Branding in the Era of Web 2.0

- Social media as a platform for transmitting brand identity

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ABSTRACT

Title: Branding in the era of Web 2.0 – Social media as a platform for transmitting brand identity

Research question: How can firms transmit their brand identity through social media to the consumers?

Purpose: The purpose of this research is to investigate how social media can be used within food industry to transmit brand identity.

Method: This study is based on an interpretivist research philosophy where the aim is to understand how people interpret the social reality. Furthermore, this research relies on constructionism that states that a social phenomenon is a result of social actors and is constantly changing. To measure this, we have chosen a mixed method research strategy. That is, we combine both qualitative and quantitative research. We have conducted five semi-structured interviews and handed out 100 surveys to receive the data needed for this research. Finally, this research is based on a combination of deductive and inductive theory. However, the emphasis is on inductive approach. Therefore, our research goes from theory to a development of a revised model for using social media to transfer brand identity.

Theory: In this research we have chosen to combine theories about brand identity and social media. We have chosen theories that we believe serves best for our aim to investigate how brand identity can be transmitted through social media to the consumers and finally, develop a new model based on our research question.

Results: The result of our study provides a social media implementation strategy for firms within the food industry. This strategy is based on our empirical findings and the existing brand identity and social media theories. The answer to our research question can be summarized as follows:

Preparation: Gain knowledge with brand identity and consumers in mind.

Goal: Should reflect brand identity while incorporating including an strive for relationship building.

Target group/Users: Target should be in accordance with brand identity. However, the target must also incorporate the aspect of the consumers’ use of social media.

Content: Reflect brand identity and also the consumers. This stays true for the language and tonality used to communicate the content as well.

Media and activities: Initiate with one social media platform. This platform should be based on where the target group is already having a discussion and its ability to transmit the brand identity.

Implementation: One team should be in charge. This team has to be provided with time and resources to plan and maintain the communication through this channel.

Follow up and evaluation: This should be conducted on a continuous basis and include quantitative as well as qualitative analysis.
Thank You!

We wish to thank everyone who made this thesis possible. This gratitude is especially aimed to our supervisor, Vladimir Vanyushyn, Polarica, Norrmejerier and all the survey respondents. Once again, thank you and enjoy the reading!
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1 INTRODUCTION

In this chapter we motivate the choice of our research subject and describe the background of our research problem. We also define the research question and describe the purpose of our study. Ultimately we clarify the delimitations of our research and explain important concepts to be used.

1.1 Choice of Subject

Marketing communication informs, persuades, reminds and builds images to represent and define a product. Furthermore, it is used as a network to inform and make potential future customers aware of a company’s offerings. Hence, marketing communication can function as a differentiator, especially in markets where competition is tough and where separating competing products and brands is difficult. (Fill, 1999, p.3)

One market where competition is fierce is the food industry. Consequently, we believe that firms operating on this market are dependent on their marketing communication for success, which is agreed upon by Vukasovic. (2009, p.165)

Deciding on a communication strategy, however, is not easy. Kapferer (1998, p.93) claims that developing a communication strategy that enables a firm to differentiate it from others is now more difficult than ever. This is because we live in a society filled with communication and, furthermore, the market today is characterised by marketing similarities, which put pressure on firms.

As a result of marketing similarities, the brand has gained a significant importance as a determinant of consumer choice (Jobber & Fahy, 2009, p.134). According to Kotler and Armstrong (2010, p.255) branding has become such a vital part of today’s business that almost nothing goes unbranded. This stays true for companies operating within the food industry as well. According to Vukasovic (2009, p.166) systematic investments in a food company’s brand is crucial for success.

A rather new concept related to brands and branding, within the field of marketing communication is brand identity. Many researchers emphasise the crucial importance of brand identity as it enables brands to be lasting, send unified messages and be realistic. (Kapferer 1998, p.91-92)

It is important to note that brand identity and brand image are two separate entities. Aaker and Joachimsthaler (2000, p.40) explain that brand identity represents the associations that a company wishes to impregnate the brand and communicate to the consumers. On the contrary, brand image, according to Kapferer (1998, p.94-95), is on the receiver’s side and refers to how the receiver reflects upon the image of the brand, which is formed as a result of communication from the sender’s side. Kapferer (1998, p.94-95) goes on to explain that, in terms of brand management, identity is of greater importance than image, as the management team must understand exactly what it wishes to communicate before actually transmitting the message to the market.

Aaker and Joachimsthaler (2000, p.27) argue that one of the challenges in creating a strong brand, apart from knowing the brand identity, is to create strong relationships. One
communication channel that can enable a strengthening of relationship is social media (Lundin & Lundqvist, 2010, p.2). Qualman (2010, Introduction) claims that the use of social media as part of a communication strategy is a necessity. Therefore, we believe this to be a useful communication tool for firms within the food industry where competition is fierce. But for these firms to use social media successfully, they need to know what they aim to communicate (Lundin & Lundqvist, 2010, p.2). In other words, they need to understand their brand identity (Aaker & Joachimsthaler, 2000, p.27).

Based on above, we believe it is of importance to conduct a study regarding the food industry and how companies operating within this market can use social media as a communication channel to transmit brand identity to the consumers. Our research is of theoretical importance, as it will contribute to the field of branding, which has been argued for by several researchers such as Kapferer (1998), Aaker (1991, 1995) and Keller (2003). Furthermore, it will contribute to the study of social media, which is needed, as the notion of social media is relatively new. Apart from filling a theoretical purpose, our study serves a practical purpose. It will do so by providing marketing tools for firms within the food industry, which is important as this is one of the most competitive branches of today (Vukasovic, 2009, p.165).

1.2 Problem Background

According to Vukasovic (2009, p.165-166), the food market is among the most competitive branches with many fierce players. During the past decades, it has been characterised by rapid and complex changes. This presents a great challenge for companies operating on this market. As a consequence, to survive on the food industry, firms have started to put a greater effort into gaining knowledge of their consumers, their habits and motives for buying different products.

Firms wanting to survive on this market must undergo regular adjustments. Here, the marketing communication function plays a key role in a company’s operations. Their market communication strategy is vital for an understanding of how to reach their customers most effectively and what communication channels to use. (Vukasovic 2009, p.165)

Deciding upon a communication strategy is, however, easier said than done. Kapferer (1998, p.93) claims that several changes have occurred on the market today, making it more difficult for firms to create strategies that differentiate themselves from others and enable them to stay competitive. One of the changes that have resulted in these difficulties is the increased amount of communication that has come to fill our society. This has made it more difficult for firms to stand out. Furthermore, it is difficult because of the pressure deriving from marketing similarities that characterise today’s market. The marketing similarities are a result of so-called me-too products, copies, regulations and firms depending on the same market research. Because of these changes, communication today has changed from being a mere technique to an achievement in itself.

The decreasing differences among products today have led to the crucial importance of the brand as a determinant of consumer choice (Jobber & Fahy 2009, p.134). This stays true for companies operating within the food industry as well. According to Vukasovic (2009, p.166), systematic investments in a food company’s brands are crucial for success. Many researchers, such as Kapferer (1998), Aaker and Joachimsthaler (2000) and Vukasovic (2009), have emphasised the greater importance of brands and branding within the field of marketing communications. Consumers see the brand as a significant element of a product and branding can increase its value. Consumers have a tendency to attach meanings to brands and as a
consequence develop brand relationships. As a result, branding has gained a crucial importance in the modern business world (Kotler & Armstrong, 2010, p.255).

Due to its greater importance for successful business, we see the concept of brands and branding as an important field of research with theoretical and practical contributions. This opinion is in accordance with Aaker (1991, 1995), Kapferer (1998) and Keller (2003) who argue for greater attention towards a development of branding theories.

Aaker and Joachimsthaler (2000, p.27) argue that creating a strong brand requires the right communication tools. But how do firms within the food industry decide upon the right communication tools? According to Kapferer (1998, p.93), this requires a true knowledge about ones brand identity.

"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."

Aaker (2002, p.68)

Kapferer (1998, p.91-92) claims that brand identity is based upon a brand’s meaning, aim and self-image. He explains that an understanding of one’s brand identity, enable firms to create a long-term vision on which they can base their marketing communication decisions, making them consistent and coherent throughout time. Due to the previously explained increase of competition and need and difficulty of standing out in our society filled with communication, brand identity has been realised as an important factor for success and therefore has become an important concept for research within marketing communications.

Brand identity is based upon a brand’s meaning, aim and self-image (Kapferer, 1998, p.91). According to Kapferer (1998, p.91-92), an understanding of one’s brand identity, enable firms to create a long-term vision on which they can base their marketing communication decisions, making them consistent and coherent throughout time. This in turn is crucial for surviving on today’s market that firms operate on. In other words, the notion of identity is critical.

Kapferer (1998, p.94-95) clarifies that it is important to understand that brand identity and brand image are two separate concepts. Brand identity is on the sender’s side and represents what a company wishes to be perceived as. On the contrary, brand image is on the receiver’s side and refers to how the receiver decodes and interprets signals, meaning the products, services and communication, coming from the brand. In other words, brand image refers to how the brand actually is perceived among a company’s consumers.

In terms of brand management, identity is of greater importance than image (Kapferer, 1998, p.94). This is because, “image is nothing without strong identity” (Perry and Wisnom, 2003, p.5). Aaker and Joachimsthaler (2000, p.28) agree upon this stance and explain that a focus on brand image, rather than brand identity, only contributes to short-term results. Furthermore, they claim that a focus on short-term result, in turn, leads to brand erosion.

Kapferer (1998, p.95) explains that firms must focus on the essence of the identity and brand in order to be able to create coherent and consistent messages needed to stand out and compete in the mass of communication. The notion of identity stresses that, brands, even if starting as mere product names, eventually will develop to become independent and define something different from others. The author goes on to explain that brands “define their own area of competence, potential and legitimacy”.

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Aaker and Joachimsthaler (2000, p.27) argue that one of the challenges in creating a strong brand is to create deep relationships. Hence, we believe it is important for firms within the food industry, as competition is fierce, to use relationship building communication tools. One communication channel that can strengthen relationship is social media (Lundin and Lundqvist, 2010, p.2).

By using social media firms can increase awareness, dialogue, internal marketing and ideas for product development, among other things (Nilsson et al., 2011, p.93). Many researchers, such as Lundin and Lundqvist (2010) and Solomon (2011) promote the use of this communication tool. Qualman (2010, Introduction) takes it even further and claims that it is a necessity for firms to use social media as part of their communication strategy. Solomon (2011, Introduction) argues that social media has become one of the largest communication medias of today.

Using social media to communicate a brand is beneficial as it enables a firm to communicate with an infinite number of people at very low cost, and sometimes even at no cost (Nilsson, 2011, p.98). Therefore, we believe this to be a useful communication tool for firms within the food industry as it is cost-effective. However, a successful implementation of social media requires must be based on an understanding of what the firms actually wishes to communicate (Lundin and Lundqvist, 2010, p.2). In other words, firms must understand their brand identity before they use social media as a communication channel (Aaker and Joachimsthaler, 2000, p.40).

Despite all benefits deriving from the use of social media, many marketers, according to Nilsson et al. (2011, p.99), have not yet fully understood its full potential. Because of this, we find it important to conduct a study regarding social media as a means to create stronger brands to show upon the benefits that can derive from the use of this media. We also find it an important field of study, as it is a relatively new concept. Also, as brand identity is an important concept within the creation of a strong brand (Kapferer, 1998, p.91-92), we believe it is relevant to study this concept in relation to social media. Ultimately, since, the food market is among the most competitive branches today, it is of theoretical and practical relevance to apply research about brand identity and social media in the context of this industry.

Based on above, we will conduct a research about how firms on the food market can use social media to transmit their brand identity to the consumers.

1.3 Empirical foundation

1.3.1 Polarica

Our research will be based on a case study of a Swedish food company named Polarica. This is an experienced actor on the market for frozen foods and is in a steady growing phase at the moment. The company’s B2C products exist in most grocery stores around Sweden. However, the company is facing problems with brand recognition and lack a clear communication strategy for their B2C products. (Polarica, 2012)

In this study, to be able to develop a strategy for how Polarica can use social media to transmit their brand identity to their consumers, we will first examine the current fit between brand identity and brand image. The information regarding the brand identity will be based on
interviews with employees from Polarica. This will be elaborated in chapter 4, *Practical Method*.

### 1.3.2 Current and prospective consumers

In order to be able to analyse the fit between brand identity and brand image, we need data to gain an understanding of the brand image. This data will be based on a questionnaire that we will hand out to Polarica’s current and prospective. This will be explained in further detail in chapter 4, *Practical Method*. We aim to gain results that are generalisable and represent the image of Polarica among consumers who are aware of the brand. We wish to clarify that the questionnaire also is aimed to provide information regarding these consumers’ use of social media.

Based on the data from the questionnaire we can examine the fit between brand identity and brand image and also Polarica’s current and prospective consumers’ use of social media. This will provide information, which allows us to develop a strategy for Polarica’s use of social media and answer our research question.

### 1.3.3 Norrmejerier

To be able to gain useful insight regarding how successful communication through social media functions in practice, we have chosen to collect data from Norrmejerier by conducting an interview with one of their brand managers.

Norrmejerier is a Swedish food company producing mainly dairy. The company has many times been nominated for its successful marketing campaigns for its diverse brands. The following are Norrmejerier’s unique brands: Gainomax®, Västerbottensost®, Norrglimt® and JOKK® berry drink. (Norrmejerier, 2011)

### 1.4 Research Question

Based on our choice of subject and the problem background, we have formulated the following research question:

➢ How can firms transmit their brand identity through social media to the consumers?

### 1.5 Purpose

The purpose of this research is to investigate how social media can be used within the food industry to transmit brand identity.

In order to reach this objective we have to fulfil the following sub-purposes:

➢ To examine the fit between Polarica’s brand identity and brand image
➢ To examine how Polarica’s current and prospective consumers use social media
➢ To investigate how social media can be used as a marketing communication tool in business context
1.6 Delimitations

As previously explained, our study aims to understand how firms can transmit their brand identity through social media to the consumers. However, our research will only concern companies within the food industry.

There are several methods of understanding and analysing brand identity. In this research, however, the aspects of brand identity that will be analysed are the ones used by Kapferer (1998): *personality, culture, self-image, reflection, relationship* and *physique*. These will be explained further in chapter 3.0, *Theories*.

The study of Polarica’s brand image will also be limited to the previously explained aspects of brand identity. This is because, using the same factors when analysing brand identity and brand image will facilitate a comparison between these two concepts.

When analysing the fit between brand identity and brand image there is also an additional delimitation. We will not be able to analyse all factors part of the different facets of brand identity when comparing to brand image. This is partly due to the complexity of the topic, brand identity, and time and financial limitations.

1.7 Concepts

*Brand identity*

This refers to a set of brand associations a company wishes to impregnate a brand and communicate to others. These associations reflect what the brand represents and imply a promise to the customers.

*Brand image*

This refers to the interpretation consumers have of a brand. This image is built when consumers receive and interpret communication deriving from a brand. The brand image does not have to be in line with the brand identity as a brand may fail to communicate the image that they seek to portray.

*Web 2.0*

Web 2.0 is an umbrella term for the next generation of services and business models on the World Wide Web and was coined in 2004. There is no clear-cut definition of this concept. However, to elucidate its meaning one can say that this new era of the World Wide Web is characterised by interactivity, interoperability and collaboration, compared to Web 1.0, which was characterised by simple retrieval of information.

*Social media*

Just as with the concept of Web 2.0, there is no clear-cut and well agreed upon definition of this term. However, some provide a broad definition clarifying that social media is used as an umbrella term for sites that are a construction of social networks and build on the creativity of the members of one or more communities. The definition of this term to be used in this paper is: *internet-based applications that enable companies to be in contact and have dialogue with their consumer, and help the consumers share opinions, insights, experiences, and perspectives*. Examples of social media sites are, Flickr, Facebook and YouTube.
2 SCIENTIFIC METHOD

In this chapter we discuss our practical and theoretical pre-understanding as researchers. Furthermore, we motivate our choice of research approach and philosophy. This will provide the reader with information on which he or she can judge our findings.

2.1 Pre-understanding

It is important for researchers to understand that their pre-understanding is an issue that needs to be considered (Bryman & Bell, 2007, p.428). Johansson-Lindfors (1993, p.76) explains that a pre-understanding of a research subject provides an author with a more comprehensive knowledge of the research and thereby will have an effect on the research paper. A pre-understanding has an impact on the research process itself and will most likely affect the results of the research.

Johanss-Lindfors (1993, p.76) explains that there are two kinds of pre-understanding: practical and theoretical. The former refers to the knowledge and experience of a researcher, whereas the latter refers to previous academic experience. Below we will discuss both our practical and theoretical pre-understanding and also the effects they may have on our research.

2.1.1 Practical pre-understanding

We both lack previous working experience in the specific field of branding and marketing communications. However, we have experience in working as communication officers and in the field of customer service. Thereby, we have a practical understanding of how to communicate brand identity in the daily work and how employees, as being part of the communication of a company, can affect brand image. Furthermore, we both are active users of several social media platforms. These practical experiences are rather simple. However, they will have an impact on how we interpret theories and our research findings.

2.1.2 Theoretical pre-understanding

As a result of being 1st year master students of the International Business Program at Umeå University, we have a background of diverse business courses, including several courses within the field of marketing. In other words, we have acquired knowledge in different research areas that will be discussed in this paper, such as brands, branding, marketing communications, communication channels, and the like. Our overall understanding within the field of marketing will affect the research in several ways.

2.1.3 Effects of our pre-understanding

As explained our pre-understanding will affect our research. For example, our practical pre-understanding may affect our interpretation of theories. When studying theories regarding communication of brands through employees our practical pre-understanding of this notion can affect the way we interpret and understand these theories. Furthermore, our theoretical pre-understanding may, for example, influence and guide our search and choices of theories.
As stated above, it is important to understand that a researcher’s pre-understanding affects his or her research (Bryman & Bell, 2007, p.428, Johansson-Lindfors, 1993, p. 25). This is especially true for us, as we will study factors that regard people and social situations. Johansson (2011, p.41) explains that a researcher’s values will have a substantial impact on his or her descriptions of social situations. He takes it even further, stating that it is nearly impossible for researchers to define different concepts independent from their own values. Regardless, it is of crucial importance to try to minimise these effects. As Graziano and Raulin (2010, p.82) state, objectivity is a requisite in every science. Johansson (2011, p.40) explains that objectivity is reached when a statement is independent from the person claiming the statement. Graziano and Raulin (2010, p.179) clarify that objectivity minimises the possibility of researcher bias. As a result, there is a possibility of gaining results that can be generalised (Graziano & Rauling, 2010, p.82).

Based on above, even though we understand that our pre-understanding will affect our research, we realise the importance of objectivism, which we consequently will strive to reach.

2.2 Research philosophy

There are two aspects of research philosophy: epistemology and ontology (Saunders 2009, p.109).

2.2.1 Epistemology

The epistemological considerations reflect upon the question of what is considered as adequate knowledge and how to study it. There are three epistemological positions that reflect how the reality is viewed: positivism, realism and interpretivism. A positivistic approach relies on natural science methods to study the social reality. Furthermore, positivism states that knowledge is arrived through the gathering of facts that provide generalisations and foundation for laws (Bryman & Bell, 2007, p.15-16; Saunders, 2009, p.112-113).

Realism, according to Saunders (2009, p.114) is an approach where the researcher assumes that the reality represents a truth that is independent from humans’ perception of it. In other words, there is a reality independent of the human mind. Realism and positivism have some common features. For example, both presume a scientific approach to the development of knowledge.

An interpretivistic approach relies more on the fact that social reality has a meaning for humans: as a consequence, human action is important within this approach (Saunders, 2009, p.116). According to Bryman and Bell (2007, p.18-19), the aim of interpretivism is to understand how people interprets the world in order to gain an understanding of it, based on their own points of view. Furthermore, the objective is to grasp the subjective meaning of social action.

We will use an interpretivist approach within this research. This is because an interpretivist approach, compared to the other two, relies on the fact that social reality has a meaning for humans and thereby view human action as important (Bryman & Bell, 2007, p.18-19). We believe that simply relying on the methods of natural science would not be enough to grasp the social reality behind the aspects of branding and social media. We argue that both branding and social media are a result of human interaction and therefore influenced by the human action and human mind. Thereby, it is important to view and analyse the social
reality and how people reflect upon it. We are more interested in the quality than quantity of thinking. Furthermore, for us it is important to understand how the different parties of this research, Polarica and the consumers reflect upon the brand identity and social media, from their own points of view. Finally, to include a real life example and gain practical insight, we have decided to investigate how Norrmejerier, in qualitative measures, reflect upon their success in social media and why they think they have been successful.

2.2.2 Ontology

As previously explained, apart from considering our epistemological point of view, we need to reflect upon our ontological considerations. Questions of ontology concern the nature of reality and the nature of social entities (Saunders, 2009, p.110). The key aspect of ontology is if whether social entities have a reality external to social actors or if social construction is built up from the awareness and acts of social actors. There are two aspects of ontology: objectivism and constructionism (Bryman & Bell, 2011, p.20-22).

Objectivism states that “social phenomena and their meanings have an existence that is independent of social actors” (Bryman & Bell, 2007, p.22). This means that social phenomena are created by external facts that are beyond human beings’ influence (Saunders, 2009 p.110).

This research is based on a constructionist approach, sometimes referred to as subjectivism, which according to Bryman and Bell (2011, p.22), and Saunders (2009, p.111) means that social actors are the creators of social phenomena and the meaning placed upon them. It also reflects that social phenomena is not only a final offspring of social interaction but also that they are in constant state of change.

We believe that in their nature, branding and social media are a result of social phenomena and depend on social interaction. Furthermore, we argue that they are continuously formed by social actors and in a constant state of change depending on social actors. Hence, we argue for the use of a constructionist approach within this research.

2.3 Scientific approach

When conducting a research, there are different ways to view the relationship between theory and practice. Deductive theory is the most common view on this relationship (Bryman & Bell, 2007, p.11, Graziano & Raulin, 2010, p.34). According to Graziano and Raulin (2010, p.31), the deductive approach, in general terms, means starting with broader ideas and move towards more specific ones. On the contrary, the use of inductive theory means going from the particular to the more general. More specifically, inductive theory means that theory is the outcome of observations and findings (Bryman & Bell, 2007, p.14), whereas a deductive approach refers to a process where hypotheses, derived from theory, are scrutinised by empirical observations and findings (Bryman & Bell, 2007, p.11).

According to Graziano and Raulin (2010, p.34) no approach is fully deductive or fully inductive. One of these approaches will always be more evident than the other, but regardless, all scientific theories include elements of both approaches. Accordingly, Bryman and Bell (2007, p.14) explain that deductive theory includes inductive features and similarly, inductive theory includes deductive features.
Based on above, we understand that our study will entail both deductive and inductive elements. However, one approach is always more emphasised. In this research, our data collection will be based on theories regarding brand identity and social media. This represents a deductive approach. However, our aim is not to develop hypotheses or test and refine these theories. Instead, we aim to develop our own model based on our data. Consequently, in this research, emphasis is on an inductive approach.

2.4 Research strategy

Research strategy refers to the relationship between theory and data. An inductive approach, which will be used in this research, is usually connected to a qualitative research strategy (Bryman & Bell, 2007, p.14). However, as Bryman (1995, p.202) wishes to emphasise, one should be careful to strictly connect a qualitative research strategy with theory formation and an inductive approach, and a quantitative research to a theory testing and a deductive approach. Bryman and Bell (2011, p.13) explain that there has, for example, been conducted many qualitative studies not aimed at generating theory and even so, theory has many times been used as a background to qualitative research.

Bryman (1995, p.202) explains that there are several similarities between a qualitative and quantitative research strategy. He goes on to explain that there is a tendency among researchers to discuss quantitative and qualitative strategy as two different paradigms. This has led to ideal-type explanations of the two strategies influenced by ideology. Regardless, the two strategies do differ in terms of the information they provide and also the level of analysis they operate on. As a consequence, both qualitative and quantitative strategies provide benefits and disadvantages.

Creswell (2009, p.4) differs between a qualitative and quantitative study by explaining that the latter usually aims to test objective theories whereas the objective of the former usually is to explore and understand a human or social problem ascribed by individuals or a group of individuals. As the essence of the objective differs between these two strategies the means to their objective usually differs. Creswell (2009, p.4) explains further that quantitative measures usually involve examining the relationship among variables by the use of statistical measures. Qualitative studies, on the contrary, normally entail interpreting the meaning of raised questions and data collected from the participant’s setting, among other things. Bryman (1995, p.87) provide additional differing aspects of the two different research strategies by explaining that quantitative studies typically aim to generate generalisable and replicable results. Qualitative studies, however, emphasise a contextual understanding and wish to understand and explain a social reality based on the subject’s interpretations.

As previously explained, both qualitative and quantitative studies provide benefits and disadvantages. When it comes to generalisability, a quantitative research is preferable, as qualitative research has been criticized for its impressionistic and subjective character (Bryman & Bell, 2011, p.408-409). Creswell (2009, p.4) explains that qualitative studies normally include an interpretation of the meaning that a subject puts on its environment. This represents a problem according to Bryman and Bell (2011, p.408-409) as it reflects to the aspect that qualitative findings rely too heavily on researchers’ own view and thoughts and also upon the relationship of the researcher and the people being studied. Additionally, qualitative findings are difficult to replicate because of their unstructured nature and the fact that they often are dependent on the researcher’s inequity. Generalisability is also a problem within qualitative studies as, compared to quantitative studies, a small number of participants usually are included and therefore the generalisation of the data is more difficult.
For this research we have chosen a mixed method. That is, we combine both qualitative and quantitative research in this study (Bryman & Bell, 2007, p.649). We will use a quantitative strategy when studying the consumers. We will use a questionnaire and aim to receive a picture of how consumers view Polarica and how they relate to social media. As we wish to receive generalisable results, a quantitative approach to the study of the consumers is preferable. This would have been difficult with a qualitative approach.

