what it will do, you cannot predict. In that case it will be a very gutsy brand, the culture will be very much about thinking with your belly and not with the brain.

R: Would you describe these traits, which you just mentioned as your values in the company?

N: It is very difficult to define these things in the company from early on. A lot of value related work happens when you sit down and think: so what is now Microsoft. Well, okay you have experienced Microsoft. Addlrr you have not experienced. Even as founders you have lived in a dark, you have not actually seen the product is about to come out. So what will be the first expression. We are living in a very fuzzy space. In a
fuzzy space it is very difficult to define, but you could say it’s a bubble of energy, a bubble of community feelings, a bubble of doing things, cool things. So somewhere is your culture going back into your personality and they are kind of connected together. Cause if they are not, then there is something wrong.

R: True. What is your corporate philosophy?

N: Not thought about it, thank you for asking. I would say our corporate philosophy would be to make a very, very big impact in some way. I cannot define the impact, so before you can define it in some dollar value right now, I can say the advertisement industry is 500 billion right now, in digital it’s probably 250 billion dollars in the world. Addlr would be very happy if we can impact in five years two or three billion of that. We can say we have achieved something. So our philosophy is to do something great and big. Great in terms of value and big in terms of impact. So greatness is a qualitative measure. We feel good about doing this. Impact is then how big was it. Like did you throw a pea out there, a football or the entire moon. So that’s impact.

R: We heard a lot about CSR in connection with Addlr before. How would you describe the CSR work Addlr is doing?

N: Welcome back to the main thing. Branding is very selfish. Organisations are selfish of course, here are stakeholders who want to make money. Most of the branding is about: let’s window dress, let’s present this side of us well, let’s do something for the society. As a start-up it’s very difficult to change things around, but we are at a place where we want to make it easy for anybody on the branding side to do something. So right now CSR is in the domain of big organisations, who have a lot of big money, because only if you have big money, if you donate big money, someone says “wow” and you get media attention. So CSR is pretty much a window dressing tool right now at a large scale. If we don’t do that, Addlr would not be able to grow, but we want to make that possible for even small and medium brands to do cool stuff. So we have to link back to our philosophy, if we are a cool start up, doing different things. Brands don’t take political stands on campaigns when it comes to isolation of certain communities, isolation of mind-sets or philosophies. So brands are very careful. They have to be careful. If there are two mountains and the brand is walking on a thin thread between those mountains and the shareholders are watching if there is enough profit. So brands walk on a very tight rope. What Addlr would like to try to do is to help brands swing a little bit, picking up new types of social causes. And do something cool, which really starts building value. I think the biggest asset out here in the world is the youth. It’s the youngsters. How do you bring positivity change orientation and the power of change to youth? If you can bring that, just doing that, it will take care of all the social issues. As a politician you have a life span of ten to fifteen years. Trump got a life span, when he is lucky of ten years. So he has already done, what he had to do. But a young person got a life span of 60 or 70 more years. If you give power of change to that person, it will just make everything different. In these times it is providing opportunities to certain segments. It’s going to interesting social causes and doing CSR in a different way and going into a new category of brand. Where they have no idea, which impact they can bring and they are not large enough right now, where they can think selfishly about CSR. Because the big brands will always think selfishly about CSR. So how do
bring CSR into domain, where it could really work. So it’s the future of CSR. The bad thing in CSR is the “corporate” social responsibility. So “corporate” is not a word which bonds with this generation, because corporate is seen as selfish.

R: To conclude this category now, how would you describe the norms of Addlrr?

N: Can you explain that?

R: The rules you would live by, this is okay to do and this is not okay.

N: Pretty much like “Accenture”. They live by a norm which reflects their positioning. As a consulting organisation you are walking on a very tight rope for your brands which you are doing consulting with. So they say “high performance delivery”. I don’t know if it is their current slogan. I read it in my financial school when I was studying. I think Addlrr would be a very authentic brand, what it commits to, it delivers. So that is very important. If we don’t meet that norm, as we are going into a social impact space, if you don’t deliver, people won’t trust you. So trust is something, which will be delivered and which will be authentic things. People will rely on them.

R: Let’s go on with the last category, the relationship. How would you describe Addlrr’s brand relationship so far with companies, users, charities?

N: Again, we are in an initial phase and without a product we have actually not formed a relationship. But again I would say, brand is like a single bubble. So whatever you say or do, your identity needs to fuse together. Your relationship to organisations would be very personalized. We don’t want to have a dehumanized way of managing our relationships ever. Even if that means that we have to overinvest in people. If you go high into automation, your front, you’re dealing with customers, the relationship will be very impersonal. We want to have a very personal relationship, with a high level of reach. Any brand can call Eric, me, Kelvin, anytime. I don’t know how we will make it possible, right now it is hard to predict, but we will give our personal touch to that relationship. We want ourselves to present as a very warm brand when it comes to relationship. So with Addlrr they can always feel that it is much more than a cardboard, money, coins clinging thing going on. So people can see it is beyond that. So we want a warm, authentic, fun relationship. Maybe Addlrr needs to do “Red-Bull” like events in the future and it will be at conferences where brand partners are attending. It could be a lot of fun. Why be in a board room, who really enjoys being in a board room? 360 days as a brand person you are in a board room, five days take an exit. Do something different. Take a safari trip. That would be interesting I think.

R: Yeah right. Okay, I think this is it. Thank you for your time.