When it comes to the study of Polarica and Norrmejerier our aim, however, is not to receive generalisable results. With regards to Polarica we wish to analyse the company’s brand identity and its relation to social media. In this case, we do not seek to generalise this to other companies. Furthermore, we wish to gain an understanding of these issues based on their own point of view. Regarding Norrmejerier, we wish to gain a clear picture of how this company, in practice, has been able to use social media successfully. We wish to base this on their own understanding and reflection about the issue. Quantitative studies, however, have been criticised for not being able to do so. According to Bryman and Bell (2007, p.174) this research strategy, many times neglect the distinction between the social and natural world. Thereby, quantitative study does not consider that people interpret their world differently. Consequently, the self-reflection of the research objects that we wish to involve in the study of the Polarica and Norrmejerier will not be possible. Based on this, we believe that applying a qualitative study of Polarica is preferable. As previously explained, qualitative studies put emphasis on a contextual understanding and wish to understand and explain a social reality based on the subject’s, in this case Polarica’s and Norrmejerier’s, interpretations (Bryman, 1995, p.87).

2.5 Research design

The research design we have chosen for this thesis is a case study. Yin (2009, p.18) defines a basic case study as “an empirical inquiry that investigates a contemporary phenomenon in depth and within its real-life context”. According to Bryman and Bell (2008, p.52-53) a case can be a single community, school, family, organisation, person or a single event. In this research, as previously explained, our case is a single organisation, Polarica. We will conduct a study regarding Polarica in a real-life context where we aim to investigate how the company can transmit their brand identity through social media to the consumers. Hence, we will conduct an in depth empirical inquiry on the case of Polarica as a contemporary phenomenon. However, not to forget, we use Norrmejerier as a complement to get a better understanding of how social media works in practice.

2.6 Choices of theories

As can be seen in Figure 1, Choice of Theories, we have decided to use different theories regarding branding, brand building, brand identity, communication and social media in this research. We have chosen theories that discuss how to analyse brand identity but also how social media can be used as a marketing communication channel in business context. In the following chapter we will elaborate more closely on the chosen theories but first we will provide a table with the main books, journals and authors used regarding the two main topics of this research: brand identity and social media.

To find our secondary sources we have used data bases ESCBO and Google Scholar. We have used key words such as brand identity, social media, social media marketing, communication channels, brand identity, Web 2.0.
2.7 Criticism of Sources

In our research we aim to be as critical as possible when choosing our sources. When choosing our secondary sources we have aimed to use the original authors as far as possible. In some cases we have not found the original sources, hence we have had to cite to the original source. We have also tried to use both older sources balanced with more up to date journals and books.
3 THEORIES

In this chapter we present and discuss theories that are relevant for our research. We initiate the chapter with theories regarding brands and branding in general and subsequently discuss theories revolving one of our main topics within this research, brand identity. Thereafter we discuss our other main topic in this research, social media as a communication channel. The chapter ends with an explanation of our conceptual framework for this study.

3.1 Brand

3.1.1 What is a brand?

Kotler and Armstrong (2010, p.255) explain that a brand is a name, sign, term, design or a mixture of these that represent added value, identify and differentiate the products and services from those of competitors’. They explain that brands can be everything from products and services to corporations, retail stores, cities, organisations and even individuals. Murphy (1988, p.4) defines a brand as a mix of the product itself, the packaging, the brand name, promotion, the advertising and the overall presentation. These attributes are blended in a way to create a unique brand. A brand is a mixture of physical, aesthetic, rational and emotional components. The end result should not only be suitable but also differentiated from the competitors’ brands.

A brand reflects how the company wishes to be seen, and how it wishes to be differentiated from competitive options (Hansen & Christensen 2003, p.13). Alternatively, a brand can also be a way to identify one item, a family of items, or all items of one seller (Cravens & Piercy, 2009, p.291). De Pelsmacker et al. (2007, p.46) argue that marketers cannot live without differentiated products and will always seek for extra marketable value. Therefore we argue that a brand is an excellent instrument by which a product can be distinguished from competitors and an important part of every company’s strategy.

Below, in figure 2, Brand, we see how Aaker and Joachimsthaler (2000, p.52) distinguish a brand from a product:
The aim is to show the traditional aspects of a product extended with the brand aspects. The product is the inner circle and brand is the external circle. The key here is that a brand is much more than a single product. (Aaker and Joachimsthaler, 2000, p.51)

Aaker and Joachimsthaler (2000, p.5-52) explain that the product is built around product scope, attributes, uses, quality/value, functional and benefits. Brands, however, extend to include user imagery, which the authors explain by referring to Armani clothes users. A third aspect of a brand is the organisational association. We, for example, associate Apple with innovation. Aaker and Joachimsthaler (2000, p.52) explain that a brand also incorporates the country of origin. For example, Audi’s brand represents German craftsmanship. The authors go on to explain that a brand also is built around a personality, which meaning they elucidate by referring to the energy and vitality that the retail brand Bath and Body communicates. Additionally, symbols are part of the values building up a brand. This can for example be the logo of a brand. Ultimately, another functional benefit from a brand is the brand/customer relationship built.

Apart from the functional values that a brand provides, Aaker and Joachimsthaler (2000, p.52), define self-expressive benefits and emotional benefits as part of these values. The authors clarify that self-expressive benefits can be exemplified by a user of the kitchen mixer Hobert, which communicates to be the best. An emotional benefit, however, can be exemplified by how American car drivers using a Saturn feel pride when driving an American car.

Kotler and Armstrong (2010, p.255) explain that consumers see brands as a significant element of a product and branding can increase the value of a product. Consumers have a tendency to attach meanings to brands and as a consequence develop brand relationships. As a result of the crucial importance of brands and branding in today’s world of business, almost nothing goes unbranded. It is a tool to help the customers identify products that may benefit them. Furthermore, a brand reflects product and service quality and reliability. When customers buy the same brand they know that they will get the same features, benefits and quality. As a result, brands help customers identify products quickly and accurately and thereby reduce customers’ search costs. Additionally, they may also decrease customers’ perceived risk by offering assurance of quality and stability. On the seller side, brands may facilitate and repeat purchases, which will improve a firm’s financial performance since, the brand helps the customer to identify and re-identify the product/service from those of competitors. Cravens and Piercy (2009, p.291-292) explain that strong brands with positive consumer associations often lead to brand loyalty.

Jobber and Fahy (2009, p. 134-135) argue for brands’ economic significance to companies. Strong brands deliver value to companies and have a positive effect on different fronts. It can increase a company’s value, provide consumer preference and loyalty, function as a barrier to competition, increase profits and serve as a base for brand extension. According to Murphy (1998, p.4), the importance of brands lay in the fact that, if they are attractive, they lead to repurchases by consumers. This in turn, means that brands are valuable assets. Randall (2000, p.2-3) argues that brands are vital to the survival and success of many companies. Therefore, it is fundamentally important to understand the complex nature of brands and how we can manage them. He argues further that it is crucial that brands continuously create value and that this value in turn must be defined in consumer terms. Branding is continuing relationship building with the customers, and because of the competition on the market, brands must constantly be adapted to the changing market environment. We believe that a strong brand has more potential to survive in this harsh environment than a weaker brand. As brands serve
many important functions in a company, we argue that research is needed in the field of brands and branding.

3.1.2 Strategic brand platform - Brand Building in a Company

Below is figure 3, Brand building in a Company, which shows the process of brand building from a company perspective is visualised in the following model (Melin, 1999, p.125-128):

![Figure 3 Brand building in a Company (Melin, 1999, p.125)]

The model is founded on six different concepts that are closely attached to each other: product attribute, brand identity, core value, positioning, marketing communications and internal brand loyalty. Every step in the model stands for an activity and is a vital part for the overall success of brand building. Therefore, the brand building platform is an illustration of brand management competence that is required to develop and sustain strong brands.

**Product attribute** reflects the concrete features of a product. These features transmit a functional and relevant added value to the consumers. Perhaps the most important contributing attribute to the brand building is product quality. Other attributes of importance are for example, package design, colours and logo. These attributes create the individual and visual brand.

**Brand identity** stands for all the values and differentiators that a brand stands for. The main aim of developing a brand identity is to transform emotional added value to the consumers. Attributes that are associated with developing identity are product name, origins, personality and distribution. As explained, this is an important factor in creating a strong brand and will be one of the main concepts to be studied in this research.
Core value is defined as the primer competitive advantage of a brand. Therefore, we, as Melin (1999) argue that it is important to identify a unique core value that can be a foundation for positioning and marketing communications of a brand.

Positioning is the process of aiming to get a lasting position on the market that is comprehended as attractive by the segment the company is targeting at (Axelsson & Agndal, 2012, p.127). An important aspect is to get a specific place in the consumers’ minds that provides added value for them. The anticipated result of positioning is to create brand awareness, brand associations and brand loyalty. Axelsson and Agdal (2012, p.129) explain that the added value must be perceived as relevant and attractive for the positioning to be successful.

Marketing communications can position a company’s products in customers’ minds (Hollensen, 2012, p.140). The communication should continuously remind the customers of the brand benefits and inspire them to take action, and thereby has a considerable impact on the process of creating a strong brand (Hollensen, 2011, p. 241). Melin (1999, p.128) argues that it should be used in a way to reflect individual character to be able to build strong brands in the long-term.

We argue that companies, in order to create strong brands, have to find a functioning marketing communications strategy that contributes with positive market response. Due to the great importance of successful marketing communications to create strong brands, we wish to study the concept of marketing communication and brand identity within the frames of one study.

Internal brand loyalty is used to define a company’s role of sustaining a brand’s legal and commercial status. Internal brand loyalty is still, however, a relatively new and unexplored concept.

3.1.3 Strategic brand analysis

In order to create strong brands, Aaker and Joachimsthaler (2000, p.40-41) established the Strategic Brand Analysis, which enables firms to understand their customers, competitors and their own brand.

Customer analysis

Without its customers, a firm would not exist. Consequently, an analysis of customers is important to conduct. In accordance, Cravens and Piercy (2009, p.52) state that customers’ purchase of needed goods and services is the enabler of an existing market. Hence, a consideration of customers and their needs is of importance when creating a marketing strategy.

Aaker and Joachimsthaler (2000, p.41) claim that the analysis of customers must reach further than an understanding of what customers say. Instead, firms must analyse what is underneath their actions.

Aaker (2002, p.191) categorise the analysis of customers into four components; trends, unmet needs, motivation and segmentation. In this analysis, firms must reach an understanding of their customers that go further than their explanation of their actions. For this, creative qualitative research is often valuable.
**Competitor analysis**

Firms should analyse current and potential competitors to be able to differentiate the brand and its communication plan (Aaker and Joachimsthaler, 2000, p.41). This is of great importance, due to the greater amount of substitutes for consumers today leading to competing brands’ impact on a firm being much more powerful (Cravens and Piercy, 2009, p.53).

**Self-analysis**

This part of the strategic brand analysis includes measuring the brand heritage, current image, strengths, limitations, strategies and values. This analysis should be conducted in order to identify if the brand has the resources, capabilities and will to deliver (Kapferer and Joachimsthaler, 2000, p.41).

As previously explained, the Strategic Brand Analysis is according to Aaker and Joachimsthaler (2000, p.40) needed in order to create strong brands. Other factors that many researchers emphasise to be of importance for brand building is an understanding of one’s brand identity (Kapferer 1998, p.91-92). Kornberger (2010, p.94) argues that brands are a mechanism for creating identity. In the following chapter we will discuss the notion of brand identity in further detail.

### 3.2 Brand Identity

#### 3.2.1 Brand identity: a contemporary concept

Aaker and Joachimsthaler (2000, p.7) discuss the emergence of a new marketing paradigm; from the so-called *Classic Brand Management Model* to the new *Brand Leadership Model*. The reason for this shift in brand leadership is the incapability of the former to handle the complexities of the emerging markets, competitive pressures and the management of brand extensions, among other things.

According to Aaker and Joachimsthaler (2000, p.7) the new Brand Leadership Model is very different from the old model as it puts emphasis on strategy as well as tactics, and is based on a broader scope and is driven by *brand identity* and also sales. Kornberger (2010, p.34) reflects upon Aaker’s and Joachimsthaler’s (2000) Brand Leadership Model and argue that brands, in this model, function as a strategic tool for the company. Furthermore it is proactive, visionary and long-term oriented. The main aspect and one of the new attributes is brand identity as a driver of strategy (Aaker & Joachimsthaler, 2000, p.7; Kornberger, 2010, p. 34).

Brand identity has become one of the most discussed and innovative concepts within brand management and has quickly become one of the main factors when discussing success of brands (Melin, 1999, p. 84). Different definitions have been given of this concept. It can be viewed as a design, with aspects such as ideas, images, words and associations that form consumers’ overall image of the brand (Upshaw, 1995, p.12). Alternatively, Aaker (2002, p.68) defines brand identity as:

“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.”
Melin (1999, p.85) explains that the brand identity is what the brand stands for, what gives the brand its meaning and what makes it unique. Furthermore, Kapferer (1998, p.92) clarifies that brand identity is based upon the brand’s meaning, aim and self-image. But the problem stands, how does a firm define its brand identity? Melin (1999, p.84-85) explains that consistency and diligence is required when deciding upon a brand identity. Furthermore, for this to happen, firms must ask themselves and decide upon (Kapferer, 1998, p.92):

1. Vision and aim
2. What makes the brand different
3. The needs the brand fulfils
4. The permanent nature of the brand
5. The value or values of the brand
6. The signs which makes it recognisable

As explained, the study of brand identity is rather new within the marketing and communications field (Kapferer 1998, p.90). Kapferer (1998, p. 93) claims that one cannot be surprised that identity has become an important term within the field of communications. He goes clarifies that one of the reasons for the emerge of this concept is the fact that society nowadays is filled with communication, which makes it difficult for firms to communicate their true brand. Furthermore, the market consists of marketing similarities, adding to the pressure put on firms today. Consequently, communication has become more than just a technique. Instead, it has turned into an achievement in itself, requiring a true knowledge about ones identity. As both Melin (1999) and Kapferer (1998), we believe that marketing communications has a fundamental role in the transforming of brand identity to the market, and therefore these two concepts should be studied in relation to each other. Kapferer (1998 p, 94) goes on to explain that an additional reason for the need of understanding brand identity is diversification, which makes it difficult for firms to communicate a coherent message, increasing the importance of understanding their brand identity.

3.2.2 Brand identity structure

3.2.2.1 Aaker’s and Joachimsthaler’s model of brand identity

Aaker and Joachimsthaler (2000, p.43) explain that brand identity can be organised around four perspectives; product, organisation, person and symbol.

Product

Aaker and Joachimsthaler (2000, p.43) state that a brand as a product refers to a brand’s product scope, its product attributes, quality and values. Furthermore, this aspect relates to the brand’s use experience, users and geographical origin.

Organisation

This perspective relates to a brand’s organisational attributes, such as innovation and consumer concern. Furthermore, a brand as an organisation comprises its relation to local versus global. Aaker and Joachimsthaler (2003, p.43)

Person

Aaker and Joachimsthaler (2000, p.43) explain that a brand as a person conceptualise a
brand’s personality. It can for example be creative, honest and smart. Furthermore, this perspective refers to a brand’s customer/brand relationship. This perspective realise that a brand can enhance customer relationship and perception of value, by having an identity beyond the product or the company (Schultz, 2000, p.8-9).

**Symbol**

This aspect refers to a brand’s visual image and metaphors and also a brand’s heritage (Aaker and Joachimsthaler, 2000, p.43). This means understanding the promise made by the brand to the customer and the brand’s value proposition by “getting to the heart of the brand” (Schultz, 2000, p.8-9).

We believe that Aaker’s and Joachimsthaler’s organisation of brand identity shows that building a strong brand requires much more than a product focus, which also has been emphasised by Cravens and Piercy (2009, p.302). This is an additional reason for the importance of studying brand building with a focus on brand identity.

**3.2.2.2 Core, extended and Essence**

Before deciding upon what perspectives to apply to the brand, it is important to note that the brand identity structure is built around a core identity, an extended identity and a brand essence, which is visualised in Figure 5, **Brand Essence, Core identity and Extended Identity** (Aaker & Joachimsthaler, 2000, p.43; Kotler & Keller, 2009, p.284).

![Brand Essence, Core Identity and Extended Identity](image)

*Figure 5 Brand Essence, Core Identity and Extended Identity (Aaker & Joachimsthaler, 2000, p.43)*

The core identity represents the most significant part of the identity and helps to create a focus for the consumer as well as the organisation (Aaker & Joachimsthaler, 2000, p.43). Ghodeswar (2008, p.5) explains that this part of the identity mainly incorporates attributes of the consumers and also performance and features of a product.
Aaker and Joachimsthaler (2000, p.43) claim that the core identity should preferably stay constant along time regardless of changing markets and products. It is important that the core reflects the organisation and also differentiates the brand from competitors. A brand is successful if its customers identify the brand with its core identity. Therefore we argue that it is important for organisations to reflect upon core brand identity and try to discover the best way to transform it to the consumers.

*Extended identity* includes all the elements that are not in the core identity (Aaker and Joachimsthaler, 2000, p.45). These elements define the personality and relationship of a brand. Furthermore, the extended identity includes associations of powerful symbols (Ghodeswar, 2008, p.5).

*Brand Essence* Firms can provide a deeper focus to the brand’s vision by creating a brand essence, which is “a single though that captures the soul of the brand” (Aaker and Joachimsthaler, 2000, p.45). Furthermore, it can work as a strategy tool and communicate the brand identity in a compact and inspiring way (Kotler & Keller, 2009, p. 284). However, according to Aaker and Joachimsthaler (2000, p.45), if compared to the core identity and extended identity, the brand essence is not always feasible. If it is, however, it can work as a tool for success. The brand essence should steer the value proposition, provide a differentiation that will stand time, and inspire employees and partners of the organisation. Furthermore, the brand essence must signal the core identity, however, provide a somewhat different perspective.

### 3.2.2.3 Kapferer's Brand Identity Prism

Kapferer (1998, p.100) has created an alternative definition of brand identity and presented a hexagonal prism to show the nature of brand identity, which is visualised below in Figure 6, *Brand Identity Prism*.

![Figure 6 Brand Identity Prism (Kapferer 1998, p.100)](image-url)
Physique

Kapferer (1998, p.99-100) explains that the physque refers to either apparent concrete features or emerging physical features. The physical attributes of a brand represent its backbone and tangible added value; “what is it concretely? What does it do? What does it look like?” When creating a brand a firm must start off by asking these questions. Kapferer (1998, p.100) explain the importance of the physque for the brand Orangina. He explains that the round shape of the bottle and the orange pulp has helped to position the drink.

Personality

According to De Chernatony (1999, p.168), a brand has a personality of its own, just as humans. The organisation’s core values do not only affect the brand’s functional domain but even its personality. Through the communication by the brand, through what it says and how it is said, people learn about the brand’s character (Kapferer, 1998, p.101). Personality is one of the most important factors when building brands. Strong and attractive brand personalities can be positively contributing factors to sustainable customer relationships (Melin, 1999, p. 94-95).

According to Melin (1999, p.86), the main aim of the brand holder is to create a core identity that can be both lasting and consistent through time. To succeed with this, the brand holder has to successfully transform an attractive and relevant picture of the physque and the personality of the brand.

Culture

Kapferer (1998, p.101-103) reflects upon culture and argues that every brand has a set of values from where all its inspiration derives. These values represent the culture of the brand. Every product is a representation of the culture, and serves as a way of communication. Kornberger (2010, p. 119) suggest that a brand is both the platform through which culture is passed and the instrument through which meaning can be controlled. Hence, we argue that it is important for a company to find a way of how to transform the values through to the consumers in a meaningful way.

Relationship

Along culture and the other facets of identity is the relationship, since brands often are the most important point in transactions and exchanges between people (Kapferer, 1998, p.101-103). Firms should constantly aim to create sustainable relationships between their brands and consumers (Melin, 1999, p.87). De Chernatony (1999, p.169) explains that relationships enable the company to understand the customers better and vice versa. However, relationships form and change through time. Therefore, companies have to continually adapt to the changing market conditions and interact with their customers. We argue that social media can function as a dorm of building relationships with the consumers.

Reflection

As a result of communication evolving over time, brands seem to eventually build up a reflection of their consumers that they start to address (Kapferer 1998, p. 99-100).
Self-image

In contrast to reflection, Kapferer (1998, p.104) defines the self-image as the target’s outward mirror. The self-image refers to the target’s own internal mirror, which is defined by their own personal relationship to the brand. Brand identity, what it reflects, should thereby be in accordance with the customers’ self-image (Kapferer, 1990, p.103-104; Melin, 1999, p.86). Hence, in this study, to analyse the self-image of brand identity, we will use data from consumers that are aware of the brand Polarica, whereas our investigation of the reflection will be data collected from Polarica.

As previously explained, these facets define the brand identity. Kapferer (1998, p.105-106) explains that these facets also show upon the boundaries in which the identity is free to change and develop. The facets are interrelated and they are reflected in each other. The six facets of the prism are split over two dimensions; picture of sender versus picture of recipient and externalisation versus internalisation. The picture of the sender is created as a result of the sender’s communication, what it says, how it is said and so forth. Personality and physique are the two facets that help define this picture. Additionally, a picture of the recipient is also created by communication. However, the two facets defining this picture are reflection and self-image. The gap between these pictures of the sender and the recipient are bridged by relationship and culture. Furthermore, Kapferer (1998, p.105-106) explains that the externalisation, including physique, relationship and reflection, defines the social aspect of the brand and represent its expression outwards. On the contrary, internalisation, personality, culture and self-image, defines the brand’s inner self, its spirit. The prism also explains that a brand has to be able to be seen as a person represented through its physique and personality. Additionally a strong brand needs to reflect the recipient, through reflection and self-image.

3.2.3 Brand Identity Implementation

Once a strategic brand analysis has been conducted, a firm may implement its identity. When a firm implements its brand identity it decides the components of the identity and the value proposition that will be included in the position statement. When formulating the identity implementation strategy, a firm must answer the following questions (Aaker, 2002, p.183):

1. What brand position will be advantageously recognized by customers and differentiate the brand from competitors?
2. Who is the primary and secondary target?
3. What are the primary communication objectives?
4. What are the points of advantage?

Aaker and Joachimsthaler (2000, p.41) explain that there are four components to the brand identity implementation; brand identity elaboration, brand position, brand-building programs and tracking.

Brand identity elaboration

The objectives of brand identity elaboration are; to add details to the elements of the brand identity in order to reduce ambiguity, facilitate the assessment of the capacity of the identity dimensions to resonate with customers and differentiate the brand and to generate ideas and concepts that can enable effective brand building (Aaker and Joachimsthaler, 2000, p.66).
A brand identity elaboration will add complexity to the brand identity, through richness, texture and clarity. Consequently, the decisions made about the actions supporting the brand will be coherent. (Aaker and Joachimsthaler, 2000, p.41)

**Brand position**

The next step in the brand identity implementation is to position the brand. The firm has to decide upon what part of the identity and value proposition that will be communicated. According to Aaker and Joachimsthaler (2000, p.41-42), the communication does not need to include all aspects of the elaborated identity, if they for example do not differentiate from competitors. Alternatively, the firm may not be able to deliver this promise or the target audience may not be ready to accept the message yet. However, as time goes and the communication of more desired elements of brand identity becomes profitable for the firm, the brand position will make greater promises.

**Brand building programs**

Next step according to Aaker and Joachimsthaler (2000, p.42), and Ghauri and Cateora (2010, p.297), is to decide upon what communication channels to use. This includes deciding upon the most effective media channel and select communication strategies that differentiate your brand from others. Deciding upon communication goes beyond deciding advertisement to be used. On the contrary, it includes deciding upon all points of contact between the brand and the audience, meaning product design, new products and distribution strategy.

Aaker and Joachimsthaler (2000, p.194-195) argue that innovation is an important part of successful brand building. However, innovation derives from an organisation that is capable of assessing, evaluating and integrating new ideas. Furthermore, to be able to create successful brand building programs, firms must understand that the products are the key to the brand. Hence, there has to be a product with substance behind the brand. Nonetheless, a strong brand requires more than a good product. For a brand to grow strong it must have personality and communicate associations to the organisation, emotion and self-expression. This, however, can only be executed through the guidance of a clear brand identity.

**Tracking**

The ultimate step of the implementation is tracking. Aaker and Joachimsthaler (2000, p.42) recommend firms to use different dimensions of brand equity to structure the tracking. These dimensions can be brand loyalty, perceived quality/leadership, association, awareness and market behaviour. The tracking system should preferably function across brands and products.

**3.2.4 Brand Identity versus Brand Image**

It is important to note that brand identity and brand image are two separate entities. As previously explained, brand identity is on the sender’s side and represents the brand’s image, aim and self-image (Kapferer 1998, p.94-95). On the contrary side, we have brand image, which Keller (2003, p.66) defines as the consumer’s interpretation of the brand. In accordance with this explanation, Kapferer (1998, p.94-95) states that brand image is on the receiver’s side and refers to how the receiver decodes and interprets signals, meaning the products, services and communication, coming from the brand.

According to Kapferer (1998, p.94-95), in terms of brand management, brand identity, is more important than brand image. This is because the management team must understand
what it wants to communicate before doing so. For this understanding to occur, there needs to be an elaborated brand identity. As a consequence, brand identity is more important than brand image in terms of brand management. Accordingly, Alsem and Kosteljik (2008, p.910) explain that the supplier side, meaning the firm, has controllable features of resources, and consequently an emphasis on consumers’ attitudes and perceptions is not a preferable marketing approach.

As can be seen in figure 7 below, Brand identity – Brand Image, brand image is shaped by the signals that the brand submits. Kapferer (1998, p.94) explains that these signals do not only derive from the brand identity, but also from communication glitches such as competition and ‘noice’. One example of this is other firms that choose to imitate others and copy other firms’ marketing strategies. The communication glitches can also derive from firms that aim at pleasing as many as possible, including your consumers, consequently acting as competition and ‘noice’, Cravens and Piercy (2006, p.429) point out that resistance between departments, as well as changes in the business environment, are examples of factors that can damage the communication. An additional example of noice, according to Kapferer (1998, p.94-95), is a false picture of one’s brand identity. If a firm has an incorrect picture of its identity the advertisement it uses will not enable people to remember the brand and thereby it will confuse the receivers of the advertisement or make them reject it. This shows upon the importance of understanding ones brand identity as a means to create a desired brand image. This is argued by many researchers such as Aaker and Joachimsthaler (2000, p.7-9) and Maguire (2002, p.4), among others.

![Figure 7 Brand Identity – Brand Image (Kapferer, 1998, p.94)](image)

Based on above, we have chosen to focus on brand identity rather than brand image in this study. In accordance with researchers mentioned above, such as Kapferer (1998), Aaker and Joachimsthaler (2000) and Maguire (2002), we believe that firms, in this case, within the food industry, have to understand their brand identity in order to create a desired brand image among its consumers. Therefore, to create a better fit between brand identity and brand image, we will not try to make identity resemble image. On the contrary, we will conduct a study of how companies can create a perception of a brand that goes in line with how the brand wishes...
to be perceived. In other words, we will study how brand identity can be communicated to the consumers in order to create a brand image that fits brand identity. Consequently, in this research we will focus on how Kapferer’s (1998, p.94) dimensions of brand identity can make up the brand image.

3.2.5 Identity-based Marketing

Creating a strong brand is dependent upon the right communication tools (Kapferer, 1998, p.55; Aaker and Joachimsthaler, 2000, p.27; Melin, 1999, p.127). According to Ghodeswar (2008, p.7) it is a necessity for a firm to apply a communication strategy with a long-term perspective. This should represent the brand’s value to the target customers. Furthermore, Ghodeswar (2006, p.7) states that the message to the consumers, that shape the brand image, should reflect all dimensions of brand identity. Kapferer (1998, p.99) explains that firms should focus on brand identity and not put too much emphasis on brand image as it varies and changes. He goes on to explain that firms must focus on the essence of the identity and brand, and thereby the brand will not be forgotten with old products and advertisement. This is in line with the stance of de Chernatony (1999, p.170) who claims that a focus on brand identity is important as an emphasis on brand image only provides firms with a short-term focus. This is in turn leads to brand erosion (Aaker and Joachimsthaler, 2000, p.28).

By using an identity-oriented marketing, firms’ brand management covers the perspectives of the firm as well as the customers’ view on the brand (Maguire, 2002, p.1). If a firm seeks to achieve a desirable brand image with confidence among customers, they must manage and understand their brand identity (Maguire, 2002, p.4). Kapferer (1998, p. 91-92) agrees and explains that firms, by understanding their brand identity, will gain a long-term vision that strengthens their brand management in terms of media. Not only will they improve the form and content of the brand, but also how the firm will deal with future communication and issues regarding extension. Furthermore, by understanding their brand identity, firms create a long-term vision on which they can base their decisions, making them consistent and coherent throughout time, which is crucial to survive on today’s new market that firms operate in. The notion of identity is critical, as brands need to be lasting, send unified messages and be realistic.

Ghodeswar (2008, p.7) argues the some of the most commonly used communication channels to position a firm’s brand are advertising, direct marketing, sales promotion, sponsorship and the Internet, among others. We believe it is important for firms on the food market to decide upon communication channels that are relationship building, as one of the greatest challenges in creating a strong brand is to create deep relationships (Aaker and Joachimsthaler, 200, p.27). According to Lundin and Lundqvist (2010, p.2) social media is a communication tool that can strengthen relationships. Other benefits deriving from the use of social media, according to Nilsson et al. (2011, p.98), is possibility of communicating with an infinite number of people at very low cost, sometimes even at no cost at all. Consequently, we believe that this communication channel is preferable for firms operating within the food industry as it is cost effective, enables firms to reach a large number of people while creating relationships, which has been argued to be one of the greatest challenges in creating a strong brand (Aaker and Joachimsthaler, 2000, p.27). Several researchers such as Solomon (2011, Introduction), Lundin and Lundqvist (2010, p.2) and Qualman (2010, Introduction), among others back our promotion of the use of social media as a communication tool. Thereby the reason for our focus on social media as a communication tool within this study.
3.3 Social Media

3.3.1 A shift from Web 1.0 to Web 2.0

We are now in the era of Web 2.0, sometimes also called Social Web (Carlsson, 2009, p.8). According to Cormode and Krishnamurthy (2008, Introduction), the fundamental difference between Web 1.0 and Web 2.0 lies in the number of content creators. In the former, the number of content creators where not many and the majority acted as consumers of content. On the contrary, in Web 2.0, anyone can act as a content creator and furthermore, technological support has been formed with the objective of maximising the capability for content creation. Further comparisons between Web 1.0 and Web 2.0 have been given by for example Javalgi et al. (2005, p.665) who explain that Web 1.0 offers static web pages compared to Web 2.0 who provide dynamic pages.

The new era of the World Wide Web has had a tremendous affect not only within the fields of technology, but also on business and marketing practices (Constantinides & Fountain, 2007, p.231). In relation to marketing, Web 1.0 was used by marketers for one-way communication whereas Web 2.0 offers tool aimed at interacting with customers (Javalgi et al., 2005, p.665).

The term Web 2.0 was coined in 2004 and is an umbrella term for the next generation of services and business models on the web (Carlsson, 2009, p.8). Cormode and Krishnamurthy (2008, Introduction) explain that a definition of Web 2.0 is difficult to pin down. However, Campbell et al. (2011, p.87) clarifies that a shift to Web 2.0 refers to the evolution from retrieval of simple information in Web 1.0, to interactivity, interoperability and collaboration, which characterises the new generation of the World Wide Web. Fountain and Constantinides (2008, p.232-233) define Web 2.0 as “a collection of open-source, interactive and user-controlled online applications expanding the experiences, knowledge and power of the users as participants in business and social processes. Examples of web services that are part of Web 2.0 are Facebook, Flickr and YouTube.

Web 2.0 technologies have simplified the process of creating and sharing content and ideas and also to discuss and recommend things to others (Evans and McKee, 2010, p.4). In line with this, Fountain and Constantinides (2008, p.232-233) explain that the application of this new generation of the World Wide Web has helped to create networks of informal users. By providing efficient generation, creation, sharing and refining informational content, Web 2.0 has facilitated the spread of ideas and knowledge. Thereby, advertisement and promotional information is no longer sufficient for consumers to learn about new products and services (Evans & McKee, 2010, p.4). Evans and McKee (2010, p.4) agree with Fountain and Constantinides (2008, p.232-233) and furthermore explain that consumers today take use of the Web 2.0 to discuss their experiences and comments on products, brands and services and to gain knowledge about other experiences before making a purchase themselves. As a result, Web 2.0 has forced the norms of business marketing to change.

3.3.2 From traditional marketing to new communication strategies

The traditional communication model was developed over 50 years ago and was simply based on a sender communicating a message to a receiver. In other words, it was based on a one-way communication. This communication model is based on sending out information to the mass and a marketer thereafter hoping that the interpretation of every receiver will be alike. The marketing guru Seth Godin describes the old communication model as Interruption Marketing. He believes that communication based on the old model is aimed at interrupting
people when these in fact want to do something else, like for example, watch a TV-program. (Cited by Carlsson, 2009, p.26)

Chen (2006, p.414) explains that traditional marketing is based on a push-strategy. A push strategy is aimed at enhancing customer satisfactions, whereas a pull strategy strives to attract and attain a greater number of customer visits. Carlsson (2009, p.26-27) agrees upon this stance and clarifies that the majority of traditional advertisement is built upon a push strategy where the sender of information controls, formulates and sends a message. With this approach, a customer cannot fully control the information being received and furthermore has limited capabilities to reconnect to the sender.

To clarify the main characteristics of traditional marketing, Scott (2010, p.7) pins out the following points:

- Advertising and branding defined marketing
- Advertising was aimed to communicate to the masses
- Advertising was dependent on interrupting people in order to get their attention
- Advertising was characterised by one-way communication, from company to consumers
- Advertising was based on campaigns with limited life
- Creativity was considered to be the chief component of advertising
- Winning advertising awards was more important than to win new customers
- Advertising and PR were run separately with different goals, strategies and measurement criteria

Constantinides and Fountain (2008, p.234) explain that one of the most apparent effects of the Web 2.0 is its contribution to the trend of using open-source software, rather than proprietary platforms, as the base for applications. This trend has also been pointed out and discussed by Cook and Buckley (2008, p.272) who claims that the open-source movement not only is a philosophy of innovation but also about developing specific products. It emphasises to increase transparency about methodologies and to make use of the intellectual power of the audience and to create and enhance products. Cook and Buckley (2008, p.272) go on to explain that the shift towards the use of the open-source software has lead to creativity and products development.

Apart from creativity and product development, Constantinides and Fountain (2008, p.231) suggest that this trend has enabled a rapid development of new forms of functionality. They explain that interconnectivity has increased cooperation and interaction among web users considerably. Others than Constantinides and Fountain (2008, p.231) have pointed out an increased interconnectivity and interactions among web users as a result of the Web 2.0. For example, Carlsson (2009, p.8-9) explains that this new technology has enabled users of Web 2.0 to share experiences and thoughts regarding products and services, among other things. Consequently, this new generation of web tools have empowered the consumers.

Hast and Ossiansson (2008, p.21) explain that the empowerment of consumers can be viewed as a democratisation of communication. First and foremost, consumers can themselves decide to choose, reject or even create own information, as information, nowadays, is available everywhere. Furthermore, the consumer empowerment can be viewed as a democratisation of information since the spread of information no longer is limited by geographical boundaries. Hence, consumers can connect with people from all over the world and disconnect those who
do not interest them. Ultimately, the empowerment can be viewed as a democratisation of information as consumer nowadays can decide how they wish to integrate and control the flow of information.

Apart from creating a trend of using open-source software, Web 2.0 has led to the rise of the social media landscape (Cooke and Buckley, 2008, p.271). Cooke and Buckley (2008, p.273-274) view this trend as a new media revolution. They explain that the availability of Web 2.0 has been immediately accepted and popular. This is especially true for young consumers. Constantinides and Fountain (2008, p.237) agree and explain that several researchers have found that young consumers embrace social media as part of their lives. This is also becoming true for practitioners, who increasingly are taking use of the Web 2.0 tools and social media.

According to Cooke and Buckley (2008, p.274), the rise of the social media as a result of Web 2.0 show upon the increasing willingness among people to record and share their experiences to friends and member of other communities for evaluation. Constantinides and Fountain (237-238) describe that consumers have noticed that these forums for dialogs can be used not only as a source of information but also to confront producers about social and ethical responsibilities. This can be very hurtful for firms as it can reveal misconduct among corporations forcing them to respond. Furthermore, it can leave room for many self-appointed experts that can influence people who cannot separate between quality nonsense. Regardless of the disadvantages deriving from social media, it is of crucial importance that marketers do not view social media as a threat. Rather, firms should view this new generation of the World Wide Web as a challenge and a new sphere of influence for commercial strategy (Constantinides & Fountain, 2008, p.238).

### 3.3.3 Defining Social media

What exactly is social media? Hogan and Quan-Haase (2010, p. 310) clarify that it is difficult to pin down the unique qualities of social media since all media entails social elements. Accordingly, Kaplan and Haenlein (2010, p.60) explain that there is a current confusion among managers and academic researchers of what to include under this term and how social media differ from the related concepts of Web 2.0 and User Generated Content. Thereby, there is no well agreed upon and clear-cut definition provided. However, a relatively broad definition of the term is given by Lietsala and Sirkkunen (2008, p17-18) who explain that social media is used as an umbrella term, under which one can discover diverse and different cultural practices related to the online content and people who are engaged with that content. The authors further state that these social media sites are a construction of social networks and build on the creativity of the members of one or more communities.

Kaplan and Haenlein (2009, p.565), define social media as “Internet-based applications that help consumers share opinions, insights, experiences, and perspectives”. Correa et al. (2009 p.247-248), define the usage of social media as the particular use of digital media or Internet that has little to do with conventional informational media use. Rather, it offers platform for the viewers to communicate, connect and interact with each other. In our research paper we will use the definition by Kaplan and Haenlein (2009). However, we add a company aspect in the picture. Therefore, the definition used in this research paper is:

*Social media refers to internet-based applications that enable companies to be in contact and keep a dialogue with their consumer, and help the consumers share opinions, insights, experiences, and perspectives.*
Social media has many forms, consisting of content communities (e.g. YouTube), social networking sites (e.g. Facebook), blogs and collaborative projects (e.g. Wikipedia) (Kaplan and Haenlein, 2009, p.565). Kaplan and Haenlein’s (2010, p.62) definition of different types of social media is presented below in figure 8, Types of social media:

<table>
<thead>
<tr>
<th>Social presence / Media richness</th>
<th>Low</th>
<th>Medium</th>
<th>High</th>
</tr>
</thead>
<tbody>
<tr>
<td>Self-presentation/ Self-disclosure</td>
<td>Blogs</td>
<td>Social networking sites (e.g. Facebook)</td>
<td>Virtual social worlds (e.g. Second Life)</td>
</tr>
<tr>
<td>Low</td>
<td>Collaborative projects (e.g. Wikipedia)</td>
<td>Content communities (e.g. YouTube)</td>
<td>Virtual game worlds (e.g. World of Warcraft)</td>
</tr>
</tbody>
</table>

Figure 8 Types of social media (Kaplan & Haenlein, 2010, p. 67)

Alternative categorisations have been given by for example, Lietsala and Sirkkunen (2008, p.13-14) who divide social media into five different genres: content creation and publishing (blogs, v-blogs, podcasts), content sharing (YouTube, Flickr), social network sites (Facebook, LinkedIn, MySpace), collaborative productions (Wikipedia), virtual worlds (Second Life, WOW) and add-ons (RockYou, Slide). The authors explain that these sites, depending on their features, may go beyond different genres.

Even if it has been viewed difficult to agree upon one specific definition of the term among researches, Kaplan and Haenlein (2009, p.565) explain that common for all these applications is that the content is created, updated and maintained by individual users. Furthermore, they are also provided for other users, often free of charge in an altruistic way. In line with this, Carlsson (2009, p.11) explain that one of the common characteristics among social media tools are that they enable users to create content, take part of others content and share information. The author goes on to explain that other common features between social media tools is that they enable users to participate in conversations and enable them to connect with other and develop relationships.

Qualman (2011, p. xiii) argues that social media is in interaction with almost every aspect of our personal and business lives. Further, the author claims that social media should become an incorporated part of a company’s general strategy. The overall success of a business, whether it is large or small, is partly due to its success within social media. Social media is your consumer today, consumer tomorrow, employees and so forth. However, it is important to note that the implementation of a social media strategy must be well thought out. Hutton and Fosdick emphasise that, before implementing social media into their strategy, firms must first understand why people engage in social media and the motivations behind the usage of it (2011, p.566). Therefore, the subsequent part will discuss the users of social media and their motivation for using this tool.
3.3.4 Private consumers usage of social media

According to Carlsson (2009, p.18), the usage of social media among private individuals is increasing in Sweden. Research shows that six out of ten people between the ages of 15-27 in Sweden today, read blogs on a regular basis. Furthermore, every fourth young person in Sweden has his/her own blog. Additionally, the usage of social media has spread to older people as well. Some researchers claim that the use of social media has not only become popular but even evolved into becoming an inevitable part of the everyday life of people in the Western world (Carlsson, 2009, p.9).

Hutton and Fosdick (2011, p. 566) explain that people who use social media do so to fulfil certain desires, which are:

- To market themselves
- To share experiences with others
- To amuse themselves and have fun

In their research, Hutton and Fosdick (2011, p.570) found that the main reasons for engaging in online brand communities are the need to feel participation with others in a movement of a brand and the wish to get the latest news within this movement. Carlsson (2009, p.20) explain that further reasons for private consumers to take use of social media are:

- Contact friends and acquaintances. According to Hutton and Fosdick (2011, p.567), the usage of social media as a means to keep contact with others, not only surpassed all other means of staying in contact, but even exceeded face-to-face contact in 2009.
- Spread information
- Asking questions regarding products and finding help of how to find them
- Become inspired and gain knowledge within different fields of interest
- Develop acquaintanceship with others that share the same interests

This ultimate factor, explaining that we use social media to connect with others that share the same interests as ourselves, has also been emphasised by Hast and Ossiansson (2008, p.10). However, they point out the fact that we do so as a means to brand ourselves. They clarify that people use social media and build relationships as a means to gain acceptance and to build and connect with others to develop and enhance trademarks of ourselves and confirm our egos. Hutton and Fosdick (2011, p.566) argue that regardless the motive behind using social media it is important to note that the motivation differs between the different medias being used. For example, studies have been conducted showing that many use video sites to have fun and be entertained. On the other hands, blogs are used more as a tool for self-expression whereas message boards are useful when wanting to seek peoples’ opinions and wishing to change others’.

As a method to elucidate the motivation behind the usage of social media, many have tried to categorise the users. Forrester Research has done a classification of social media users that follows (Cited by Carlsson, 2009, p.22):

- Creators: These are people creating content with the use of social media. This can for example be done by running blogs, creating web sites and writing articles.
- Critics: These can for example comment on blogs and write reviews about products and services
3.3.6 How can firms implement a social media strategy?

As we have shown, there are several benefits deriving from the use of social media. However, using this communication channel does not guarantee success. There are several aspects that need to be considered and elaborated before using this media. As previously stated by Kapferer (1998, p.91-93), we live in a society filled with communication and therefore it is difficult for firms to communicate in a way that makes them stand out from others. In order to succeed, an understanding of their brand identity is a must. Nilsson et al. (2011, p.116) agrees upon this stance and claims that the first step when applying social media is for firms to gain an understanding of what they wish to communicate, their brand identity. Thereafter follows the process of defining a strategy and implementing it.

3.3.6.1 Carlsson’s steps for the implementation of social media

Below is figure 9, *Carlsson’s Steps for the Implementation of Social Media*, which shows a model created by Carlsson (2009, p.124-131) showing the different steps that should be incorporated into the implementation of social media:

![Carlsson's Steps for the Implementation of Social Media](image)

*Figure 9 Carlsson's Steps for the Implementation of Social Media (Carlsson, 2009, p.124)*
Preparation

This phase aims to gain knowledge of social media. People within the firm that is part of developing the communication through social media must understand this media. This can for example be achieved by a workshop or a lecture.

Formulation of goal

A firm must define the objectives of using social media. This should include the overall goal of using social media as a communication tool but also the objective for the specific activities within the frame of the use of social media. Nilsson et al. (2011, p.118) claims that the aim should be to create a sense of belongingness between the firm and the consumers. This is achieved by ensuring that the firm is part of the everyday lives of these consumers. This in turn is accomplished by applying the following four themes to the construction of the communication: relevance for the audience, the emotional connection the consumers get with the firm and the context and behavioural pattern that enables the firm to be part of the consumers everyday life.

Target group/ Users

Carlsson (2009, p.127) explains that firms, when using social media, cannot target consumers in the same way as in traditional marketing. However, it is of importance to try to pin down the consumers they aim to reach. This facilitates the process of choosing the media to be used and the content, among other things. This is in line with the stance of Hutton and Fosdick (2011, p.566) who emphasise the importance of understanding why consumers engage in social media and the motivations behind this usage. As previously explained, the use of social media derives from different desires such as to market oneself, share experiences and /or to amuse oneself. Carlsson (2009, p.18) explains that the use of technology differs between people depending on age, background and preconditions.

Content

Once a firm has decided upon the target group they must adapt the content to this group. In this phase the firms has to find out how to interest this group and how to communicate with it. Some of the questions that need to be answered are; what can the company offer the consumers that are of interest to them? How can they incorporate their products into the conversations without forcing them on the consumers?

Media and activities

The choice of media to be used should be based on the previous phases. The firm must consider which medias are most relevant in relation to their objectives. Furthermore, the choice of media should be based upon their consumers and their usage of social media. It is important to ensure that not only the content but also the media chosen is in line with other aspects of the marketing plan.

Implementation

This phase is difficult and also crucial for the success of the use of social media. In this phase, several questions will arise and therefore it is important to not be too limited to a strategy. Rather, firms should learn during the implementation of the strategy and be somewhat flexible and be able to adjust it. Carlsson (2009, p.129) recommends firms to start one activity at a time. Thereafter, follow these up and connect them to one another.
Follow up and evaluation

Firms must continuously measure the results and compare them to the objectives. Furthermore, they must analyse the factors that have been successful and unsuccessful and also why so. Additionally, they should look upon the factors that can be improved and how to do so. This must be done on a continuous basis in order to ensure continuous development and improvement. This ensures activity alignment and effectiveness.

We believe that these steps for implementing social media into a company’s communication strategy is a good guideline for firms implementing social media for the first time. It is easy to follow and provide simple and important issues to consider. Hence, we will use this implementation strategy when analysing the implementation of social media into Polarica’s communication strategy.

As social media is an active and dynamic media that is under continuous evolvement it is important for firms to have guideline that leads them in their use of this communication channel (Kaplan & Haenlein, 2010, p.64). Apart from the previously recommendations provided by Carlsson (2009), Kaplan and Haenlein (2010, p.65-67) pin down ten points that they believe to be important for firms to consider when applying the use of social media. Five points are related to the use of media and five to the notion of being social.

3.3.6.2 Kaplan’s and Haenlein’s guidelines related to social media

The guidelines related to media are (Kaplan and Haenlein, 2010, 65-66):

Choose carefully

There are many different medias to choose from. However, to succeed, firms cannot focus on several social medias. Instead they have to decide upon one channel based on their target group and the message that the firm wish to communicate. For example, firms should ask themselves: What social medias can attract your consumers? On what social medias platforms are they most active? Furthermore, the firm may require some features in order to ensure communication effectiveness, and thereby some social medias may be preferable.

Pick the application or make your own

This is a question of choosing an already existing application or creating ones own. Kaplan and Haenlein (2010, p.65) explain that the decision has to be based on an understanding of the basic idea behind the use, which is participations, sharing and collaboration. It should not be considered as direct selling. Based on an understanding of this, if there already exists an application that can provide these things and fit the firms overall strategy they should use it. Otherwise, they should aim to create their own application.

Ensure activity alignment

It is important that firms ensure that the content that is communicated among different channels is aligned. As previously explained, ensuring that messages are coherent throughout different medias and time requires a deep understanding of one’s brand identity (Kapferer 1998, p.91-92).
**Media plan integration**

It is not only the messages in the social medias used that need to be in line. The communication through social media must also integrate with the traditional media. As Kaplan and Haenlein (2010, p.66) say, “Integration is key!”

**Access for all**

Kaplan and Haenlein (2010, p.66) stress the importance of providing all employees access to the social media applications. However, simultaneously, firms must limit the possibility of providing all employees freedom to upload content freely. A possible solution, according to the authors, is to decide on a group of employees whose main objective is to manage the corporate social media with administrator responsibilities meaning that they for example can decide discussion threads. The remaining part of the employees can participate occasionally without administrator rights.

Kaplan and Haenlein (2010, p.66) also emphasise the importance of developing guidelines regarding behaviour within social media. For example, should the company require the employees to identify themselves when using social media? This can for example be done in order to avoid, for example, inappropriate postings that may damage the firm.

The guidelines related to being social are (Kaplan and Haenlein, 2010, p.66-67):

**Be active**

In order to ensure that a relationship is built between the firm and the consumers it is important for the firm to be active and take the first step. Firms must understand that many consumers have a desire to engage actively in discussion and also be both the consumer and producer and consequently firms must act upon those needs. It is therefore important that they provide new information that enables engagement from the consumers’ side.

**Be interesting**

In order to gain interest among their consumers, firms must first understand them, what they find interesting and valuable. Thereafter, firms must create content that is based on this.

**Be humble**

It is important to not be too confident before applying social media into the marketing plan. Firms must always, before applying the use of a social media, take time to understand this channel. Furthermore, it is important to understand that interaction and feedback are crucial elements to the success. Hence, this should always be part of the social media strategy.

**Be unprofessional**

Coming up with perfect lines and slogans is not always the key for the success when using social media. Rather, firms should adapt the language and attitude conveyed to the consumers. Sometimes, for example, it is beneficial to communicate to your consumers in a way that you would communicate with your colleagues.
Honesty is important in the use of social media. Firms cannot try to cheat their consumers by, for example, lying about who is behind the information provided.

Kaplan and Haenlein (2009, 2010, 2011) have conducted relatively much research on the notion of social media and among the latest is their research article (2011) called The Britney Spears universe: Social media and viral marketing at its best. This article analyses how Britney Spears and her marketing team depended on social media applications in the launch of her single “Hold it against me” (Kaplan and Haenlein, 2012, p.27). In this article they present how the previously outlined guidelines have been considered in this launch. We see this as a proof of Kaplan’s and Haenlein’s credibility in the research of social media. Hence, we will use the guidelines above when analysing Polarica, their current and prospective consumers and the social media strategy to be developed in this study.

3.4 Conceptual framework

Based on the Kapferer’s Brand Identity Prism (1998, p.100), we have created our conceptual framework, shown below in figure 10, Conceptual Framework. As explained, our main aim is to bring about how social media can be used within the food industry to transmit brand identity. To do so, we will, as explained, conduct a case study of Polarica. We will use the six facets of brand identity by Kapferer (1998, p.100) to analyse the company’s brand identity. Furthermore, we will collect data from the company regarding their relation to social media. In other words, Polarica will provide us with information regarding the left- and centre part of the conceptual framework, brand identity and social media.

As explained, we also need to gain an understanding of the brand image. This understanding will be based on data collected from Polarica’s current and prospective consumers. When collecting this data, the same facets used to understand brand identity, will be used to analyse the brand image. The reason for using the same factors when analysing brand identity and brand image is to facilitate a comparison between the two, which is needed to understand the fit. We also intend to collect data regarding the consumers’ use of social media. Hence, the data collection from the consumers will provide us with information making up the right- and center part of the conceptual framework, brand image and social media. With the data from Polarica and the consumers, we will be able to define strategies for Polarica’s use of social media, which enables to transmit a brand identity that will shape the brand image.

As explained, we will also collect data from Norrmejerier as this company has been successful in their use of social media as a communication tool. Hence, the data collected from this company will provide us with information to make up the centre of the conceptual framework, social media.

As been clarified previously, the theory on which we base the data collection regarding brand identity and brand image is Kapferer’s Brand Identity Prism (2004, p.98). However, when collecting data regarding social media we mainly use Carlsson’s Step for the Implementation of Social Media (2009, p.124) and Kaplan’s and Haenlein’s guidelines on using media and being social.
Due to practical and financial limitations of our research, we will not analyse Polarica’s competitors or “noise” that can occur. Hence, we have subtracted “Competition and Noise” from the model. As a result of above, our conceptual model is as follows:

Figure 10 Conceptual Framework
4 PRACTICAL METHOD

In this chapter, we explain the sample that has been chosen for investigation within this research. Thereafter, we explain the data collection that has been used and we provide an argument for these choices.

4.1 Selection of Cases and Choices of Respondents

A population can be described as a specific group of elements that is of interest for a researcher (Shiu et al., 2009, p.450). Within this research, we identify three populations; Polarica, the company’s current and prospective consumers and Norrmejerier. The ideal case for this study would be to investigate every member of these populations. This situation is defined as consensus (Shiu et al., 2009, p.449). However, due to practical and financial reasons, it is not possible. For example, Polarica lacks a customer database. Hence, we are not able to send surveys to the whole population of consumers. Regardless, we would not have the time or financial capabilities to provide a survey to each and every one of these. When census cannot be conducted, a sampling of the population is many times used (Shiu et al., 2009, p.449).

A sample is defined as “the segment of the population that is selected for investigation” (Bryman & Bell, 2007, p.182). The sample investigated in this research consists of four employees from Polarica, 100 consumers, and one employee from Norrmejerier. The method used to decide upon this sample is explained hereafter.

4.1 Sampling technique

There are a number of different methods to apply as a sampling technique to allow a decrease of the amount of data needed by simply considering on data from a sub-group rather than from all possible cases (Saunders, 2009, p.212). The sampling techniques can be divided into two types: probability/random sampling and non-probability/non-random sampling (Rao, 2000, p.7). In probability sampling a random selection from the population is drawn, meaning that each member of the sample has the same probability to be selected (Bryman & Bell, 2007, p.192). Non-probability sampling, on the other hand, captures all the other types of sampling that do not summon with probability sampling (Saunders et al., 2009, p.233). Some of the differences between these two sampling methods that we considered before choosing upon a sampling technique are:

The list of population elements: In probability sampling, a complete list is necessary, whereas it is not a required in non-probability sampling (Shiu et al. 2009, p.470).

Information regarding the sampling units: Each unit has to be defined in probability sampling. However, in non-probability sampling, only a limited amount of vital information is a necessity. (Shiu et al. 2009, p.470)

Time: Non-probability sampling is less time consuming than probability sampling (Shiu et al. 2009, p.470).
Bias versus unbiased: Probability sampling is unbiased whereas non-probability sampling is biased (Shiu et al. 2009, p.470).

Representativeness: This factor is high or guaranteed when using probability sampling but unsure or undecided within the use of non-probability sampling (Shiu et al. 2009, p.470).

We have chosen to use non-probability sampling methods in our study. Hereafter, we explain our reasoning for the sampling method for each population.

Polarica

Because the brand platform of Polarica is still under construction, it is only a limited number of the employees at Polarica that, so far, has an understanding of the company’s brand identity. Hence, not every sample unit within this population is of interest for our investigation. Therefore, a probability sampling method, where every sample unit within the population has the same chance of being selected is not useful (Bryman & Bell, 2008, p.168). Therefore, we have chosen a non-probability sampling technique for the selection of sample units from this population. This method suits this research also, as it is less time consuming than a probability sampling method (Shiu et al. 2009, p.470). However, as previously explained, there are disadvantages deriving from the use of this sampling technique. For example, this method is biased and therefore cannot be generalised to the whole population. However, as we have explained, the whole population, in this case the employees of Polarica, do not understand the company’s brand identity. Therefore, we do aim to be able to generalise the sample to the whole population.

As previously clarified, when using a non-probability sampling method, only a number of vital information is necessary (Shiu et al. 2009, p.470). In this research, the sample from the employees of Polarica is based on knowledge and familiarity of the company’s brand identity. Additionally, we chose people with regards to their care and understanding of the importance of marketing. However, since the brand platform is not fully developed yet, only a limited number of employees fit into these criteria. However, Saunders (2009, p. 233-234) argues that the question of sample size in the use of non-probability is vague. There are no rules in comparison to probability sampling. Furthermore, the logical relationship between the sample selection technique and the aim and focus of the study are important. Therefore, we have carefully chosen four employees from Polarica to participate in our study and considered who can provide us with most information keeping our research question in mind. This is called purposive or judgemental sampling and enables us to select cases that will best suit our purpose and enable us to answer our research question and to meet our objectives (Saunders, 2009, p. 237).

We wish to clarify that two of the interviewees wish to be anonymous and have therefore been given the name of Y and Z within this study.

Norrmejerier

Judgmental sampling has also been used to decide upon the interviewee object from Norrmejerier. Due to time constraints, we only had time for a small number of interview objects. Therefore, we X, a brand manager at Norrmejerier, is a suitable candidate for this research. X understands the brand identity and the company’s use of social media as a communication tool. This person will contribute with useful input of how to use social media as a marketing tool. As this person does not want to include its name in this study, this person will be named X.
Current and prospective Consumers

We wish to draw a sample from the consumers that are generalisable. As previously clarified, Shiu et al. (2009, p.470) explains that a probability sampling method can enable this. However, this technique requires a consumer database on which we can draw a sample where each member of the population has the same probability of being selected. However, as we have explained, Polarica does not have a consumer database. As a result, we have to use a non-probability method.

We wish to explain that when collecting data from consumers the ideal case would be to only collect from current consumers of Polarica. This is because it is important for the company to understand their actual consumers’ use of social media and image of the brand. However, due to the lack of a consumer database, this is difficult. Of course, we can reach out to a relatively large number of consumers to find a sufficient amount of people that are current consumers of Polarica. However, due to time constraints we cannot do this. This is why we have chosen to focus on current and prospective consumers. In terms of analysing the brand image, we do not see this as problematic as one does not need to purchase Polarica’s products to have an image of the brand. This only requires a person to be familiar with the brand. However, in terms of analysing the consumers’ use of social media, it would have been beneficial to only study the current consumers’ use of this communication tool. This is a weakness of our study that we are aware of.

Though, we still strive to draw a sample that is as generalisable as possible. For the sample to be as generalisable as possible, we find it important that the people constituting the sample must represent the average consumer’s knowledge of the company. Therefore, we do not find it useful to hand out surveys to, for example, students at the Culinary School of Umeå University, as they presumably have a relatively high knowledge of the brand, compared to the average consumer. We believe that the possibility of gaining a sample that represents the average consumers is increased if analysing consumers outside grocery stores. This is because all consumers in the B2C sector can be found here. Furthermore, to capture social media users, we have also chosen to spread the survey in a social media network that many use, Facebook.

There are several non-probability sampling techniques, like for example, quota sampling, snowball sampling and convenience sampling (Bryman & Bell, 2008, p.183-185). Conducting a quota sampling method requires data regarding different categories in which a researcher divides its population (Bryman & Bell, 2008, p.185). However, as we do not have access to any information regarding the consumers, we are not able to draw a quota sample.

Shiu et al. (2009, p.482) describes a snowball sampling technique as a method where a researcher identifies a number of people that are suitable candidates for the study. Thereafter, the researcher asks these respondents to include additional respondents for the study. This is a method that is not possible for this study due to a time constraint.

With regards to time and practicality we have chosen to draw a convenience sample. As explained, we have chosen to hand out the survey outside grocery stores and also Facebook. 50 percent of the surveys are to be handed out outside the grocery stores and the other 50 percent on Facebook. This method is according to Bryman and Bell (2008, p.183) called convenience sampling. A sample based on this technique is a result of convenience. It is drawn basically because of its accessibility.
We understand that several disadvantages derive from the use of this technique of sampling. For example, we cannot guarantee that the consumers shopping at those grocery stores during that time of day are representative. Furthermore, we do not know if we are objective when handing out the surveys. For a more representative sample, we could have, for example, visited different cities. However, due to time and financial constraints this was impossible. To make it as generalisable as possible we visited different stores during different times of the day: Coop Konsum and ICA at Ålidhem, Umeå during lunch time and ICA Maxi, Umeå during the afternoon. With regards to the generalisability of the respondents on Facebook, we understand that there are several limitations.

4.1.1 Empirical setting

Our empirical setting for this research is presented below in figure 11, *Empirical Setting*. This will be explained hereafter.

![Empirical Setting](image)

**Figure 11 Empirical setting**

4.2 Data collection

As explained, we will gather data from three sources; Polarica, their customers and Norrmejerier. The different data collection methods used for these groups will be explained subsequently.

4.2.1 Interviews

In this research we use interviews to gather data from Polarica and Norrmejerier. The aim of the interview with the employees of Polarica is to understand Polarica’s brand identity with regards to the previously explained elements of brand identity given by Kapferer (1998, p.99-100); physique, personality, culture, self-image, reflection and relationship. Furthermore, we aim to gain an understanding of the company’s relation to the use of social media. The interview with X from Norrmejerier is however mainly focused on social media. Our aim is to gain useful insight of how social media can be used as a communication tool. The method we use to gather data from Polarica and Norrmejerier is semi-structured interviews.
Bryman and Bell (2008, p.436) explain that the main types of qualitative research methods are *unstructured* and *semi-structured interviews*. In the former type of interview the researcher uses very loose guides and frames for guiding the interview. It can even be as unstructured as asking only one question on which the interviewee is encouraged to answer freely without any guide from the interviewer. According to Bryman and Bell (2008, p.438), during a semi-structure interview, on the other hand, the interviewer bases the interview on a number of questions or specific topics. However, just as in a structured interview, the interviewee is rather free in its response.

To gain useful information for this research we want to use the theories used in this research as the frame of reference for the interviews. Hence, unstructured interviews are not possible, as these do not allow us to steer the discussion. As a consequence, semi-structured interviews will be used. This allows us to structure the interview around the topics, which we find important. Another reason for choosing semi-structured interviews is the wish to make comparisons within this research. As explained, we want to compare Polarica’s brand identity with how the consumers actually perceive the brand. We believe asking for information around specific topics, in other words, use a semi-structured interview, will facilitate this.

With regards to the interview with X from Norrmejerier, the aim is to get useful information on how to use social media. As previously explained, we want to revolve the questions around the theories used in this research, and therefore a semi-structured interview is preferable.

Our aim when conducting the interviews is to develop questions with a casual and understandable language, based on our chosen theories. Furthermore, we aim to influence the respondents as little as possible to get a more truthful picture of what they actually think. We have decided to have only one interviewer per interview to minimise the effects of power proportion between us researchers and the respondents. The aim is to keep the interview relevant to the subject but leave room for respondents to develop their answers.

Hereafter, we explain how we structured the interviews. **Polarica**

Below is Figure 12, *Overview of Interview questions- Polarica*, which shows what theories we base our interview questions on. The interviews were structured around two parts, where the first was about brand identity and the second about social media.
As explained, we also consider the theories by Kaplan and Haenlein (2010). These researchers, as been discussed previously, provide guidelines for the use of social media. Therefore, we will ask our interviewees questions related to these, as a means to gain an understanding of how to develop a communication strategy for Polarica with these recommendations in mind.
Norrmejerier

Below is Figure 13, *Overview of Interview Questions – Norrmejerier*, which shows on what theories we base our interview with X. As been stated, the aim of the interview with X, brand manager at Norrmejerier is to receive insight of how social media can be used successfully as a communication tool. However, we will also discuss brand identity during this interview. This is not to understand Norrmejerier’s brand identity, but rather to relate it to the company’s use of social media.

**Theory**

Carlsson: Steps For the Implementation of Social Media:

Kaplan and Haenlein: Guidelines on using media and being social:

**Examples of interview questions**

- Preparations: How and what kind of preparations did you conduct before starting to use social media?
- Formulation of goal: What is your goal with the use of social media as a communication tool?
- Follow up and evaluation: How do you follow up and evaluate the work in social media?
- Be interesting: What kind of information do you offer to the consumers?
- Be active: How often do you update your communication in social media?
- Be unprofessional: Have you decided upon the "language" Norrmejerier use in social media? How do you communicate? (Strict, casual, entertaining etc.)

**Figure 13 Overview of Interview Questions - Norrmejerier**

The questions in this interview are partly connected to theories by Carlsson (2009). We used Carlsson’s implementation plan (2009, p.124) to understand Norrmejerier’s process of implementing social media into their marketing strategy. For example, the first step in this implementation plan is preparation, which involves gaining knowledge of social media. Therefore, we will ask X, how Norrmejerier prepared for the use of social media and what their strategy was to gain knowledge of this media. We wish to gain a practical understanding of how the implementation plan can be applied.

In this interview, we will also relate questions to Kaplan and Haenlein’s recommendations of how to use social media. We strive to gain a practical understanding of, for example, how to be interesting and unprofessional, like Kaplan and Haenlein recommend firms to be when communicating through social media. Consequently, we will understand how Norrmejerier adjust their language when communicating with their consumers through this media.

By connecting the theories to Norrmejerier’s use of social media we will gain useful insights of how Polarica can apply the use of this communication tool.
4.2.2 Questionnaire

The purpose of the questionnaire is to gain an understanding of Polarica’s current ad prospective consumers’ perception of the brand, in other words, Polarica’s brand image. Furthermore, the questionnaire aims to provide us with an understanding of the current and potential future consumers’ relation to social media is. In other words, our questionnaire is a descriptive survey, which Shiu et al. (2009, p.333) describe as a design that gives the researcher data that provides facts regarding a person or objects.

For questions regarding brand identity, we used the answers from the interviewees from Polarica. These in turn are based on Kapferer’s (1998, p.100) identity prism. Questions regarding the use of social media are however based on Hutton’s and Fosdick’s (2011, p.570) and Carlsson’s (2009, p.20) list of motivation for using social media. Ultimately, we ask the consumers about what social media platforms they use the most, by providing examples that are part of the different types of platforms provided by Kaplan and Haenlein (2010, p.62).

As with the interviews, as can be seen in Figure 14, Overview of Survey Questions-Consumer, we base the questions on theories discussed within the frames of this research. However, we put effort into constructing questions in a way that will be easy to understand for the average consumer. Furthermore, we have aimed to develop a short questionnaire. This is because we wish to increase the willingness to participate in this study.

Some of the questions in this survey have a numerical scale (Sekaran, 2002, p.198), with numbers from 1-6 with bipolar factors: strongly disagree to strongly agree. The reason for choosing an even scale is to avoid neutrality in the responses.

The first part of the questionnaire is about Polarica’s brand identity and is initiated with a question regarding brand awareness. We ask the respondents whether they know the company by name, after seeing a picture of the logo and its products or if they do not know the

<table>
<thead>
<tr>
<th>Theory</th>
<th>Examples of survey questions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kapferer: Brand image by facets of Polarica’s brand identity</td>
<td>Culture: On a scale, from 1-6, how well do you agree that Polarica is from Norrland?</td>
</tr>
<tr>
<td>Hutton’s and Fosdick’s and Carlsson’s list of motivations for using social media.</td>
<td>Self Image: What makes you pay a bit extra for game meat and berries?</td>
</tr>
<tr>
<td>Kaplan and Haenlein: Social media applications</td>
<td>On a scale, from 1-6, how much do you engage in social media to entertain yourself?</td>
</tr>
<tr>
<td></td>
<td>What social media platforms do you take use of?</td>
</tr>
</tbody>
</table>

Figure 14 Overview of Survey Questions - Consumers
company at all. The reason for starting with this question is to exclude the people that do not know about the company from answering to questions regarding the company’s brand identity. These respondents are instead directed to continue to the questions regarding social media.

The second question is a scale question where the respondents are asked to rate, on a scale from 1-6, how much they agree on a statement regarding Polarica’s brand identity. These statements are based on the interviews with the employees of Polarica. For example, the interviewees clarified that Polarica is and wishes to be perceived as socially responsible. Hence, one of the statements are “Polarica is socially responsible”. By basing these statements on the interviews, we are able to make comparisons between the brand identity and brand image. However, there are exceptions. A few issues that are part of the physique, personality, relationship and reflection, that were discussed during the interviews, have not been directly included in the survey. This is because the notion of brand identity is rather complex. Hence, as we aim to keep the questionnaire short, and due to our practical and financial limitations, not all factors have room to be investigated in this study. However, the answers to questions regarding the other factors of brand identity have provided us with data that allow us to analyse even those issues that are not directly pointed out in the questionnaire.

We do not want not limit the survey to factors that were brought up during the interviews. In order to gain a correct picture of the consumers’ image of the brand we have to allow them to share their own opinion of Polarica on issues that we will not include in the statements. Hence, the third question in the questionnaire is an unstructured question where the respondent is asked to write down other factors that he or she associates with the brand Polarica. This question also provide room for the consumers to give input that can help us gain an understanding of the issues we did not include, such as a number of values part of the personality and relationship of the brand identity.

The fourth question is “What makes you want to pay a little extra for game meat and berries?” The answer to this question describes the self-image in brand identity, as this question will provide us with insight of how the consumers are and their preference, in relation to Polarica and the company’s products.

The second part of the questionnaire regards social media. The aim is to understand why current and prospective consumers engage in social media and what specific medias they use. This is to provide useful insight to how Polarica can use social media. The first question is based on theories regarding why people use social media. These theories are turned into statements on which the respondent has to rate, on a scale from 1-6, how much they agree upon it. For example, Hutton and Fosdick (2011, p.566) explain that one of the reasons that people engage in social media is to basically amuse themselves. Hence, one of the statements is “I engage in social media to amuse myself”. As with previously explained reasoning, we did not want to limit the consumers’ responses. In this case, we did not want to limit the responses to our theories. Hence, the subsequent question is an unstructured question, where the respondent can provide other reasons, than those stated in previous question, for using social media.

The last question asks what specific medias they use the most. This is so we can get ideas of what social media channels to recommend Polarica to use.
4.3 Ethical considerations

Bryman and Bell (2007, p.133-141), represents different aspects of ethical considerations that should be taken into consideration when conducting a research. The aspects are as follows: harm to participants (e.g. physical, stress, harm to career prospects), confidentiality, lack of informed consent, invasion of privacy (reflecting the matter of anonymity) and finally, deception (the research is represented as something other than it is).

We aim to follow these considerations and also to think about the advice by Bryman and Bell (2007, p. 137) regarding the fact that participants should be provided as much information as possible needed to make an informed choice whether or not to take part of the study. Before our interview with both Polarica and Norrmjerier, we will emphasise the possibility of anonymity to respect the privacy of the interviewees. Furthermore, when conducting the interviews we aim to inform the participants as clearly as possible about who we are, what our thesis is about, why we need the information, and how and where we use the information received. We aim to follow an advice by Bryman and Bell (2007, p. 137) who state that the participants should be provided by as much information so that they can make an informed choice whether or not to take part of the study.

To encourage customers to participate in our survey we have decided to give away two cinema tickets that one of the survey participants wins. We are aware of the ethical considerations that this decision may bring up. However, we chose this method to fasten the survey process and motivate consumers to participate in the survey, which is needed due to our time limitations.
5 RESULTS

_In this chapter, we present our findings from our samples that have been investigated._

5.1 Polarica AB

In 2012, Polarica is celebrating its 40\textsuperscript{th} anniversary. Polarica is a Swedish food company that was found in 1972 by Allan Letho in a small village named Pello located in the North of Sweden. The company was initially named Norrfrys but this changed in 2002 when the company name was changed to Polarica. (Polarica, 2012)

Polarica is an old player within the segment of game meat, berries and mushrooms. The company conducted business, found a company, and invested in Russia back during the Soviet era and has been a pioneer from the very start. The company was the first to import, refine, sell and distribute products to restaurants, consumers and industries in a way that had not been done before. (Polarica, 2012)

In 2006, the ownership was spread to external parties. By 2010, the main part of the Polarica stocks was bought by Intera, a Finnish equity firm, making them the main owner of the firm. Simultaneously, Hartwall Capital became a minority owner. Thereafter, in 2011, Polarica acquires their Finnish competitor, Lapin Liha, which is the market leader within the Finnish segment of game meat. (Polarica, 2012)

Polarica is fundamentally a supplier of raw products and controls the main part of the supply chain. The employees at Polarica believe that this, in combination with their distribution, logistics and strong relations to their clients, on which they claim to be superior, is the reason for the company being the market leader within this segment. However, the strong relations only refer to their B2B customers since at the moment, as already explained, they do have not developed relations to their B2C customers. (Polarica, 2012)

5.1.1 The brand Polarica

Polarica’s vision is to become the market leader within the segment of game meat, berries and mushrooms in northern Europe. The company aims to become the number one choice for the conscious food consumer. Furthermore, the mission of Polarica is to, based on their heart and roots being in Lapland (Northern Sweden), and their knowledge of primary products, to offer products that make people feel “better than good”. However, for the brand to be strong and reach these objectives it must have an elaborated and well thought out brand, which requires an analysis of its brand identity. However, the interviews reveal that Polarica has not had an elaborated brand or a marketing strategy previously. This is in a state of change and currently, the marketing firm Vinter is assigned to develop a strategy of how to strengthen the brand Polarica. Vinter is under the construction of designing Polarica’s so-called brand platform, which aims to identify the company’s prerequisites from a market perspective. This platform derives from a market analysis from which Vinter can define Polarica’s identity, position, benefits and vision. This brand platform will point out a beneficial position for Polarica. Based on this, Vinter will develop a communication plan for the company. Because this platform is not finished, the employees at Polarica do not have the exact same point of view regarding Polarica’s brand identity. Therefore, the results from the interviews will show upon different opinions on the different aspects of the brand and its identity.
Previously, we presented Melin’s (1999, p.125-128) Strategic brand platform that illustrate
the brand building process in a company. It includes product attributes, brand identity, core values, positioning, marketing communication and internal brand loyalty, and show how these factors create brand equity. Below, we will present these factors applied on Polarica. In the presentation of these factors, we incorporate the questions and concepts that Kapferer (1998, p.92) argues a firm must elaborate on before defining its brand identity: vision and aim, what makes the brand different, the needs it fulfils, the permanent nature of the brand and the signs which makes it recognisable.

Product attribute

As clarified previously, Polarica operates in the segment of game meat, berries and mushrooms. They are focused on primary products and therefore they do not sell for example jams made on their berries. This factor will be elaborated further in the section Physique under Brand identity.

Brand identity

The brand identity will be discussed in the next chapter, Brand identity.

Core value

The brand platform that Vinter is creating is based on four values:

- Knowledge about the primary products and respect and care for the consumers and environment.
- Healthy and natural food
- Authenticity and honesty
- Transparent and open dialog with its consumers

These will be elaborated further below, as part of chapter 5.1.2, Brand identity.

Positioning

During the interviews, we asked the employees at Polarica questions regarding their positioning and the factors that make them different from their competitors.

Pettersson explained that one of the main problems facing Polarica with regards to this matter is the fact that the company is on the same position as its competitors. Polarica, according to Pettersson, has the same attributes, competencies and benefits as others operating on the same market. However, Oksanen believes that Polarica has come further than its competitors in terms of Corporate Social Responsibility, CSR. Pettersson agrees and claims that there are many players on this market that are not socially responsible. Many companies within this segment purchase berries on spot markets, disregard the origin of the berries and neglect quality controls. Polarica on the other hand, according to Pettersson, has a greater long-term perspective. She explains that the company offers high quality and safety. Furthermore, Polarica, attempts to limit the purchase of berries from spot markets and to invest in long-term relationships with their berry cultivators, berry pickers from Thailand, the hunting team and other people that they do business with. Even though Polarica may have attempted to make quick profits in the past, Pettersson explains that the company strives to be socially responsible. For example, they use the cherries that are not sold to warm up their facilities in Poland.
During the interviews it was emphasised that, even though Polarica’s competitors are on the similar or the same position, no one has claimed their position. Here, Polarica believes that by being the first to communicate their position they will be able to own that position. This position is to be a long-term supplier of natural food, with responsibility and care for the environment and its consumers.

**Marketing communications**

As previously explained, Polarica has not had an elaborated marketing strategy previously. For example, it was not until 2004, that the company asked the communication firm *Vinter* to develop a strategy for them. However, the main focus was to create a strategy for their B2B marketing. Therefore, the interviewees could not really answer on questions regarding previous marketing strategies. However, during the interviews they explained that Polarica’s main communication channel has been their packages, with which they try to communicate as much as possible. Furthermore, the company has its own website, [www.polarica.se](http://www.polarica.se) on which they market themselves. However, this website has not been updated in several years. Additional communication channels Polarica makes use of are print, visits in store where representatives of Polarica, for example, offer samples of their products, and Polarica freezers with their products in grocery stores. They also sponsor sports clubs and for example, *Arena Polarica*, which is an ice hockey arena in Haparanda. It is worth noting that the company has not used social media before.

Polarica has not had a marketing plan to lead their communication with B2C customers. Therefore Polarica’s marketing has not been streamlined and communicated a unified message. However, some of the interview objects explained that the notion of pure and natural products and an image of Norrland are concepts that have been constant in their communication. Also, the logo of the brand has been the same from the start. This is also the only symbol that has been used to represent the firm and make Polarica recognisable.

### 5.1.2 Brand identity

As previously explained, Polarica under the process of defining their brand and brand identity with the help of the communication firm, Vinter. Because this is not completed yet, the answers to our interview questions are not always consistent among the interview objects. Hereafter is a summary of the results regarding Polarica’s brand identity.

**Physique**

As previously explained, the *physique* within the context of Polarica’s brand identity refers to the concrete and physical attributes of their products. What are their products? What do the product do? What do they look like? (Kapferer, 1998, p.99-100)

Polarica’s business concerns the sales of berries, game meat and mushrooms. Z explains that the firm aims to provide the consumers with a complete meal solution, with the game meat as the primary product and berries and mushrooms as complements. Some examples of the game meat that Polarica offers are reindeer, elk and exotic game meat such as kangaroo and antelope. Examples of their berries are strawberries, raspberries, cranberries and sea buckthorn. Z clarifies that Polarica offers ecological berries and that they recently have launched a series of non-ecological berries, in order to push forward the category of frozen berries and also to widen the range of their products.
During the interviews every respondent emphasised the naturalness of their products. As Pettersson explains, “we are very raw material-oriented. We are not talking about making very sweetened lingonberry jams”. In other words, Polarica offers primary products.

Another aspect that should be noted is that they mainly provide frozen meat and berries. However, they do also provide fresh meat. Y explains that in times of hunting season the company provides fresh meat. The same goes for berries. When the season enables it, the company provides fresh products. However, during the rest of the year they provide frozen products. In other words, they mainly provide frozen products but when possible they provide it fresh.

During the interview, Pettersson explains that the products that Polarica offers are of high quality. However, she explains that this is mainly from an industrial perspective. To exemplify, Pettersson explains that Polarica has had difficulties selling the small and crumby rhubarb stems that they have because the average consumer does not want them. However, from an industrial point of view, these are of higher quality.

As previously explained, packaging is also part of the physique. Pettersson explains that the packaging of their products has been their biggest owned communication channel. We asked what they wish to signal with their packages, to understand the physique of their brand. Pettersson explains that the design should be clean, reflect purity, simplicity, natural products, health, freshness and a focus on primary products.

To sum up, Polarica is a primary product-oriented company and the physique of Polarica’s brand identity, consists of highly qualitative, (mainly) frozen game meat, berries and mushrooms. Furthermore, they wish their product package design to reflect purity, simplicity, natural products, health, freshness and a focus on the primary products and be clean.

**Personality**

As been explained previously, the personality of a brand refers to its characters. It can be viewed as the character of a human being. Therefore, when interviewing the employees at Polarica, we asked how they would describe the characters of Polarica, if viewed upon as a person.

The interview objects emphasise different factors. Pettersson describes this person as a self-taught, unafraid and social person. Furthermore, it is an entrepreneur. She also points out that this person has been lucky in life but till understands the necessity of hard work. This last aspect, of a hard working person, was also emphasised by Z who describes the character as hardworking and responsible. Furthermore, Z used features such as stable and loyal to describe the character.

Y finds this question difficult to answer but describes the character of the CEO, Tommy Innala, as Y feels he is a good representation of the Polarica since he has been around from the initiation of the company. He emphasised Norrland and the passion and understanding of game meat and hunting.

To sum up, the main traits of character to define the personality of Polarica are: self-taught, social, entrepreneurial, unafraid, hardworking, responsible, stable, loyal, from Norrland, hunting and game meat.
Culture

The culture of the brand derives from the set of values that forms the brand. In order to gain an understanding of the culture that is part of the brand Polarica we asked the interview objects what values they wish to impregnate the brand.

Pettersson clarifies that Polarica has its roots and heart in the nature of Lapland. As a result, Polarica’s business derives from their knowledge of the products, with respect to and care of the environment and the consumer. She wants to emphasise the words *respect* and *care*.

Pettersson explains that there is a concern among consumers for the industrialised food. Therefore, these consumers seek products that are close to nature and are *authentic and honest*. These factors, according to Pettersson, define the brand. All other interviewees also mentioned the naturalness and honesty as being part of the values and culture. Y, for example, clarifies that naturalness and *authenticity* are important factors as Polarica provides products from the nature.

One other factor that was discussed among most interviewees was *health*. They all wish to have a culture that derives from values of a healthy lifestyle. Pettersson describes how the increased health awareness, in combination with today’s media, has enabled platforms for consumers to easily discuss and share their experiences and thoughts and thereby have gained an increased power. As a result, Pettersson explains, that Polarica has consciously aimed and is aiming to create a *transparent* and *open dialog* with its target group. For example, they try to always share their knowledge and declare the origin of their products.

In summary, the key factors that define the values of the brand, which in turn creates its culture are; Lapland, knowledge of the primary product, respect and care of environment and consumer, health, authentic and honest products and transparent and open dialog.

Relationship

In order to fully understand Polarica’s brand identity we must gain an understanding of the relationship that the company wishes to have with its consumers. Thereby, during the interviews, we asked how they wish this relationship to be.

The interviews show upon a wish of the brand to act as a reliable source of knowledge for their consumers. Pettersson explains that this knowledge should refer to game meat, berries and mushrooms, and their nutrition values and health effects. Furthermore, Polarica AB should be a creative source when consumers seek recipes and knowledge of treatment of game meat and berries.

An additional aspiration that was revealed during the interviews was to make Polarica an enabler of making the consumers “*feel better than good*”, by providing natural and good products. However, Pettersson also wishes that the company would become a promoter of an active out-door life. This explains why they previously have, for example, sponsored the Swedish cross-country skier Charlotte Kalla.

Currently, Polarica mainly communicates to its consumers through their products and also by events out in the grocery stores, where they offer tastes of dishes based on their game meat or for example smoothies based on their berries.

Despite their aspirations for the relationship between Polarica and their consumers, they currently do not have a relationship with their B2C consumers, according to Pettersson.
However, she explains that they are working on developing a relationship by the development of the marketing platform, by elaborating and deciding upon their positioning, messages communicated, target group and other important factors for a strong brand. Furthermore, they are currently developing a more attractive design on the packaging of their products and widening their product range. Polarica tries to be obliging in all kinds of contact with their consumers, for example in times of reclamation. As previously explained, they also do demonstrations and events in grocery stores where consumers are able to get a taste of their products and increased awareness of the brand.

**Reflection**

As explained, reflection refers to how a company reflects upon its consumers, and is part of the brand identity. As a consequence, during the interviews, we asked how they view their consumers. Oksala describes them as healthy and quality conscious. This was agreed upon by Pettersson who divides Polarica’s consumers into two different types: the first group of consumers are the so called “green quality seekers”. This group of people is health- and price conscious. They seek natural and healthy products without additives for themselves and their potential children. The second group is trendier and seeks more exclusive and exotic products for special occasions. Exotic can refer to products from Lapland. They like to try new things and are willing to pay for it. The similarity between these two groups is their higher education.

To sum up, Polarica divides their consumers into two groups. One is health- and price conscious. The other group of consumers is trendy and seek exotic products and are willing to pay for it.

**Self-image**

Self-image of the consumers will be discussed later in the chapter 5.2 Consumer results, as it refers to how the consumers view themselves.

### 5.1.3 Social media

**View on social media**

With regards to questions about the use of social media, these were difficult for our interviewees to answer, as Polarica has not yet implemented this communication tool. However, all interview objects were positive to the notion of social media.

Z explains that he has little experience of communication through the use of social media but that he finds it to be a useful tool for communication as it creates a forum for discussion. However, Z explains that this can be a disadvantage as the discussions taking place can be irrelevant and/or hurtful for the firm. Regardless, he believes it to be an advantageous communication tool.

The discussion with Y was similar. Y emphasised the fact that he had no experience of using social media as a communication tool. However, he is positive to this media as it, according to him, has potential to reach many people and thereby enable great effect. Furthermore, he believes it to be a good method to reach a new and younger audience.

Pettersson agrees with the previous statements and claims that it can have great affect because Swedish people trust the word-of-mouth from their friends. Furthermore, it enables companies
to reach a large group of people. In other words, the communication through social media can provide credibility while reaching many people and thereby is a cost-effective communication tool. Furthermore, she claims it to be a perfect tool for Polarica as they “love relationships.” She explains that the firm has been successful in creating B2B relationships. However, the company has no B2C relationships. Here, she explains, social media is a beneficial tool. However, Pettersson also see risks in the use of this media. She argues that Polarica’s business is based on product lines that may give rise to ethical discussions. For example, discussions regarding hunting of animals and/or the working conditions of their Thai berry pickers may arise. Even though she feels confident in the CSR aspect of the firm these discussions in different social medias require the firm to create a platform, which provides a solid explanation of Polarica, what it does, represents and so on. Therefore, she claims, Polarica cannot be too enthusiastic and apply the use of social media before it has created a solid ground on which they can base their actions. This view is shared among the other interviewees. Even though every respondent is positive to the use of social media and wishes Polarica to start using this media as a communication tool, they all emphasise that the company is not ready to do so yet.

We asked the interviewees what they believe could be relevant objectives with the use of social media. According to Y, social media should be applied as a method to acquire new customers that may be hesitating to try their products. Furthermore, he wishes to use social media to enhance Polarica as a source of information regarding for example, management of game meat. This is also emphasised by Pettersson who clarifies that Polarica should use social media as a way to establish a position and enhance their credibility as a source of information and knowledge. She explains that Polarica is an expert on the primary products rather than finished meals. Hence, this should be the focus in the communication. For example, Polarica should provide information regarding frying temperature and time, rather than recipes. However, Pettersson explains that recipes absolutely can be communicated, but that focus should be on communication knowledge their expertise on the primary products. She also wishes to include more information referring to the different seasons of the year as a way to connect the brand to the nature. For example, discuss the different berry plants throughout the different seasons and how they change during these periods.

Another objective with the use of social media, according to Pettersson, could be to include Polarica in the debate in society regarding health. For instance, Polarica can discuss why people should eat berries rather than pills as a way to become healthier. Further aims that were brought up during the interviews, by for example Oksanen, is the discussion of CSR. According to Pettersson, Polarica should be the leader within this industry on CSR issues. She emphasises that the focus should be on health effects and believes that this is where the company is the strongest. For example, they can provide information on how they treat their Thai berry pickers and can run a business by employing pickers from Thailand with good conditions. Additionally, Polarica can provide information on for example, how they warm up their facilities in Poland with cherrystones.

Other issues that were brought up when discussing the objectives of using social media was Polarica’s sponsoring. Pettersson wishes that the company will elaborate on their strategies regarding their sponsorship and reflect on why they sponsor specific events and people so the firm can communicate this in the use of social media.

As the company has no experience in the use of social media as a communication tool it was difficult for them to answer on which social media they would prefer to use. However, Y mentions Facebook as an interesting site for Polarica. Z emphasises that the information
which aims at positioning Polarica as a source of information and knowledge should be on the company website while other social medias should be used as complements, which can be linked from the website. Regardless the choice(s) of social media, Pettersson emphasise the importance of continuous maintenance.

5.2 Consumer results

5.2.1 Brand awareness

When conducting the research we discovered that 33 percent of the consumer sample was familiar with the brand Polarica by name, 37 percent of the respondents recognized the brand after showing them the company’s products and remaining 30 percent did not recognize Polarica at all.

5.2.2 Brand image based upon brand identity characteristics

Going through the different brand identity characteristics and how the consumers reflected upon these characteristics and created their brand image, we get the following results:

<table>
<thead>
<tr>
<th></th>
<th>Strongly disagree</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>Strongly agree</th>
<th>Responses</th>
<th>Mean value</th>
</tr>
</thead>
<tbody>
<tr>
<td>From Norland</td>
<td>3</td>
<td>3</td>
<td>7</td>
<td>12</td>
<td>27</td>
<td>20</td>
<td>72</td>
<td>4.63</td>
</tr>
<tr>
<td>Natural</td>
<td>2</td>
<td>0</td>
<td>13</td>
<td>19</td>
<td>25</td>
<td>13</td>
<td>72</td>
<td>4.44</td>
</tr>
<tr>
<td>Healthy</td>
<td>1</td>
<td>1</td>
<td>12</td>
<td>28</td>
<td>18</td>
<td>12</td>
<td>72</td>
<td>4.35</td>
</tr>
<tr>
<td>Safe</td>
<td>4</td>
<td>5</td>
<td>18</td>
<td>19</td>
<td>20</td>
<td>4</td>
<td>70</td>
<td>3.83</td>
</tr>
<tr>
<td>Socially responsible (CSR)</td>
<td>4</td>
<td>9</td>
<td>24</td>
<td>24</td>
<td>8</td>
<td>2</td>
<td>71</td>
<td>3.41</td>
</tr>
<tr>
<td>Quality</td>
<td>3</td>
<td>3</td>
<td>12</td>
<td>18</td>
<td>28</td>
<td>8</td>
<td>72</td>
<td>4.24</td>
</tr>
</tbody>
</table>

Only 16 respondents answered to the question if they have other associations to the brand Polarica. Some of these answers were trustworthiness, freshness, environmentally friendliness and that it was a bit expensive.

5.2.3 Self-image

The consumers were quite coherent in their answers about self-image and what as a consumer makes them pay more for game meat and berries. The question about self-image was intended to see how customers reflect upon their own consumer behaviour and what three preferences they have when buying game meat and berries. 70 of 77 respondents brought up the aspect of quality; 71 respondents answered with factors related to locally produced products/Swedish origins; 63 respondents answered ecological products and environmentally friendliness and 50 respondents answered taste. Other aspects that the consumers appreciated and reflected upon
were healthiness (39 respondents), attractive packaging (9 respondents), brand (4 respondents), exclusiveness (4 respondents) and fresh products (3 respondents).

5.2.4 Social media behaviour

When asking different aspects of social media behaviour we received the following results for why the respondents use social media:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Strongly disagree</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>Strongly agree</th>
<th>Responses</th>
<th>Mean value</th>
</tr>
</thead>
<tbody>
<tr>
<td>To entertain myself</td>
<td>2</td>
<td>4</td>
<td>9</td>
<td>13</td>
<td>24</td>
<td>45</td>
<td>97</td>
<td>4.94</td>
</tr>
<tr>
<td>Share experiences through status updates, photos etc.</td>
<td>10</td>
<td>19</td>
<td>21</td>
<td>21</td>
<td>11</td>
<td>16</td>
<td>98</td>
<td>3.53</td>
</tr>
<tr>
<td>Keep contact and communicating with others</td>
<td>4</td>
<td>1</td>
<td>5</td>
<td>12</td>
<td>22</td>
<td>54</td>
<td>98</td>
<td>5.13</td>
</tr>
<tr>
<td>Information source</td>
<td>8</td>
<td>7</td>
<td>14</td>
<td>13</td>
<td>32</td>
<td>24</td>
<td>98</td>
<td>4.29</td>
</tr>
<tr>
<td>Communicate with and get information about companies/brands</td>
<td>17</td>
<td>25</td>
<td>16</td>
<td>18</td>
<td>15</td>
<td>7</td>
<td>98</td>
<td>3.10</td>
</tr>
</tbody>
</table>

5.2 Norrmejerier – Social media success story

Norrmejerier has many times been nominated for their successful and innovative marketing campaigns (Annual report, Norrmejerier 2006; Umeå, 2010; Folkbladet, 2008; Atl, 2011). X at Norrmejerier explains their success as a result of daring to do emotional marketing and not putting emphasis on rational communication: “We dare to do emotional marketing compared to many other actors on this market who rely on more rational communication”. X believes that this is why they differentiate from their competitors. X states that many of those actors focus on products and product benefits rather than talking directly to people’s hearts and engaging them. X argues further that it is intimidating to try something new and that the company has to be prepared to the possibility that only small number may appreciate the campaign and sometimes some may not like it at all. X believes that Norrmejerier’s way of engaging the public with emotions is why Norrmejerier has received a lot of attention and awareness for their communication.

5.2.1 Preparation – The path to being a marketing actor in social media

X states that there are many paths one can take before starting to use social media as a marketing and communication tool. Norrmejerier has received a lot of inspiration and knowledge from their pr-partners and pr-bureaus and carefully chosen those pr-bureaus that are very strong within social media. As X states “we have specifically chosen those pr-bureaus that are strong and have a great deal of experience within social media marketing and enable to make the best out of it”.

61
Initially, the communication through social media was conducted by a trusted pr-bureau to allow employees at Norrmejerier to get acquaint with the media. X states that it was a kind of learning period for them. Simultaneously, Norrmejerier prepared an editorial plan including what kind of posts, comments and activities would be shared and the approximate frequency.

Norrmejerier is a company that emphasise competence and employee training. The company is very active in participating in seminars and sending their employees, mainly the ones working in marketing, to formal training-courses, lectures, creative meetings and forums where these types of questions of social media are discussed. X argues further that one should be active within social media not only in his or her professional life but also as a private person. With no personal experience, X believes it is difficult to work with and understand social media.

5.2.2 Formulation of the goal – The goal with social media

Norrmejerier prepares a general marketing strategy that is channel independent and has general goals that should be reached during the year. The next step is to go from strategy to practice and at that point the aim is to find the channels that best serve the needs of the strategy. X states that “the goal of using social media as a communication tool varies from brand to brand”. All the different brands have different strategies and therefore the marketing strategies within social media also vary.

X emphasise the importance of keeping a dialogue and conversation with the customers: “the main goal for us with the use of social media is to get a chance for an open dialogue with our customers”. Furthermore, one important goal is to find ambassadors who can forward the messages, since what is unique for social media is that the users themselves choose if they want to receive information about the company or not. X further states that sharing knowledge is an additional essential goal of using social media.

One of Norrmejerier’s main goals when planning the marketing strategy is to exist where people are already having an active discussion and giving the consumers ability to lead the discussion. X states that “social media gives the consumers the chance and ability to lead the discussion which in traditional marketing is very rare”. Furthermore, social media serves as a great platform for this aim and is therefore a natural part of marketing. Instead of pulling the customers where Norrmejerier wants them to be and decide what they should discuss, Norrmejerier wants the customers to lead the dialogue. For example, in the case of Gainomax®, Norrmejerier knows that their target group asserts on Facebook and run their own blogs. Hence, it is natural for the brand to reach them on these platforms. As X argues: “for us it is a natural part of our marketing strategy since a big part of Gainomax’s target group use Facebook and have their blogs”. Instead of attracting them to the homepage or stimulating them to contact Norrmejerier, X believes that social media works better in the platforms where the target group is already active.

5.2.3 Target groups/users

X argues that there are very different target groups for the different brands. Traditional media communication is more often based on demographic factors such as age and gender. According to X, social media helps “emphasising more on the target groups on the basis of interests and behaviour to a higher degree than traditional media”. Therefore, Norrmejerier has also chosen to target on the basis of interests and behaviour in social media. X argues that social media makes this kind of targeting truly possible. However, in terms of Facebook, X wishes firms to be cautious. This is because of the rules of Facebook that state that the more
information a company wishes to gain about its consumers, the more information the company and their consumers have to share with Facebook. However, the more information that is given by both actors, the more specific segmentation the company can perform. We conclude that X considers that there are both negative and positive factors that should be taken into consideration when segmenting the consumers on the basis of interest and behaviour.

5.2.4 Content – The choice of content in social media

X argues that the main content in social media is aimed to engage the customers and give them the possibility to influence upon what we do at Norrmejerier. X argues that it is a kind of channel for media influence and for providing customers with first hand information about the brands. X explains: “our strategy at Norrmejerier is to try to provide first hand information and sneak peeks in an amusing way. When launching new products or receiving results from new research projects, Norrmejerier first shares and releases the news on Facebook so that Norrmejerier’s so-called social media friends get first hand information. Moreover social media serves as a platform for inspiration and sometimes it is just used for fun. For example, Norrmejerier sends amusing status updates, photos, contests or events. X emphasises the importance of being humorous, charming and consistent when connecting with their customers on Facebook. X believes that this is one of the reasons why Norrmejerier has succeeded in their use of social media.

5.2.5 Media and implementation

Norrmejerier’s biggest channel in social media is cooperation with blogs following brand specific fan pages on Facebook. X argues for the choice of Facebook since it is the largest social media platform both in Sweden and Finland. Blogs, on the other hand, provide an active discussion and enable Norrmejerier to follow what has been written about the company.

However, as already stated above, the choice of channel and media depends highly upon where the customers exist and if the use of social media is relevant considering the target group. Many times during the interview, X emphasises that “a company should not practice in social media only for the sake of using the media”. There should always be relevance and well-reasoning behind it, not just doing it because others do it.

At Norrmejerier the path to using social media was quite straightforward. X argues that it takes time to be a successful actor within social media. Being relevant is vital and reflecting upon the strategy and acts in social media should constantly be reviewed. Planning forward and connecting activities to important events and launchings is also important. The biggest obstacles appear when the social media platform changes and forces the company to adapt to it.

5.2.6 Follow up and evaluation

Norrmejerier conducts a continuous evaluation of their practices in social media. The company follows what is written about the company in blogs and uses a search tool to get a daily report of what has been written about the company in social media, what is positive, what is negative and what are the most common comments. A broader evaluation is performed twice a year. However, a daily routine is to follow the blogs thorough the search engine and keep the company updated about what is being written about them. X explains that this enables Norrmejerier to receive an analysis of the discussion that is running in media.
Facebook, on the other hand, provides a statistical analysis function and enables the company to follow everything that happens on this platform and is connected to Normmejerier’s homepage and further allows the company to see when people have linked Normmejerier to blogs or written about the company on Facebook. Therefore, the company can conduct both quantitative, analyses by using the statistical analysis tool, and qualitative analysis through blog searches. This enables the company to get an overview of what is written about the company and what kind of value people place on the company.

X argues that one can never be an expert in social media due to its changing nature. Therefore, it is important that the company follows what happens in social media and tries to keep up and adjust to the changes on the different platforms.

According to X, social media opens whole new possibilities in the field of communications and creating a dialogue with the customers. Something that was not possible before.

5.2.7 The importance of engaging customers

Normmejerier is always trying to create activities that require a degree of engagement from customers. X states that “when we at Normmejerier act at social media platforms, we always try to hand out material that encourage and stimulate customers to discussion.” For X, social media is all about activation. Engaging customers is also a part of product development at Normmejerier. Occasionally, the company collects panels and test pilots through Facebook and blogs to whom they later send product and taste samples for evaluation. X argues that through social media, customers can truly be engaged in the company.

5.2.8 Social media as a tool for brand building and transforming brand identity

According to X, a brand is communicated through everything that a company does. At Normmejerier, social media is definitely used for the process of brand building and transmitting the values of brand identity to their consumers.

X argues that when using social media it is important to choose correct tonality, and reflect upon how company talks with their customers and what kind of information is handed out. According to X it is important that the company uses a casual way of communicating and act as if they where their friends with their consumers. Furthermore, the most important part of brand building is to be transparent and credible. Normmejerier is constantly working on answering to their customers’ question and answering honestly. In social media, X believes, this is something that customers truly appreciate.

5.2.9 How to act on social media platforms without being too intrusive

X argues that one of the key issues is to avoid working with, “kom och köp”, come and buy communication. Instead, Normmejerier for example in the case of blogs, sends products to their customers and allows them to try the products themselves. Moreover, when Normmejerier has new taste launchings or new product launching, the company sends samples to the customers, provides some information about the product and how the company reflects upon these products. Thereafter, the customers can comment on the products and provide their opinion.

On Facebook, X argues that it is more about informing the customers about the product and their existence and not directly trying to push the sales: “we at Normmejerier find it more important to inform our customers about the products instead of trying to push and drive the
sales”. Furthermore, Norrmejerier tries to inform their customer about the products in a way that the customers find interesting.

5.2.10 Consistency

X states that there often are a number of messages transmitted but the company strives to keep these messages as few and constant as possible. However, the way of communicating the messages differs between the channels. X argues that it is important to adapt the messages to diverse channels without losing the consistency.

5.2.11 How does the use of social media differ from the use of ordinary homepage?

Norrmejerier uses their homepage as platform and source for more statistical information. Furthermore, it serves customers as a service function. X argues that contact information, the fundamental and basic company and product information and brand history should be provided on the company homepage. Moreover, the homepage has a newsfeed and works as a platform for more advanced activities. X explains that Norrmejerier collects all the different activities on the Internet on their homepage but that all the activities in social media are connected to the homepage. X argues that Norrmejerier’s homepage is the company’s permanent channel that is likely to remain and where consumers can find the company. Facebook, on the other hand, can disappear in three years and be replaced by a new channel. X explains: “we consider the homepage as our permanent channel where our consumers can find information about us and our brands. Facebook can be replaced with something totally different in three years and therefore it is important that we have our permanent and stable homepage”.

5.2.12 Effects of using social media

X at Norrmejerier argues that the use of social media has been and continues to be a vital part of Norrmejerier’s marketing strategy: “we are definitely going to continue being active within social media since it has had an important effect on our brands”. However, X believes that a monetary value derived from their use of social media is hard to evaluate. X explains that the key behind Norrmejerier’s success in social media has been the patience and the willingness to work in long-term.

Being an actor within social media means that the company opens itself to some level and becomes more vulnerable. Therefore, X argues, a company has to be self-confident, which means that the company is transparent. In social media the company can never be sure what people write about them or the products. Hence, the company has to be ready to respond to all kind of feedback. X states that Norrmejerier is at a point where they do not have anything to hide and therefore the risk of them being negatively affected by social media is rather low. X argues further that when Norrmejerier receives negative criticism they have a great chance to meet the customers in a good manner and show that they are a company who cares and wants to make a difference. X emphasise the importance of reflecting upon what kind of criticism one may receive and how a company should respond to this criticism.
6 ANALYSIS AND DISCUSSION

In this chapter we analyse the results derived from our data collection. Initially, we analyse the fit between Polarica’s brand identity and brand image. Thereafter, we analyse Polarica’s relation to social media by considering the consumers’ and Norrmejerier’s use of social media.

6.1 Brand identity – Brand image

As stated earlier in the theory chapter, brand identity is created upon physique, personality, relationship culture, reflection and self-image. Below follows an analysis of the fit between Polarica’s brand identity and brand image in terms of these facets of the brand identity.

6.1.1 Physique

The physical attribute, according to Kapferer (1998, p.99-100) refers to the concrete form of the product (what it actually is), what the product does and what it looks like. Polarica provides game meet, berries and mushrooms. These represent the actual products and what the products are concretely. Z at Polarica reflects upon the product attributes and explains the goal of supplying products that provide a complete meal solution. This we regard to be what the products actually do. Furthermore, the analysis of the data also defines Polarica as raw material oriented. This is connected to the naturalness of the products that is part of forming the physique. When analysing the fit between the brand identity and brand image, with regards to Polarica being primary product oriented and expressing naturalness, we interpret a fit. The survey results show that the consumers’ rating on the aspect of natural results in a mean of 4.44. With regards to this factor, we interpret that Polarica’s brand identity corresponds to the company’s brand image.

As explained, the interviews with Polarica showed upon a wish to communicate quality. Pettersson explains that this is very much related to an industrial point of view. However, we interpret that the consumers also have a picture of Polarica providing quality. As explained, the mean value for the rating on the consumers’ perception of Polarica being associated with quality was 4.24, which we interpret to be somewhat of a good result. Hence, we interpret a rather good fit in this aspect.

Product packaging is part of forming the physique. When discussing what Polarica wishes to communicate with their products the interviewees discussed issues that are part of all aspects of brand identity. For example, they wish the design to communicate purity, simplicity, focus on primary products and freshness. These are all aspects that we associate with naturalness. This in turn, received a mean value of 4.44. We interpret this to symbolise a rather good fit between how the company wishes to be perceived and how consumers actually views the brand.

An additional aspect that the company wishes to communicate with their package design is health. The mean value for this in the questionnaire results is 4.35. We believe that this is a rather good score.

One thing that we wish to emphasise with regards to the design of the packages is that we interpret that the product packaging has enabled the physique of the brand to take place within
the minds’ of the consumers. We believe so because the results from the questionnaire show that many of the consumers recognise Polarica’s products based on the package appearance but not by name only. We believe that this shows upon low brand awareness. However, simultaneously, it reflects that Polarica’s product packaging has been recognised by their consumers. We believe that this may derives from the fact that the company’s main and most recognisable source of communication has been their product packages. We believe that they have been able to keep the design coherent. That is, the product packages resemble each other and the same style and design patterns are used across the company’s products.

6.1.2 Personality

As explained, we asked the interviewees from Polarica to describe the company as a person. The interviewees explained that this person is from Norrland and the personality traits that were defined were entrepreneurial, self-taught, hard working, unafraid, social, and interested in game meat and hunting. Furthermore, there were some personality traits that reflect soft values: responsible, stable, loyal and secure.

The results from the questionnaire show that over 65 percent of the consumers chose number 5 or 6, on the scale, for how much they agreed upon Polarica being from Norrland. The mean value for this factor is 4.63. With regards to conveying a picture of being from Norrland, Polarica has succeeded.

As been clarified previously, not all aspects of the personality were mentioned in the questionnaire. The only characteristic that we provided literally for the consumers was from Norrland. However, as explained, the interviewees also explained that this person is responsible. We did not provide this literal translation for the consumers to rate on in the questionnaire. However, they did rate on how much they believed Polarica to be socially responsible. We claim that we can compare the personality trait responsible with a company being socially responsible. This is because, being responsible as a company means being socially responsible. In terms of Polarica being viewed as socially responsible, the questionnaire responses provided a mean value of 3.41. We believe that this is a rather low score.

In the questionnaire we also asked the respondents to rate on how much they believed Polarica to be safe. We connect this concept to two of the characteristics part of the personality in brand identity, stable and loyal. We interpret that a stable and loyal company is a company that is safe in the eyes of the consumers. The results from the questionnaire regarding how much the consumers view Polarica as safe, provides a mean value of 3.83. We interpret that this as a rather low score. However, we believe that this personality trait might be rather difficult to interpret and connect to Polarica. Hence, many of the respondents might have had difficulties of applying this factor to a company.

As explained, we provided the consumers with an opportunity to mention other aspects that they associate with the brand Polarica. One personality trait that was provided for the consumers to comment on was trustworthy. We claim that this can be connected to loyalty, which is part of the personality of Polarica’s brand identity. However, as we have explained, only 16 respondents answered to this question. Hence, we cannot draw any reliable conclusions from the answer to this question.

To sum up, the personality of brand identity is based on a person from Norrland, which is entrepreneurial, self-taught, hard working, unafraid, social, and interested in game meat and hunting. Furthermore, this person is responsible, stable, loyal, secure and from Norrland. As
explained, we provided limited room for the consumers to comment on each and every personality trait. However, the results show that, in terms of Polarica being from Norrland, there is a fit between brand identity and brand image. However, with regards to being responsible, which we connect to Polarica being socially responsible, and stable and loyal, which we connect to being safe, there is a rather vague fit.

6.1.3 Culture

Culture represents the values that inspire and move the company forward (Kapferer (1998, p.101-103). We can interpret coherence between many of the values that Polarica wish to represent and how the consumers reflect upon Polarica when asking them about the company. One of the mutual aspects that Polarica’s employees elucidate as part of their culture is Lapland, which we connect to Norrland in our questionnaire. In terms of viewing Polarica as being from Norrland, the company has succeeded in communicating this value. An analysis of the results reveals that over a majority of the consumers chose 5 or 6, on the scale from 1-6, on how much they agreed on Polarica being from Norrland.

Other aspects of the core values that make up the culture of Polarica’s brand identity are products close to the nature, which are authentic and honest. This means that they wish to communicate a sense of naturalness of their products. What they seek to communicate is that their products are not part of the industrialised products that are offered to consumers. Instead, their products should be associated with a sense of naturalness. One other factor of the culture that we connect to naturalness is the strive to base their business on a knowledge of the primary products. The focus on the primary product was emphasised by many of the interviewees from Polarica. When it comes to naturalness, the main body of respondents chose a number between 4 and 6. The mean value for this factor was 4.44. Thereby, we argue that the values of authentic and honest products and the knowledge of the primary products, which we connect to naturalness, of Polarica’s brand identity matches quite well to the brand image.

Health is also a factor that is part of the core values and the culture of the brand. As explained, the company wishes to have a culture that derives from a healthy lifestyle. We interpret that this part of the brand identity matches quite well with the brand image. As been clarified previously, the most consumers rated Polarica between 4 and 5 on Polarica being connected to health. We believe that, in this regard, there is a fit between brand identity and brand image.

Additional core values that make up the culture of Polarica’s brand identity are respect and care for the environment and the consumers. Furthermore, they aim to keep a transparent and open dialogue with their consumers. We claim that these values are very much related to CSR. With regards to CSR, consumers rated Polarica with a mean value of 3.41. We believe that consumers consider Polarica as somewhat of a socially responsible actor. However, improvement on this spectrum can be made. We believe that one of the reasons that Polarica has not been able to communicate CSR as well as the other values is their previously limited marketing communications. As explained, they have mainly used their design of the product packages as a communication channel. In other words, their messages have been limited. We believe is has been easier for Polarica to communicate, for example, Norrland and naturalness than CSR through these packages. As a consequence, CSR has not received sufficient room in the communication through their design. We believe that if Polarica would have used additional communication channels, CSR could have gained a greater part of the brand image.
According to Kapherer (1998, p.101-103) every product is an illustration of the values that the company has. Therefore, we believe that the foundational values also should be communicated and to some sense be visible in the nature of products and especially in the way the company communicates to the consumers. The key here is to find a way to emphasise the main values of the company to mirror to the consumers so that the brand image matches the firm’s brand identity. Hence, we believe that Polarica should aim to communicate their CSR to a greater extent in their communication.

To sum up, in terms of values of Lapland in Norrland and knowledge of the primary products we interpret a fit. We also believe that the value of health has been able to take a place within the consumers’ minds. However, as explained, Polarica has not been able to sufficiently communicate CSR aspects of the brand.

6.1.4 Relationship

Among our survey respondents, 30 percent did not know about the brand. 33 percent of the consumers knew the brand Polarica by name. The other, 37 percent, recognises the brand after seeing the logo or the product packages. This elucidates that the company has not been able to develop relationships with consumers. However, as explained, the company itself already understands this, which is one of the reasons why Polarica, together with the communications bureau, Vinter, is under the process of elaborating on the brand and developing strategies to strengthen it.

Because the company has not developed a relationship with their consumers, we did not, during the interviews, discuss how the relationship has been so far. The few things mentioned with regards to this were that Polarica currently is trying to create a relationship by communicating through their products and by events in store, where they for example provide taste offerings of dishes with their products. However, as they have not had a clear marketing strategy previously, they have not been able to create relationships.

When discussing how the company wishes the relationship to be with the consumers, and other aspects of brand identity, we felt that the four core values were present. One of the core values, as explained, is to base their business of the primary products with respect and care for the consumers and the nature. Much of the discussions during the interviews, showed upon a strong desire to have a relationship with the consumers where the company shares this knowledge. Much of the knowledge we interpret the company wanting to communicate regards the primary products on which they base their business and also the value of quality. Furthermore, as explained, one of the core values regards conducting business with respect and care for the consumer and the environment. This is also something that we interpret Polarica wishes base their relationship on. During the interviews with employees from Polarica it was elucidated that the company wishes to help the consumers “feel better than good”. For example, Polarica wishes to be a promoter and help of an active and healthy lifestyle. Furthermore, they wish to inform about their relation to CSR.

In terms of Polarica’s possibilities to take this role, we are confident. These are concepts that are in line with the brand identity. Furthermore, some of these issues are already associated to the brand by the consumers. For example, most respondents placed a rate of 4 or 5 on the scale of 1-6, on how much they believe Polarica to be healthy. Therefore, Polarica already has credibility. However, for example, CSR issues need to be communicated better.

In the survey we did not directly ask the consumers if they wish to develop a relationship with
Polarica where the role of the company is to act as a source of information and knowledge. Therefore, we cannot conclude that there is a fit between brand identity and brand image. However, the consumers clarify a strong motivation for using social media to gain information. Furthermore, as explained, a considerable part of the consumers express that they are willing to pay extra for game meat and berries due to health, quality and CSR related issues. In other words, they are interested in the issues that Polarica wishes to communicate. Therefore, we believe that there may be an interest from the consumers’ side to also develop the kind of relationship that Polarica strives for. Thereby, we interpret possibilities of a fit between brand identity and brand image.

To sum up, with regards to relationships with the consumers, we mainly interpret a wish from Polarica to maintain a relationship where the company acts as a trustworthy source of knowledge and information regarding the primary products on which they base their business, CSR and health. Furthermore, we interpret that the company wishes to show upon a care and respect for the consumers and the environment. As we have explained, we interpret that there may be a fit between brand identity and brand image with regards to the relationship. However, as we did not directly ask the consumers about this in the questionnaire we cannot draw any definite conclusions.

6.1.5 Reflection versus self-image

Previously we clarified that Polarica divides its consumers into two groups: the first group, as explained, is health and price conscious and seek healthy and natural products and the second group consists of people that are more trendy. These seek to consume exclusive and exotic products for special occasions. For there to be a fit between reflection and self-image we require the answer to “What makes you want to pay a little extra for game meat and berries?” to consist of factors related to health, natural products, trend and exclusiveness. As previously explained, our questionnaire does not leave room for the factor price-consciousness to be part of the response. Hence, this factor will not be analysed. As explained, the notion of brand identity is complex and as we wished to keep the questionnaire short, not all factors are included in this study. However, we see implications for future research in terms of this issue.

Our analysis of the results shows that the reflection is relatively in line with the reality, the so-called self-image of the consumers. As explained, an absolute majority of the respondents seek for quality when purchasing game meat and berries. Additionally, 50 of 77 respondents answer that they are willing to pay extra for taste. We interpret a relationship between good taste and quality with a preference for exclusivity. Hence, these consumers also provide a fit between brand identity and brand image. One other factor that fit between the perception Polarica has of its consumers and how their current and prospective consumers actually are, is health. As explained, Polarica believes that their consumers seek healthy products, which is in line with the consumer respondents within this research. A large part of the consumers seek for health when purchasing game meat and berries, indicating a fit between reflection and self-image.

As clarified above, Polarica believes that one group of their consumers seek exclusive and exotic products. Some of the answers from the survey respondents show upon this. For example, a few of the consumers clarified that they are willing to pay extra for game meat due to exclusiveness. Additionally, a number of respondents clarified that they are willing to pay extra due to attractive packaging and the brand. We interpret that the demand for attractive packaging and the demand for attractive brands as a demand for exclusiveness. However, only
a small percentage of the consumers answered this. Hence, we cannot claim that these responses show upon a fit between reflection and self-image in terms of the preference for exclusive and exotic products.

We wish to emphasise that a considerable proportion of the responses to the question regarding reflection and self-image, other from those mentioned in this chapter, showed upon consumer demands that did not match Polarica’s perception of their consumers. However, these are responses that provide useful data for this research because they show upon a fit between consumer demand and what Polarica offers and wishes to communicate, in other words, their brand identity. For example, 67 of 77 respondents clarified that they are willing to pay extra for game meat and berries if these products are ecological and environmental friendly. Furthermore, 71 of 77 respondents explained that they care for game meat and berries to be locally and/or Swedish produced. This is not part of the perception that Polarica has of its consumers, even though we believe there is a close relationship to the demand for natural products. However, the care for the environment is something that Polarica stands for and wishes to communicate. As explained, CSR is an important part of their business. For example, one of Polarica’s core values, on which the company bases its business, is care and respect for the environment. As a consequence, we draw the conclusion that the values Polarica offers and wishes to communicate are something that their current and prospective consumers demand. This is information that can be useful when developing a strategy for Polarica’s use of social media.

To sum up, our analysis of the answers aimed at understanding the fit between reflection and self-image, enabled us to conclude that the perception that Polarica has of its consumers is somewhat correct. The consumers seek for healthy products that are of quality. However, our results do not show upon a demand for exclusive and exotic products. Ultimately, there are some factors that were elucidated in the questionnaire responses regarding self-image that is not part of the reflection of brand identity. However, these issues show upon a demand of Polarica’s offerings and values.

6.3 Polarica and Social Media

6.3.1 Polarica’s relation to social media

All the interviewed employees at Polarica reflect positively upon the use of social media as a part of their marketing communications. Qualman (2011, p. Introduction) states that every company should implement social media as a part of their general strategy. We see this however in contradiction to what X from Norrmjejier stated: “A company should not practice in social media only for the sake of using the media. There should always be a well-reasoning and relevance behind it.” We can see that the employees at Polarica share the same kind of view. They believe that rushing into the use of social media, before the company knows what it wants out of the medium and before completing an actual platform for what it is, does and represents, is a poor choice. However, Polarica has a strong desire to implement social media to their marketing strategy in the future.

Polarica’s marketing communication until today has consisted of a one-way communication. According to Carlsson (2009, p.26), this is part of the traditional push communication model where the company simply sends a message to the receiver, that is, the consumers. In other words, there is no dialogue between the company and the consumers. Further, we, as Carlsson (2009, p.26-27), believe that it reduces the consumers’ chances to control the information
received and reduces the abilities of the consumer to reconnect to the firm. According to X at Norrmejerier, social media makes the dialogue between the company and the consumers’ possible. Z and Pettersson from Polarica also emphasise social media as a tool for creating relationships with the consumers through discussion and dialogue. This fits the company well as they “love relationships”, according to Pettersson.

X explained that social media shifts the power relation to some degree and gives the consumer the power to decide whether to take part of the information that the company sends or not. This is in accordance with Hast and Ossiansson (2008, p.21) who state that Web 2.0 overall creates a scene for consumers to decide and choose the information they want to receive. We believe that this is a strong element of social media since nothing is forced upon the customers and the company can most effectively find the customers who are interested in the company.

Apart from creating a relationship with its consumers, Polarica is positive to the use of social media as it enables a strong word-of-mouth. Pettersson explained that this stays true, as Swedish consumers trust their friends more than companies. In other words, they believe that social media can provide credibility to the company and what it communicates. We interpret that Norrmejerier’s use of social media shows evidence upon this being true. As we have explained, one important goal for the company is to find ambassadors who forward their message. In other words, the company communicates through others and thereby, create word-of-mouth, which has proven to be successful.

An additional argument for the use of social media, according to the interviewees from Polarica, is that this communication channel enables a great consumer reach. Y emphasises the reach of younger consumers. However, according to Carlsson (2009, p.127), it is important to note that companies should not target consumers based on demographic factors, such as age, within the use of social media. This is the method used in traditional media communication. Instead, Polarica should target their consumers based on their reason for using this media (Hutton & Fosdick, 2001, p.566). Here, one factor to consider is that different social medias are used for different reasons (Hutton & Fosdick, 2001, p.566). This is something that Norrmejerier has understood. X explains that Norrmejerier’s different brands have different target groups, and that these are based on their interest and behaviour when using social media.

Regardless Polarica's goal with the use of social media, Nilsson et al. (2011, p.118) explains that the aim should be to create a feeling of belongingness between the company and the consumers. For this to happen, Polarica needs to become a part of their consumers' everyday life. In turn, as explained, this can be achieved by basing their communication around four themes. One of these is to ensure that the messages communicated are relevant for the consumers. With regards to relevance, we believe it is important for Polarica to communicate topics that are part of their brand identity but also issues that are of interest for the consumers. As explained, we interpret that Polarica wishes to have a relationship with the consumers where they share their knowledge about the primary products on which they base their business and quality. Furthermore, as explained, they wish to develop a relationship that is based on respect and care for the consumer and the environment. With regards to this relevant information regards health, CSR, and more factual information regarding the primary products. These are also relevant, not only as they match the brand identity, but also because we have concluded that the consumers care about these issues.

Relevance is something that also has been emphasised by Norrmejerier. X claims that being
relevant is vital for their use of social media. We believe that Norrmejerier, by having a marketing strategy aimed to exist where people already are having a discussion ensures relevance. If the company, on the contrary, would try to force a discussion upon their consumers there is a risk that this discussion and the platform is not appropriate for the consumers. Hence, existing where consumers already are having discussions, can enable Polarica to increase the level of relevance.

Nilsson (2011, p.118) explains that, apart from being relevant, firms must also focus on an emotional connection with their consumers to ensure a sense of belongingness. The importance of an emotional connection between a company and its consumers has also been emphasised by Norrmejerier. As explained, X believes that Norrmejerier has been successful in their use of social media, and been able to differentiate from their competitors, because they dare to create emotional marketing that talks to their consumers' hearts, whereas their competitors focus on creating rational marketing with a focus on their products and their benefits. With regards to Polarica, we believe that Polarica’s four core values reflect an emotional connection, on which the company should base their use of social media. As explained, one of their values is to base their business on their knowledge of the primary product with care and respect for the consumers. We believe that the aspects of care and respect show upon a desire for an emotional connection.

Regardless the discussions that will occur between Polarica and their consumers within the frames of social media, it is important to regard the language and tone used. One of Kaplan’s and Haenlein’s (2010, p.66-67) recommendations is to communicate unprofessionally, which means that Polarica should communicate in a way that is rather casual. It is important here to understand to whom you are talking. Considering that a big motivation for the consumers to use social media is to entertain themselves, Polarica should put emphasis on fulfilling this need. Hence, the language used in the communication should be accordingly. Norrmejerier has emphasized the importance of this. As explained, the company finds it important to find the right tonality and have an understanding of how to communicate with their consumers.

Apart from using an unprofessional tonality when communicating with consumers through social media it is important to stay honest (Kaplan and Haenlein, 2010, p.66-67). It is important to be true to your consumers and not to cheat them (Kaplan & Haenlein, 2010, p.66-67). This goes in line with Polarica’s brand identity and what the company wishes to communicate. As explained, the company aims to deliberately keep a transparent and open dialog. The company wishes to be trustworthy and reliable in the eyes of their consumers. This is something that also Norrmejerier has claimed to be of importance. X clarifies that Norrmejerier has to be transparent. For this to be true, Norrmejerier has to be confident. The interviewee goes on to explain that anything can be said about Norrmejerier on the web, and therefore the company has to be ready and able to respond. X states that Norrmejerier is in that position and has nothing to hide. Hence, it is important to understand one’s brand identity and be able to discuss it. This possibility of being discussed negatively on the web is something that the interviewed employees at Polarica already understand. As explained, this is the reason that the company is unwilling to take use of social media at this point because they understand that the company must have a clear idea of their brand identity to be able to explain every aspect of the brand that is being discussed by others. This is especially true for firms operating within their segment as there are several issues that can be discussed, such as hunting, working conditions of berry pickers and environment. Once a clear understanding of their brand identity is achieved they are ready to take use of social media.
To sum up, Polarica is positive to the use of social media. However, the employees understand that they cannot rush into the use of this communication channel. There needs to be a clear understanding of their brand identity and also the communication channel itself. Furthermore, they need to understand their target group and their use of social media. By having an understanding of this, Polarica can communicate its brand identity while adjusting the content and tonality to reflect also their consumers.

6.3.2 Polarica and social media in relation to Carlsson’s (2009, p. 124) steps for the implementation of social media

Preparation

As part of Kaplan and Haenlein’s (2010, p.66) guidelines is the recommendation of being humble in the use of social media. The authors mean that it is important for firms not to be too confident in their communication through this media. In other words it is important to take time to learn this communication channel before applying it to the marketing strategy. This is also explained by Carlsson (2009, p.125) who emphasises the need to understand how to use social media before using it. There are several ways of doing this. For example, Carlsson (2009, p.125) refers to workshops and lectures as a source for gaining knowledge.

The importance of teaching the employees about the use of social media is also emphasised by X at Norrmejerier. As shown above, X clarifies that Norrmejerier sends its employees to different lectures, formal training courses, creative meetings, and the like, on a continuous basis. As the World Wide Web changes constantly, we believe it is important to do as Norrmejerier, and educate the employees on a continuous basis, rather than only doing so before applying the use social media.

The employees of Polarica understand the need for a preparation phase. During the interviews all employees emphasised that Polarica must learn more about social media and how it functions before using it themselves. We believe that one method for Polarica to use in the phase of preparation is to take help from pr-bureaus while the company is learning about this media. As explained, this proved to be successful for Norrmejerier. This company took use of pr-bureaus, which they found to be strong in social media, while the employees of Norrmejerier was under a learning period.

We believe that one of the reasons for the importance of this phase is the fact that the motivation behind consumers’ use of different social media platform varies (Hutton & Fosdick, 2011, 566). Thereby, Polarica must not only gain knowledge about social media in general but also different platforms. We believe it is important to understand what purposes different platforms serves, what desires they fulfil and how they function. By gaining an understanding of this, a company can more easily choose upon platform and content, based on their consumers. By undergoing this learning phase and getting acquaint to this communication channel, a firm can more easily follow the guidelines provided by Kaplan and Haenlein (2010, p.65-66). For example, these researchers explain that a company must choose media carefully and to decide whether to pick an application or make one own. This must be based on a clear understanding and knowledge of social media and different platforms. Hence, the importance of acquiring knowledge and undergo the preparation phase.

We believe that this phase of implementing social media into a company’s marketing strategy is of great importance. The interviewees from Polarica share this view, which we believe to show upon humbleness in the use of this channel. We believe this to be a good prerequisite for successful communication through social media.
Formulation of goal

The second step in the implementation of social media into Polarica’s marketing strategy, is to define the objective(s) of using social media, but also define the goal(s) for the use of the specific social media platforms. We believe it is crucial to ensure that the goal(s) is in line with the brand identity. Furthermore, we find it important that the goal(s) of using social media and the different platforms enable the communication of the brand identity.

As explained, compared to other communication channels, social media is good for building relationships. We believe that Polarica should take advantage of this and thereby define goal(s) that enable a focus on relationship building. We find this to be especially important in the case of Polarica as the company has not been able to create relationships with its consumers. The importance of relationships was emphasized during the interviews with the employees of Polarica. For example, Pettersson, explains that she finds the use of social media beneficial as it can enable relationship building with the company’s consumers. The notion of relationship was also emphasized by X, who clarifies that Normmejerier’s use of social media is all about dialogue and keeping conversation with its consumers.

Nilsson et al. (2011, p.118) also clarifies that it is important to create a feeling of belongingness between the company and the consumers. This is attained by ensuring that Polarica is part of the everyday life of their consumers. For this to happen, Nilsson et al. (2011, p.118) explain that a company must construct the communication around four themes: relevance for the audience, the emotional connection that the consumers get with the firm, the context and behavioural pattern. These themes will be discussed below in the discussion regarding the content.

During the interviews, as explained, we discussed some goals with the use of social media. One factor that was discussed was using social media as a means to establish a position, and enhance the company’s credibility, as a source of information and knowledge. One other goal according to Pettersson can be to include Polarica in the public debate regarding health. Additionally, Polarica wants to become the leader of CSR in their industry, which they also wish to communicate. We believe that these goals are in line with the brand identity. Furthermore, after analysing the consumers we believe that health and CSR issues are interesting and relevant for the consumers.

Target group/ Users

As explained, Carlsson (2009, p.127) clarifies that firms cannot target consumers in the same way as in traditional marketing when using social media. As explained, Polarica strives to become the number one choice for the conscious food consumer. During the interviews, it was clarified that they split their consumers into two groups. The first group consists of consumers that are health- and price conscious whereas the other group seek more exclusive and exotic products and are willing to pay for it seek natural and healthy products and the second group is include more trendy consumers, who seek more exclusive and exotic products.

X emphasised that when using social media, a firm can, much more than in traditional media, target its consumers on the basis of interests and behaviour. Therefore, this has become their targeting strategy. We find this to be something that must be considered in the case of Polarica.
Content

The third step in the implementation of social media into Polarica’s marketing strategy is to decide upon the content to be communicated. Here it is important to consider the recommendations from Kaplan and Haenlein (2010, p.65-67). For example, the content in social media must be aligned with the messages communicated in the traditional marketing. Furthermore, if decided to use several social media platforms, the content provided in these must also be integrated. It also recommended that content is interesting in the eyes of the consumers. Here, there needs to be an understanding of what the consumers seek. According to our study the current and prospective consumers of Polarica are interested in health and find CSR important. Hence, these are issues that could the content could be based on. These are not only relevant as they are aspects that the consumers are interested in, but because they correspond to Polarica’s brand identity.

Kaplan and Haenlein (2010, p.65-67) explain that the content must be presented in a casual and honest manner. They further clarify that firms must be active in their use of social media. This means that companies continuously must provide new information that enables engagement from the consumers. This is needed for a relationship to be created with their consumers. Hence, these are factors that must be considered when deciding upon content for Polarica. Furthermore, because the company’s brand identity is based on core values, which emphasise a care of the consumers, we believe that the messages should have a kind tonality showing upon a care for the receivers of the messages.

Apart from Kaplan and Haenlein (2010, p.65-67), Nilsson et al. (2011, p.118) emphasise the importance of relationships. Nilsson et al. (2011, p.118) hold that a sense of belongingness between the consumers and the firm must be included in the goal of using social media. This, in turn, is achieved by constructing content around four themes: relevance for the audience, the emotional connection between the firm and its consumers, the context and the behavioural pattern that enables a firm to be part of the everyday lives of the consumers. These themes must be considered when developing the content for Polarica. In terms of relevance, we have explained that health is one factor fulfilling this criterion. The second theme, emotional connection, is something that has been explained as important for Norrmejerier use of social media. As explained, X believes that the company has been successful in their use of social media because they have been able to create an emotional connection. Hence, a focus on creating content that enables this is important for Polarica. Furthermore, with regards to the four themes mentioned above, we believe that the content must be provided in a context and in a manner that enables a recurrent contact with the consumers.

Carlsson (2009, p.127) explains that there are a number of questions that should be considered when creating the content used in social media. For example, what can the company offer the consumers that are of interest to them? In the case of Polarica, as explained previously, Polarica has information and knowledge concerning health. Furthermore they base their business on their knowledge regarding primary products. This information in turn can be connected to health. Ultimately, Polarica cares about and engages in CSR, which, according to our study, is a factor that also is of interest for the consumers. These are all aspects that are part of the brand identity and are potential aspects on which to base the content.

Another question that Carlsson (2009, p.127) recommends companies to ask themselves when creating the content is: how can they incorporate their products into the conversations without forcing them on the consumers? We believe that Norrmejerier provides a good example for how this can be done. As explained, this company provides their so-called social media friends sneak peaks and first hand information regarding new launches and research projects.
that are undertaken, among other things. Norrmejerier focus on providing this information in an amusing way. We believe this to be a good example of how companies can provide information regarding their products without creating a feeling of pushing products upon consumers. In other words, we believe it is important, when providing information regarding Polarica’s products, to share this information in an amusing way that makes the consumers feel exclusively selected and special. This way of sharing information regarding the products to the consumers is also an answer to one other question that Carlsson (2009, p.127) suggest companies to ask themselves when creating the content, which is, how can companies act to make the social media consumers ambassadors that create a positive word-of-mouth?

When creating the content we also find it important to consider why Polarica’s current and prospective consumers engage in social media. As explained, the three main reasons for engaging in social media are to communicate and keep contact with others, entertain oneself and to gain information. As a consequence, we believe that these motivations must be reflected in the content. In other words, we believe that the content should strive to fulfil these needs.

To sum up, there are several factors to consider when creating the content to be included in the social media platform(s). We believe it is important to aim to create a dialogue and this way improve relationships with the consumers.

*Media and activities*

There are different social media platforms for Polarica to choose from. Carlsson (2009, p.128) suggests that the choice of media to be used should be based on the previous phases. When deciding upon this, the objectives, the consumers and their usage of social media should be taken into consideration. Furthermore, it must be in line with other aspects of the marketing plan.

When choosing upon media and activities it is important to consider the fact that it has to be possible to be active and consistent and thereby some social media may be preferable. Also, in the case of Polarica that has not used social media previously we find it important to focus on only one media to use. We also wish to emphasise the importance of updating the homepage. As soon as the brand platform is finished Polarica has to ensure that the homepage is in line with the brand. This is something that already is understood by the company.

One of the questions that, according to Carlsson (2009, p.128), can be asked to decide upon the media is: What kind of medias do the consumers use and how? According to our research the answer to this question is that the consumers mainly use Facebook, blogs and YouTube. They do so to communicate with others, amuse themselves and to gain information. Hence, this is something that needs to be considered. We believe it is important to find a way to reach the objectives and communicate Polarica’s brand identity while meeting the consumers’ needs. This could for example be done by creating a Facebook account and communicate the brand identity while being amusing and providing information.

X from Norrmejerier recommends the use of both Facebook and blogs. X explains that Facebook is good as it is the largest social media platform in Sweden and in Finland. Furthermore, blogs enable active discussions and also to follow what is said about the company. However, as previously explained, Polarica should not be in social media for the sake of it. In this case of Polarica, however, Facebook and blogs are relevant platforms as their consumers engage in these.
We believe that one strategy that should be applied when deciding upon media to be used is to exist where the consumers are already having a discussion. This is a strategy that Norrmejerier takes use of. As X explains, Norrmejerier’s main aim when developing their marketing strategy, is to exist where their consumers already are having a discussion and also to make them lead these discussions. Rather than choosing a media without any concern for the consumers and hoping that they will join, this ensures that the company will reach its consumers. Furthermore, we find this to be a good strategy, as this does not require much from the consumers. By using this strategy, Polarica enables its consumers to act in their natural environment where they are confident. Furthermore, they can communicate their brand identity by basing it on what and how the consumers are discussing.

Another question that Carlsson (2009, p.128) suggest companies to ask themselves when choosing media is: how can the company webpage be integrated into the social media strategy? During the interviews with the employees from Polarica, Z explained that he believes that the company website should be used to position Polarica as a source of information and knowledge, while other social media platforms should be used as complements. This differs somewhat from Norrmejerier’s use of their website. This company uses their homepage for statistical information and a platform for customer service. Furthermore, Norrmejerier’s homepage includes a newsfeed and functions as a platform for more advanced activities. However, all social media activities are connected to the homepage.

To sum up, we believe it is important for Polarica to initially focus on maximum one social media. This is to ensure that the company master this media before moving on to others. However, we wish to emphasise the need of also using the homepage. Furthermore, the choice of media and activities should consider the consumers. As explained, Polarica’s consumers mainly use Facebook, blogs and YouTube and do so to communicate with others, amuse themselves and gain information. This is useful input that should be considered when deciding upon media. Ultimately, we believe that a good strategy for Polarica is to aim to exist where their consumers already are. Rather than forcing them to engage in the same media, Polarica will this way ensure that consumers will exist where the company is.

Implementation

Carlsson (2009, p.128) recommends firms to be rather flexible during the phase of implementation. The author claims that this is a phase where several questions will arise and that it is important to allow oneself to adjust to these questions and answers that will arise.

Since this is a new communication channel for Polarica we believe it is important to try to engage the employees of the company. The organisation must explain what will be communicated through social media, how it will be conducted and what the expectations are.

With regards to work division we believe that Norrmejerier should develop a team to be involved in the use of social media. As this media requires activity it is important that there are people put in a position to develop and maintain this communication channel. This is something that was discussed during the interviews with the employees from Polarica. We interpreted a general understanding of the fact that an undertaking of social media requires a lot of work and employees that is provided time to develop this communication.

We wish to stress the importance for firms with no experience of social media, like Polarica for example, to initially take use of experienced resources. This was done in the case of Norrmejerier. As explained, this company initially used pr-bureaus that they trusted in the use of this communication channel. Meanwhile, the employees of Norrmejerier were under a
process of learning how to use social media. With regards to Polarica, Vinter is a good option as this communication bureau has worked together and the fact that Vinter has experience in web strategy and social media.

To sum up, we wish to stress the importance for Polarica to develop a team that is provided time to develop and maintain the use of social media. Furthermore, we wish to believe it is important to take use of experienced people in the initial stage of the implementation. During this period the people of Polarica can learn how to use this media.

*Follow up and evaluation*

Carlsson (2009, p.130) explains that continuous follow up and evaluation enables a company to ensure that its strategy and practical work is successful. X at Norrmejerier also emphasise the need of a continuous evaluation. X explains that blogs enable a qualitative analysis whereas Facebook provides a quantitative analysis. As explained, Norrmejerier conducts a daily analysis about what is written about them in blogs and with the help of a search engine the company can analyse the word-of-mouth. By doing so, the company gains an understanding of what is written about them. Facebook, on the other hand, provides statistical data showing upon for example, which people that has linked Norrmejerier to blogs or written about the company.

Depending on the social media platform to be used in the case of Polarica, we believe it is important to conduct a continuous evaluation. We believe it is important to not only see the quantitative results, such as for example, how often they have been mentioned, and the like, but also to analyse what is being said about the company and other qualitative results. Does it go in line with the brand identity, for example?

In order to ensure effectivity and that Polarica’s use of social media provides results. Firms must continuously measure the results and compare them to the objectives. Furthermore, they must analyse the factors that have been successful and unsuccessful and also why so. Additionally, they should look upon the factors that can be improved and how to do so. This must be done on a continuous basis in order to ensure continuous development and improvement. This ensures activity alignment and effectiveness.

**6.3.3 Polarica and social media with regards to their current and prospective consumers**

It is important for a company to understand why consumers engage in social media and what their main reasons for using it are. This is because the motivation for using different social media platform can differ (Hutton and Fosdick, 2011, p.566). However, X at Norrmejerier states that there always has to be relevance when choosing whether to exist in social media. That is, social media has to be a relevant channel for the chosen target group. We believe that it is important for Polarica to understand why the consumers spend time in different social medias, if they do so. We claim that it enables the company to share information that the customers find interesting and relevant. Thereby, the communication process is more effective. This is because the company can plan before hand what messages to communicate that are of interest to their consumers. This way the company can get most out of the use of social media.

In this study we have used Hutton’s and Fosdick’s (2011, p.570), and Carlsson’s (2009, p.20) lists of motivations to analyse what factors that may stimulate Polarica’s current and prospective consumers use of social media. The consumer sample’s mean value on the scale
for the different motivational factors is over 4.20, which we consider to be rather high, for three of the aspects: keep contact and communicate with others, to entertain oneself and use social media as a information source. This is important information as it provides insights about what medias they use. This is in turn, provides Polarica with ideas of what social medias to use and how to communicate within these. As Hutton and Fosdick (2011, p.566) explain, the motivational factors behind different social medias differ. Hence, because many of Polarica’s current and prospective consumers use social medias aimed at communicating with others, we interpret a big probability that a considerable part of the consumers use social medias than enable this, such as for example Facebook. Norrmejerier has been very successful both on Facebook and with their cooperation with blogs. We believe that these platforms are suitable channels for Polarica as well. This is because both Facebook and blogs are platforms that a majority of the consumers use. Furthermore, they enable the consumers to keep contact and communicate with firms, entertain themselves and gain information.

We find it important for Polarica to be entertaining while transmitting their brand identity. We believe that this goes in line with Kaplan and Haenlein’s (2010, p.66-67) recommendation of being unprofessional. This means that the language used when communicating does not need to be professional. Rather, the tone should be adapted to the consumers. Because the consumers wishes to be entertained, Polarica should use a language accordingly

To fulfil the needs of the consumers while transmitting the brand identity, we also believe it is important for Polarica to be active and consistent. This was also emphasised by X at Norrmejerier, who argues that firms, not only must be entertaining, but also active and consistent. By being active and consistent, consumers are ensured that they continuously will be communicated. Hence, the consumers wanting to be entertained will not be bored. Furthermore, the consumers wanting to gain information will also be satisfied if Polarica is active and consistent in their communication.

In the questionnaire, sharing experiences through status updates, photos, etc. and communicating with and getting information about companies/brands, received lower scores, around 3.10-3.60. We wish to emphasise the last motivator, communicating with and getting information about companies/brand. Even though the mean value was rather low, we interpret that there may be an interest for consumers to communicate and get information about companies/brands in social media, if it is done in the right way. X states that Norrmejerier provides information to their consumers regarding, for example, different products that will be launched. As explained, they send new products to a chosen group of people and provide information about these products. Thereafter the consumers can try the products and comment on them. This has proven to be a successful strategy. Hence, communicating about your products can work. However, we believe it is important that this is communicated in an interesting and relevant way. Also, as explained previously, a company should not be too practical but rather focus on an emotional connection.

To sum up, the main reasons for the consumers to engage in social media is to keep contact and communicate with others, entertain themselves and gain information. Hence, we believe it is important for Polarica to be entertaining, active and consistent in their communication. Furthermore, we believe that Facebook and blogs are suitable platforms for Polarica to engage in.
7 CONCLUSIONS AND RECOMMENDATIONS

In this chapter we conclude our research findings. We clarify our findings regarding our research purpose and answer our research question.

Throughout this study we have had our research question and purpose in mind. As explained, our research question is:

→ How can firms transmit their brand identity through social media to the consumers?

The purpose of this research question and this study is to investigate how social media can be used within the food industry to transmit their brand identity. To reach this understanding we stated three sub-purposes:

→ To examine the fit between Polarica’s brand identity and brand image
→ To examine Polarica’s current and prospective consumers’ use of social media
→ To investigate how social media can be used as a marketing communication tool within business context

Throughout this research, when collecting and analysing our data to reach our research purpose and answer our research question, we used our conceptual framework, which is shown below in Figure 14, Conceptual Framework:

![Conceptual Framework Diagram]

**Figure 14 Conceptual Framework**

As explained, we have carried out a case study of Polarica. To understand the left part of the conceptual framework, brand identity, we conducted interviews with employees of Polarica. Furthermore, these interviews were conducted to understand Polarica’s relation to social media. By gaining this understanding we were also provided with input to define the middle section of the conceptual framework, social media.

Apart from interviewing Polarica, we developed a questionnaire, which we handed out to their current and prospective consumers. This was to gain an understanding of the brand image,
which constitutes the right side of the framework model. The surveys also provided input to define the middle section, social media. After collecting data from Polarica and the company’s current and prospective consumers we were able to examine the fit between Polarica’s brand identity and brand image. Furthermore, this data enabled us to analyse how social media can be applied into Polarica’s marketing strategy.

In this study, we also conducted an interview with one of Norrmejerier’s brand managers. As explained, this company has successfully implemented the use of social media in their communication plan. Therefore, we wanted input from this company to gain useful insight on how social media, in practice, can be applied successfully into a marketing strategy. This data, in other words, helped to define the middle section of the model showing our conceptual framework, social media.

Below we will conclude our findings. We start by a summary of the results regarding the first research sub-purpose, the fit between Polarica’s brand identity and brand image. Thereafter, we summarize the findings regarding Polarica’s current and prospective consumers’ use of social media, in other words, the second sub-purpose. This is followed by the answer to our research question, which we can answer as a result of reaching our three sub-purposes. Ultimately, we present our specific guidelines for Polarica.

7.1 The fit between Polarica’s brand identity and brand image

Below, in Figure 15, Conceptual Framework, we summarise the fit between Polarica’s brand identity and brand image.

**Figure 15 Conceptual Framework**

**Physique**

Polarica provides game meat, berries and mushrooms. The company is raw material focused. In terms of product packaging, Polarica wishes to communicate a focus on primary products, and also purity, simplicity and freshness. These are factors that we connect to **naturalness**. Our questionnaire showed that this is fairly in line with the brand image. As said, naturalness received a mean of 4.44.
Apart from communicating the previously stated values, Polarica wishes to communicate **health**. The consumers provided a mean of 4.35 for this factor. We also believe this to show upon a relatively good fit between brand identity and brand image, in terms of physique. Ultimately, **quality** is part of the physique of brand identity. In this aspect, we also interpret a relatively good fit

**Personality**

Polarica’s personality part of the brand identity is based on a person from **Norrland** which is **entrepreneurial, self-taught, hard working, unafraid, social, and interested in game meat and hunting.** Furthermore, this person reflects soft values: **responsibility, stability, loyalty and security.** In terms of the factor Norrland, we interpret a fit between brand identity and brand image. However, Polarica needs to be better in communicating responsibility, loyalty and security.

Due to previously explained delimitations within our research, we did not include an analysis of a fit in terms of the traits entrepreneurial, self-taught, hard working, unafraid, social and interested in game meat and hunting.

**Culture**

Part of the culture is **Norrland.** As we have clarified, this is in line with the consumers’ perception of the brand. Furthermore, **knowledge of the primary products and authentic and honest** products that are close to the nature are part of Polarica’s culture. We connect these values to **naturalness,** which, as said, fits with how the consumers perceive the brand.

**Health** is also part of the culture making up Polarica’s brand identity. As we have explained, this is aligned with how the consumers view the brand. However, **respect and care** for the consumers and environment and keeping a **transparent and open** dialogue is part of the brand identity but does not fit the brand image. These are values that we connect to CSR, which the consumers do not fully associate with Polarica.

**Relationship**

Polarica wishes to develop a relationship with its consumers where the company acts as a reliable and creative source of information and knowledge, mainly regarding the primary products they base their business on, health and CSR. We cannot conclude that the consumers wish to gain a relationship where Polarica acts as their source of information and knowledge. However, we interpret that Polarica has gained trustworthiness in some of the issues Polarica wishes to base the relationship on. For example, the consumers associate health with the brand. Furthermore, the consumers clarified that one of their main reasons for using social media is to gain information. Ultimately, our questionnaire results show that the consumers have preferences for health and CSR. Hence, we interpret indications for a potential fit between brand identity and brand image.

**Reflection versus self-image**

Polarica divides its consumers into two groups. One group is **health and price conscious** and seek **natural** products. As explained, we did not analyse whether or not the consumers are price conscious. However, health and the preference for natural products are in line with how
the consumers view themselves.

The second group in which Polarica divides its consumers consist of people who are *trendier* than the previous group and seek more *exclusive* and *exotic* products. With regards to these preferences we interpret a fit related to exclusivity. However we do not interpret a preference for exotic products.

**7.2 Polarica’s current and prospective consumers’ use of social media**

Our study shows that Polarica’s current and prospective consumers mainly use Facebook, blogs and YouTube. Their main motivation behind the use of social media is the desire to communicate and keep contact with others, amuse themselves and gain information.

By gaining the knowledge above, we have been able to come up with an answer to our research question, which will be clarified hereafter.

**7.3 Research question: How can firms transmit their brand identity through social media to consumers?**

As explained, throughout this research, when collecting and analysing our data to reach our research purpose and answer our research question, we used our conceptual framework, which is shown below in Figure 16, *Conceptual Framework*:

![Figure 16 Conceptual Framework](image)

Before implementing social media as a communication tool, firms must understand their brand identity, in other words the left side of our conceptual framework. Furthermore, it is beneficial if firms understand the brand image according to the same facets, the right side of the conceptual framework, in order to understand the fit between brand identity and brand image. To answer our research question: “How can firms transmit their brand identity
through social media to consumers” we will use Carlsson’s (2009, p.124) steps for implementation of social media. This will be answered hereafter.

**Preparation**

- Firms should have an elaborated brand identity and inform every employee about its meaning and what it means for the employees.

- Thereafter, firm should send their key marketing employees to lectures, workshops and the like to learn about social media in general, but also how different social media platforms function and can enable the company to communicate their brand identity.

- Firms should further encourage their employees in charge of the communication through social media to use this channel in their off time to get used to it.

- We recommend firms to take use of a communication bureau with experience in developing social media strategies, in the initial stage of the implementation of social media.

- In this phase firms should develop a far-reaching plan of the content and activities that will be implemented. Examples of factors that need to be considered are the content to be communicated on a continuous basis and any messages related to specific events in the future. Furthermore, they should decide on the frequency of the messages.

**Formulation of Goals**

- The formulation of the goal must be in line with the brand identity. A goal must not only be set for the use of social media in general, but also for each specific platform to be used. As this communication channel is a useful tool for developing relationships, we believe that this is a factor that also should be considered in the formulation of goal.

**Target Group/Users**

- The target group for the communication through social media should be the consumers that represent the reflection of brand identity. A further dimension that the choice of target group must be based on within the frames of social media is the consumers’ use of this communication channel.

**Content**

- The content must communicate the brand identity.

- Furthermore, the content should match the consumers’ motivation for using social media. For example, if the aim of the consumers is to be entertained, firms should meet this need while communicating the brand identity.

- An additional issue that should be considered when deciding upon the content is the aim to create a sense of belongingness between the company and the consumers. This is achieved by providing consumers with first hand information regarding certain issues, like for example product launches.
• The tonality should also reflect the brand identity and be relatively casual and aim to enable a development of a relationship.

**Media and Activities**

• When implementing social media as a communication tool for the first time, firms should only take use of one platform. We recommend firms to choose a platform where their consumers already exist and are already keeping a discussion.

• The activities must be in line with the brand identity and reflect the different facets of it.

• Firms should also create activities that create engagement from the consumers.

**Implementation**

• There should be a team in charge of the communication through social media. This team must be given sufficient time to plan and maintain the communication through this channel.

• For the initial phase of the implementation, we believe that firms should take use of a communication bureau that is trusted in social media. This bureau should, in the initial phase, be in charge of the communication. Meanwhile, the employees of a firm should get acquaint to the use of this channel. Gradually, the marketing team can take over.

**Follow up and Evaluation**

• Firms should, on a continuous basis conduct a quantitative and qualitative analysis of of the brand image. This is to analyse if the brand image is in line with the brand identity. Questions to be asked are for example, what factors seem to be in line with the brand identity? What factors are not in line with the brand identity and hurtful for the company? By asking these kinds of questions, firms will gain an understanding of what aspects of the brand identity need to be communicated better.

### 7.3 How can Polarica use social media to transmit their brand identity?

We use Carlsson’s (2009, 124) implementation strategy of social media to provide guideline for how Polarica can use social media to transmit their brand identity.

**Preparation**

• Polarica must have an elaborated brand identity, and inform every employee about its meaning and what it means for the employees.

• Polarica should send its key marketing employees to lectures, workshops and the like to learn about social media in general, but also how different social media platforms function and can enable the company to communicate Polarica’s brand identity.

• The company should encourage the employees in charge of the communication through social media to use this channel in their off time to get used to it.
We recommend Polarica to take use of Vinter, or another communication bureau with experience in developing social media strategies, in the initial stage of the implementation of social media.

In this phase Polarica must develop a far-reaching plan of the content and activities that will be implemented. Examples of factors that need to be considered are the content to be communicated on a continuous basis and any messages related to specific events in the future. Furthermore, Polarica needs to decide on the frequency of the messages.

**Formulation of Goals**

We believe that a suitable goal for Polarica in the use of social media is:

- To develop a relationship with their consumers where Polarica, with regards to its brand identity, takes the role of a reliable and creative source of information and knowledge regarding health, the primary products on which they base their business and CSR.

**Target Group/Users**

- The target group for the communication through social media should be Polarica’s consumers part of the reflection of brand identity. However, further dimensions that must be incorporated in the target, within the frames of social media, is the consumers’ use of this communication channel. Here we believe that the target should consist of consumers who aim to communicate with others, amuse themselves and gain information.

**Content**

- The content should regard health, the primary products and CSR. This in order to transmit the brand identity. We also believe that Polarica should provide first hand information to the consumers through social media. By doing so, Polarica will create a sense of belongingness between the company and the consumers but also among the consumers themselves. Furthermore, we recommend Polarica to provide rather casual and personal everyday information. This will create a sense of familiarity and closeness between the brand and the consumers.

- The communication should be based on a tonality that is casual and show upon a wish for an emotional contact with the consumers. We believe this is important to create a deeper relationship that feels natural. Furthermore, we believe it is important to also be entertaining to meet the needs of the consumers. Ultimately, the tonality should reflect knowledge and care for the consumers and the environment, to transmit the brand identity.

**Media and Activities**

- We recommend Polarica to initially only use one media, which is Facebook. This is where their consumers already exist and enables the company and consumers to engage in discussions among each other.

- Polarica should create a company page. The first activity that Polarica should engage in is to provide weekend recipes. Polarica can decide upon a day, Saturday for example, where they provide recipes for a 3-course meal using their products.
• The focus should be to transmit a feeling of festivity, quality and exclusivity. Polarica should, in times of new launches, include these products in the recipes. Furthermore, Polarica should include information regarding CSR in the recipes. For example, they can explain how CSR has been part of the products included in the recipe, with regards to health and the primary products. Furthermore, Polarica should aim to show upon the knowledge of the primary product. This is done by for example, explaining how the meat should be treated with regards to frying time, for example. These are all aspects that will transmit their brand identity and is relevant for the consumers as these are issues they care for.

• In order to engage the consumers we suggest Polarica to create contests in relation to the recipes. For example, Polarica can encourage the consumers to make these recipes and post pictures of these dishes on Polarica’s Facebook wall. The consumer that shows the most attractive picture will win a prize, which will include Polarica’s products.

Implementation

• We believe that there should be a team in charge of the communication through social media. This team should be given sufficient time to plan and maintain the communication through this channel.

• For the initial phase of the implementation, we believe that Vinter, or another communication bureau that is trusted in social media, should be in charge of the communication. Meanwhile, the employees of Polarica will get acquaint to the use of this channel. Gradually, the marketing team at Polarica should take over the job.

Follow up and Evaluation

• Polarica should, on a daily basis, conduct a quantitative analysis on Facebook. For example, the company should analyse how many visitors their page has, how many likes and so on. This will provide insights of the brand awareness.

• The company must also undergo a qualitative analysis. For example, Polarica must search what is being said about the company. Is it in line with the brand identity? What factors seem to be in line with the brand identity? What factors are not in line with the brand identity and hurtful for the company? These are questions that will enable Polarica to understand how to create a fit between brand identity and brand image.
8 TRUTH CRITERIA

In this chapter we will evaluate the truth criteria of our research.

8.1 Qualitative study

We base our analysis of the truth criteria concerning the qualitative part of this research on Guba’s and Lincoln’s (1989) aspect of trustworthiness that includes four dimensions: credibility, transferability, dependability and confirmability.

Credibility

During the research process we have continuously aimed to act according to the norms of good practice. For example, to all our interviewees and survey respondents we have clarified why we wish to gather data from them, how it will be used and their anonymity. According to Bryman and Bell (2007, p.411), this increases the credibility of the research. A further dimension of credibility is to correctly understand the social world being investigated. Therefore, to increase the level of objectivity and consistency and to gain a correct understanding of the research findings, we have gathered the data, interpreted and analysed it together.

Transferability

According to Guba and Lincoln (2007, 1989, p.242), transferability represents the possibility of applying the study to other situations. Although, we are conducting a case study of one company, Polarica, we aim to provide social media strategies that can be applied to other companies within the food industry. Therefore, our discussion regarding social media is on a more general level.

Dependability

To increase the dependability, that is the stability, of our study we have aimed to keep records of all stages throughout our study. According to Guba and Lincoln (1989, p.242), this is a requirement for dependability.

Confirmability

Bryman and Bell (2007, p. 414) state that total objectivity is impossible. However, the researcher should always aim to be objective and not allow personal values or theoretical inclinations manifestly affect the way the research is conducted. Therefore, as already explained, we have together analysed the theories we have chosen and the empirical data we have received. This, in order to decrease our personal subjective effects.

8.2 Quantitative study

As explained, part of the data collection within this research is based on a survey. This method is of quantitative nature. When conducting a quantitative study a researcher must reflect upon reliability, validity and generalisation, among other things (Bryman & Bell (2007, p.162-173). These concepts will be discussed below.
Reliability

The concept of reliability regards the consistency of the way a researcher measures a concept (Bryman & Bell, 2007, p.163). This can be understood by asking two questions (Easterby-Smith et al., 1991, p.41):

- Will the measure that we use provide the same results regardless of occasion?
- Will other researchers on different occasions gain similar observations?

There are several issues to regard with concern to reliability.

Stability, according to Bryman and Bell (2007, p.163), regard whether or not a measure stays constant throughout time. In this research, handing out the survey to the sample twice can test stability. However, due to time constraints this was not undertaken.

With regards to stability we wish to emphasise that we believe it is hard for the issues discussed in this paper to constant throughout time. As explained, the Polarica is still under the construction of their brand platform (Polarica, 2012). Hence, the company’s brand identity, when the brand platform is finished, may not match the brand identity that is presented in this study. Furthermore, the notion of social media is under continuous change. For example, there is a possibility of new social media platforms, apart from those discussed in this paper that may gain popularity. Thereby, several results from our data will be invalid in the future. However, to increase the level of stability we have aimed to define our research method as clear as possible. This facilitates the possibility of conducting the study again and test the stability.

Internal reliability is another issue that falls under the term reliability. This regards the consistency of the indicators making up the scale in the questionnaire (Bryman & Bell, 2007, p.163-164). To strengthen the internal reliability we have used the same scale throughout the questionnaire. However, we believe that the risk of losing internal reliability is relatively low within our study, as we do not draw any statistical comparisons between the different scale questions. Instead, we will analyse the different scale questions separately.

Inter-observer consistency is another issue that falls under the term reliability and refers to the consistency among the subjective judgements being made (Bryman & Bell, 2007, p.163). As previously explained, we have gathered the data, interpreted and analysed it together. This was done to minimise our separate subjective judgements and also to ensure a consistency in our interpretation of the results.

Validity

As explained, validity is an issue that needs to be considered within quantitative studies. Saunders et al. (1997, p.82) explains that validity deals with whether findings reflect upon what they actually intend to reflect. Put differently, validity refers to if an indicator, or sets of indicators, aimed to measure a concept actually do so. In our questionnaire, we have aimed to understand the brand image of Polarica and also current and prospective consumers’ relation to social media.

Internal validity refers to how well a research design enables to accurately identify causal relationships (Shiu et al., 2009, p.278). However, as we have no intentions of measuring any relationship between different factors of, for example, brand image, the concept of internal validity, is not of relevance within this study.
Face validity is however, a concept that can be applied to our questionnaire. According to Bryman and Bell (2007, p.165), face validity is the minimum, with regards to validity, that has to be reached. The authors define this concept as the intuitive perception of validity. Face validity refers to if the measures, at first glance, seem to capture what they are intended to measure. As explained, our study is built around two concepts, brand identity and social media. By dividing the survey into these two concepts we believe that face validity is strengthened. Furthermore, because we include factors of the brand identity for the respondents to comment on and also enable them the consumers to provide their own associations of Polarica, we believe that face validity is improved. This is because it shows a possibility for an analysis of the fit between brand identity and brand image, which is one of the aims within this research. Ultimately, we ask question regarding the motivation behind consumers’ use of social media. We believe that these factors cover the main issues within this research and therefore provide strong face validity. However, there may arise questions with regards to our definition of current and prospective consumers. This is because, in the questionnaire, we ask the consumers if they are aware of the brand. By answering yes to this question, it does not necessarily mean that you are a current or prospective consumer. We are aware of this weakness and the consequences that may arise as a result. However, in terms of examining the relation between brand identity and brand image, we do not find this a problem as one only needs to know the brand to have an image of it. However, in terms of examining the use of social media, there are problems. This is because, being aware of the brand does not mean that you are a current or prospective consumers, even though we label them as this.

External validity concerns how well our findings can be generalisable to the entire population (Shiu et al. 2009, p.281). In this study, as explained, the questionnaire was spread to consumers outside several grocery stores. As been clarified, we wish to generalise the results regarding brand image to the whole population, which is Polarica’s current and prospective consumers. Furthermore, we wish to generalise the results concerning social media to this population. As explained, this can be questioned.

Furthermore, with regards to generalisability of the brand image to the Polarica’s consumers, as we have explained, our sample was based on a convenience sample which also decreases the level of generalisability. As explained, for the sample to be as generalisable as possible, we found it important that the consumers constituting the sample represented the average consumer’s knowledge of the company. It would have been beneficial to, for example, visit other cities than Umeå. However, as explained, this was not possible as a consequence of financial and time limitations. To make it as generalisable as possible we visited different stores during different times of the day: Coop Konsum and ICA at Ålidhem, Umeå during lunchtime and ICA Maxi, Umeå during the afternoon. Regardless, we understand the drawbacks of our study regarding this issue.
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De Pelsmacker, Marketing communications a European perspective, Pearson Education, 2007


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UMEÅ. VILL MER., 2010-01-21, Norrmejerier kan vara bäst I Norden, viewed March 10th, UMEA. VILL MER. http://www.umea.se/arkiv/toppnyhetsarkiv/toppartiklar/norrmejerierkanvarabastinorden.5.3384cf81262f93384480007446.html
11 APPENDIX

11.1 Survey - Polarica och sociala medier

Känner du till Polarica sen tidigare?
Ja Nej

Om du svarade nej, känner du igen produkterna på bilden?
Ja Nej

Hur väl anser du att dessa karaktärer stämmer överrens med Polarica? 1 = stämmer inte alls, 6 = stämmer helt

<table>
<thead>
<tr>
<th>Polarica är:</th>
<th>Stämmer inte alls</th>
<th>Stämmer helt</th>
</tr>
</thead>
<tbody>
<tr>
<td>Norrländskt</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td>Naturligt</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td>Hälsofullt</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td>Tryggt</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td>Socialt ansvarsfullt</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td>Kvalité</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
</tbody>
</table>

Några andra karaktärer du tänker på:

Vad får dig att betala lite extra för viltkött och bär? Name tre faktorer:

Hur väl stämmer dessa påståenden överrens med dig? 1= stämmer inte alls, 6 =stämmer helt

<table>
<thead>
<tr>
<th>Jag använder sociala medier för att:</th>
<th>Stämmer ej</th>
<th>Stämmer helt</th>
</tr>
</thead>
<tbody>
<tr>
<td>Underhålla mig själv</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td>Dela med mig av erfarenheter, genom att till exempel göra en statusuppdatering på Facebook, dela med mig foton på olika hemsidor, etc.</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td>Kommunicera med andra</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td>Få information om olika saker</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td>Hitta information om olika företag</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td>Hålla kontakt och kommunicera med olika företag</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
</tbody>
</table>

Någon annan anledning:
11.2 Results from survey

2. Vilket påstående stämmer bäst överens med dig?

<table>
<thead>
<tr>
<th>#</th>
<th>Answer</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Jag känner igen företaget Polarica vid namn</td>
<td>37</td>
</tr>
<tr>
<td></td>
<td></td>
<td>32%</td>
</tr>
<tr>
<td>2</td>
<td>Jag känner igen företaget Polarica genom loggan och/eller förpackningarnas utseende (Se bilden för Facebookeventet)</td>
<td>42</td>
</tr>
<tr>
<td></td>
<td></td>
<td>37%</td>
</tr>
<tr>
<td>3</td>
<td>Jag känner inte igen företaget Polarica</td>
<td>36</td>
</tr>
<tr>
<td></td>
<td></td>
<td>31%</td>
</tr>
</tbody>
</table>

Total responses: 115

<table>
<thead>
<tr>
<th>Statistic</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Min Value</td>
<td>1</td>
</tr>
<tr>
<td>Max Value</td>
<td>3</td>
</tr>
<tr>
<td>Mean</td>
<td>1.99</td>
</tr>
<tr>
<td>Variance</td>
<td>0.64</td>
</tr>
<tr>
<td>Standard Deviation</td>
<td>0.80</td>
</tr>
<tr>
<td>Total Responses</td>
<td>115</td>
</tr>
</tbody>
</table>

3. Hur väl anser du att dessa påståenden stämmer överens med Polarica? 1 = stämmer inte alls, 6 = stämmer helt  

<table>
<thead>
<tr>
<th>#</th>
<th>Question</th>
<th>Stämmer inte alls</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>Stämmer helt</th>
<th>Responses</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Norrländskt</td>
<td>3</td>
<td>3</td>
<td>7</td>
<td>12</td>
<td>27</td>
<td>20</td>
<td>72</td>
<td>4.63</td>
</tr>
<tr>
<td>2</td>
<td>Naturligt</td>
<td>2</td>
<td>0</td>
<td>13</td>
<td>19</td>
<td>25</td>
<td>13</td>
<td>72</td>
<td>4.44</td>
</tr>
<tr>
<td>3</td>
<td>Hällosamt</td>
<td>1</td>
<td>1</td>
<td>12</td>
<td>28</td>
<td>18</td>
<td>12</td>
<td>72</td>
<td>4.35</td>
</tr>
<tr>
<td>4</td>
<td>Tryggt</td>
<td>4</td>
<td>5</td>
<td>18</td>
<td>19</td>
<td>20</td>
<td>4</td>
<td>70</td>
<td>3.83</td>
</tr>
<tr>
<td>5</td>
<td>Socialt ansvarsfullt</td>
<td>4</td>
<td>9</td>
<td>24</td>
<td>24</td>
<td>8</td>
<td>2</td>
<td>71</td>
<td>3.41</td>
</tr>
<tr>
<td>6</td>
<td>Kvalité</td>
<td>3</td>
<td>3</td>
<td>12</td>
<td>18</td>
<td>28</td>
<td>8</td>
<td>72</td>
<td>4.24</td>
</tr>
</tbody>
</table>
### Statistik

<table>
<thead>
<tr>
<th>Statistik</th>
<th>Norrländskt</th>
<th>Naturligt</th>
<th>Hälsoamt</th>
<th>Tryggt</th>
<th>Socialt ansvarsfullt</th>
<th>Kvalité</th>
</tr>
</thead>
<tbody>
<tr>
<td>Min Value</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Max Value</td>
<td>6</td>
<td>6</td>
<td>6</td>
<td>6</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>Mean</td>
<td>4.63</td>
<td>4.44</td>
<td>4.35</td>
<td>3.83</td>
<td>3.41</td>
<td>4.24</td>
</tr>
<tr>
<td>Variance</td>
<td>1.76</td>
<td>1.32</td>
<td>1.16</td>
<td>1.56</td>
<td>1.25</td>
<td>1.51</td>
</tr>
<tr>
<td>Standard Deviation</td>
<td>1.33</td>
<td>1.15</td>
<td>1.08</td>
<td>1.25</td>
<td>1.12</td>
<td>1.23</td>
</tr>
<tr>
<td>Total Responses</td>
<td>72</td>
<td>72</td>
<td>72</td>
<td>70</td>
<td>71</td>
<td>72</td>
</tr>
</tbody>
</table>

### 4. Finns det något annat du associerar till företaget?

**Text Response**

- Bär
  - Dålig renskav, bara vatten!
- Svenskt
  - Bär
- Fräscht och rent
- Nej
  - Finland de köper ju bär också från Finland
- Nej, för liten kunskap om företaget
- Polen
- Lähiruokaa
  - Pålitligt
  - bättre köttproduktion, miljö, kvalite
  - håller inte med om att polarica är norrländst då det transporteras och packas i Polen
- Dyrt
  - enkelt - satsar ej på utseende vilket är bra - större chans att de satsar på kvalite

<table>
<thead>
<tr>
<th>Statistik</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Responses</td>
<td>16</td>
</tr>
</tbody>
</table>
5. Vad får dig att vilja betala lite extra för viltkött och bär? Namnge tre faktorer.

<table>
<thead>
<tr>
<th>Text Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>kvalitet, svenskt, eco</td>
</tr>
<tr>
<td>kvalitet, svenskt/ursprung, eco</td>
</tr>
<tr>
<td>Inget</td>
</tr>
<tr>
<td>svenskt, organiskt, välrensat</td>
</tr>
<tr>
<td>Kvalitet</td>
</tr>
<tr>
<td>kvalitet, svenskt och lite tillsatser</td>
</tr>
<tr>
<td>norrländskt, något annorlunda, kvalite</td>
</tr>
<tr>
<td>Kvalité, smak och säkerhet</td>
</tr>
<tr>
<td>Svenskt, näproducerat och friska djur</td>
</tr>
<tr>
<td>Marinerad viltkött</td>
</tr>
<tr>
<td>tillgänglighet, smak, variation</td>
</tr>
<tr>
<td>Ingen &quot;skit&quot; i produkterna, ekologiskt, kvalité</td>
</tr>
<tr>
<td>Förpackningen lockar, ser gott ut,</td>
</tr>
<tr>
<td>Näproducerat, ekologiskt, got</td>
</tr>
<tr>
<td>Kvalitetsmat, näringsrikt, got</td>
</tr>
<tr>
<td>hälsosamt, naturligt, tryggt</td>
</tr>
<tr>
<td>kvalitet, ursprung</td>
</tr>
<tr>
<td>hälsosamt, rent, näproducerad</td>
</tr>
<tr>
<td>Bra djurskötsel, nyttig, starkt varumärke</td>
</tr>
<tr>
<td>Ekologiskt, kvalité, inga tillsatser</td>
</tr>
<tr>
<td>Ursprungland Sverige, kvalité och recept på tillagning på baksidan.</td>
</tr>
<tr>
<td>ekologist, etiskt, smak</td>
</tr>
<tr>
<td>ekologisk, hälsosam, ren</td>
</tr>
<tr>
<td>Ingen aning</td>
</tr>
<tr>
<td>åter sällan viltkött eller bär</td>
</tr>
<tr>
<td>Ekologiskt, kvalité</td>
</tr>
<tr>
<td>Svenskt eller finskt, naturligt, gott.</td>
</tr>
<tr>
<td>hälsa,naturligt</td>
</tr>
<tr>
<td>Tervellistä, luomua ja tulee läheltä.</td>
</tr>
<tr>
<td>Lokalt/regionalt producerat, ekologiskt, större förpackningar.</td>
</tr>
<tr>
<td>smak, exklusivitet</td>
</tr>
<tr>
<td>exklusivitet, smak och nyttighet</td>
</tr>
<tr>
<td>Kvalite, hälsosamt</td>
</tr>
<tr>
<td>kvalite, tillgänglighet, ren</td>
</tr>
<tr>
<td>kvalite, bra innehåll, arbetet bakom produkten (ansvar osv)</td>
</tr>
<tr>
<td>näproducerad, norrländskt, kvalite</td>
</tr>
<tr>
<td>godare, nyttigare, näproducerat</td>
</tr>
<tr>
<td>nyttigt, got</td>
</tr>
<tr>
<td>Eko</td>
</tr>
<tr>
<td>lokala produkter</td>
</tr>
<tr>
<td>ekologiskt, bra kvalite</td>
</tr>
</tbody>
</table>
lärd, att pengar går tillbaka till natur/samekultur, smak
ekologist, kvalité, design
närrproducerat, stödja mindre företag, miljövänligare (kortare transporter)
Smakfullhet
tillgänglighet, smak, exklusivt
svenska, företaget, smaken
gott, lokalt, speciellt
lokalproducerat, fin förpackning, recept på förpackningen
miljövänligt, etiskt, got
Närrproducerat/plockat, inga tillsatser
nyttigt, got, lyxigt
närodlat, gott, miljövänligt
lokalproducerat, klimatneutral och trygga anställningvillkor
köper inte vilköt. bär köper jag efter billigaste pris
bra kvalité, receptförslag på förpackningen, bra hållbarhet
närrproducerat, kravmärkt/ekologiskt
att jag vet var det kommer i från, smaken
kvalité, socialt ansvarsfullt och hälsosamt
lokalproducerat, känt märke, nyttigt
lokalproducerat, ekologiskt
lokalproducerat, ekologiskt
Närrproducerat, fräscht
Närrproducerat, färskt, attraktivförpackning
kvalité, layout, smak
smaket, att det är mkt godare än konkurenternas vara
smak, mängd & billigt pris
Kvalité
kvalité, närrproducerat, hälsosamt
kvalité, kvalité, priset
att det är got, ekologiskt, viltsmat
hur färskt det är, att det är krav-märkt, ryktet
lokalproducerat, ”äktasamk”, bättre kvalité
närrproducerat, ej odat, högkvalité
brist hemma, norrländst, nyckelhålet
kvalité, närodlat
när producerat, kvalité

<table>
<thead>
<tr>
<th>Statistic</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Responses</td>
<td>77</td>
</tr>
</tbody>
</table>
6. Hur väl anser du att dessa påståenden stämmer överens med dig? 1= stämmer inte alls, 6= stämmer helt

<table>
<thead>
<tr>
<th>#</th>
<th>Question</th>
<th>Stämmer inte alls</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>Stämmer helt</th>
<th>Responses</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Underhålla mig själv</td>
<td>2</td>
<td>4</td>
<td>9</td>
<td>13</td>
<td>24</td>
<td>45</td>
<td>97</td>
<td>4.94</td>
</tr>
<tr>
<td></td>
<td>Dela med mig av erfarenheter, genom att t.ex. göra en statusuppdatering på Facebook, delas med mig av foton på olika hemsidor, etc.</td>
<td>10</td>
<td>19</td>
<td>21</td>
<td>21</td>
<td>11</td>
<td>16</td>
<td>98</td>
<td>3.53</td>
</tr>
<tr>
<td>3</td>
<td>Hålla kontakt och kommunicera med andra</td>
<td>4</td>
<td>1</td>
<td>5</td>
<td>12</td>
<td>22</td>
<td>54</td>
<td>98</td>
<td>5.13</td>
</tr>
<tr>
<td>4</td>
<td>Få information om olika saker</td>
<td>8</td>
<td>7</td>
<td>14</td>
<td>13</td>
<td>32</td>
<td>24</td>
<td>98</td>
<td>4.29</td>
</tr>
<tr>
<td>5</td>
<td>Kommunicera och få information om olika företag</td>
<td>17</td>
<td>25</td>
<td>16</td>
<td>18</td>
<td>15</td>
<td>7</td>
<td>98</td>
<td>3.10</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Statistic</th>
<th>Underhålla mig själv</th>
<th>Dela med mig av erfarenheter, genom att t.ex. göra en statusuppdatering på Facebook, delas med mig av foton på olika hemsidor, etc.</th>
<th>Hålla kontakt och kommunicera med andra</th>
<th>Få information om olika saker</th>
<th>Kommunicera och få information om olika företag</th>
</tr>
</thead>
<tbody>
<tr>
<td>Min Value</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Max Value</td>
<td>6</td>
<td>6</td>
<td>6</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>Mean</td>
<td>4.94</td>
<td>3.53</td>
<td>5.13</td>
<td>4.29</td>
<td>3.10</td>
</tr>
<tr>
<td>Variance</td>
<td>1.68</td>
<td>2.48</td>
<td>1.62</td>
<td>2.41</td>
<td>2.40</td>
</tr>
<tr>
<td>Standard Deviation</td>
<td>1.30</td>
<td>1.57</td>
<td>1.27</td>
<td>1.55</td>
<td>1.55</td>
</tr>
<tr>
<td>Total Responses</td>
<td>97</td>
<td>98</td>
<td>98</td>
<td>98</td>
<td>98</td>
</tr>
</tbody>
</table>
7. Finns det andra anledningar till att du använder dig av sociala medier?

<table>
<thead>
<tr>
<th>Text Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nej</td>
</tr>
<tr>
<td>Nej</td>
</tr>
<tr>
<td>Farmville</td>
</tr>
<tr>
<td>Tidsfördriv mest</td>
</tr>
<tr>
<td>Nej</td>
</tr>
<tr>
<td>ha kontakt med mina vänner i andra länder, lära sig saker</td>
</tr>
<tr>
<td>Spionera....</td>
</tr>
<tr>
<td>Arbete!</td>
</tr>
<tr>
<td>Världshändelser</td>
</tr>
<tr>
<td>För att man måste för att hänga med i det övriga sociala livet</td>
</tr>
<tr>
<td>Nej</td>
</tr>
<tr>
<td>Leta upp gamla vänner</td>
</tr>
<tr>
<td>födröja tiden.</td>
</tr>
<tr>
<td>Kolla vad andra har för sig</td>
</tr>
<tr>
<td>Nej</td>
</tr>
<tr>
<td>Få information om saker som jag vill veta :)</td>
</tr>
<tr>
<td>Hålla mig uppdaterad.</td>
</tr>
<tr>
<td>skapa affärsmässiga nätverk</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Statistic</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Responses</td>
<td>18</td>
</tr>
</tbody>
</table>
8. Vilka typer av sociala medier använder du dig mest av? Exempel på sociala medier är Facebook, LinkedIn, Bloggar, Youtube, Flickr, Vimeo, Twitter, World of Warcraft.

<table>
<thead>
<tr>
<th>Text Response</th>
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<tbody>
<tr>
<td>Facebook, Youtube</td>
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<tr>
<td>Facebook, Youtube</td>
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<td>fb linkedin twit</td>
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<tr>
<td>Facebook, Linkedin, blogger</td>
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<td>Facebook</td>
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<tr>
<td>Facebook, instagram, youtube</td>
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<td>Facebook, LinkedIn, YouTube</td>
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<tr>
<td>Facebook, Linked In, Bloggar</td>
</tr>
<tr>
<td>Facebook, Linked In, You Tube, Bloggar och Twitter</td>
</tr>
<tr>
<td>Facebook och YouTube</td>
</tr>
<tr>
<td>FB</td>
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<tr>
<td>Facebook</td>
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<tr>
<td>Facebook, Linkedin, bloggar, instagram</td>
</tr>
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<td>Facebook, Twitter</td>
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<tr>
<td>facebook, yahoo, mail, skype, viber</td>
</tr>
<tr>
<td>Facebook, Youtube, failblog, engadget</td>
</tr>
<tr>
<td>Inget av följande exempel</td>
</tr>
<tr>
<td>Facebook &amp; Youtube ligger på top. Sedan Youtube, Twitter och Pinterest</td>
</tr>
<tr>
<td>Facebook, twitter, linked in, youtube, instagram, bloggar, flickr, tumblr</td>
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<tr>
<td>Facebook, linkedin, youtube</td>
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<td>Facebook</td>
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<td>Facebook</td>
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<td>Facebook, bloggar, Youtube</td>
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<td>bara fb</td>
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<td>Facebook, bloggar och Youtube</td>
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<td>facebook, blogger</td>
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<td>Facebook, religösa hemsidor, youtube, mail</td>
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<td>facebook, youtube, twitter</td>
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<td>Goggle, facebook och youtube</td>
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<td>Facebook, Youtube</td>
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<td>facebook, tumblr, ARN</td>
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<td>facebook, youtube</td>
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<td>Facebook, LinkedIn, Youtube</td>
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<td>Facebook, blogger</td>
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<td>Facebook, bloggar, youtube, linkedin</td>
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<td>Facebook, Twitter, Stumble upon</td>
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<td>Google, youtube, twitter, facebook</td>
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<td>Facebook, linked in, youtube, Wow</td>
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<td>Facebook, bloggar, youtube</td>
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<td>Twitter, facebook</td>
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<td>Youtube, facebook</td>
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<td>Facebook, Youtube</td>
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<td>Twitter, linkedin, facebook, google drive, google+</td>
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<td>Bloggar, twitter, facebook, Instagram</td>
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<td>Facebook, skype</td>
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<td>Facebook, bloggar, youtube</td>
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<tr>
<td>Statistic</td>
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<td>-----------------------------------</td>
</tr>
<tr>
<td>Total Responses</td>
</tr>
</tbody>
</table>
11.3 Interview guide - Polarica

Introduktionsfråga

Ni vann pris som Sveriges bästa livsmedelsexportör 2009. Grattis! Vad tror du att det beror på?

Brand Identity

Allmänna frågor

1. Kan ni berätta kort om era produkter?

2. Vad har era produkter för värde för era kunder? (Tänk kvalitet, priser etc.)

3. Vilka värderingar står ni för? Vilka värderingar vill ni att andra ska reflekter med er? (Det kan handla om miljömedvetenhet, hälsosam livsstil etc.)

4. Vad skiljer er från andra företag inom samma branch? (Kanske är svårt när det gäller kött, men om man tänker bär då främst.)

5. Vad har Polarica för vision och vad är målet med företaget? (Till exempel så är visionen och målet för Scandinavian Cosmetics att dom alltid ska vara marknärsledande inom make-up och att alltid arbeta med starka och spännande varumärken.


7. Vilka har varit, och kommer fortsätta vara, de gemensamma karaktärsdragena hos varumärket Polarica? (Till exempel Norrland?)

8. Vilka symboler använder ni för att representera Polarica? Har till exempel er logga alltid varit densamma? Är det den enda symbolen ni använder er av?

9. Skulle du påstå att anställda inom Polarica är lojala till företaget och varumärket?

10. Vidare, skulle du säga att anställda inom Polarica har gemensam bild av varumärket?

Brand Identity Prism

1. Vad vill ni förmadena med förpackningarna och utseendet av Polaricas produkter? Vad har tanken varit bakom utseendet av förpackningarna?

2. Om Polarica var en person, hur skulle ni beskriva denna person vad gäller karaktären och ursprung? Vilka värderingar representerar denna person? Vad skiljer denna person från konkurrenternas ”personlighet”?

3. Vilka värderingar vill du ska genomsyra Polarica och vilka speglar Polarica? (Kan till exempel vara att ni ska vara hälsosamma, miljövänliga etc. Ni sponsrar till exempel
idrottsförbund, varför gör ni det? Vilka värderingar vill ni att era handlingar ska spegla?)


5. Hur anser ni att ert förhållande med konsumenterna är just nu?


7. Hur ser ni på era konsumenter? (Vilka är dom vad gäller ålder, sysselsättning, livsstil, preferenser? Om era konsumenter kunde speglas i en person, vilken typ av person skulle det vara?)

8. Hur tror ni att era konsumenter ser på sig själva? (Hur ser dom på relationen pris/kvalitet, miljöfrågor, CSR, hälsa)

9. Hur vill ni att konsumenter ska se er? (CSR, hälsa, kvalitet, pris, miljö)

SOCIAL MEDIA

Allmänt om marknadsföring

1. Hur viktigt tycker ni att det är med marknadsföring? På vilket sätt?

2. Vilka kanaler har ni använt?


4. Har ni alltid fokuserat på några specifika aspekter av Polarica i er tidigare marknadsföring?

5. Är det något specifikt som har varit konstant i er marknadsföring hittills? (Till exempel när det gäller informationen som ni ger, eller kanske sättet ni ger information (språk, kanaler etc))

Sociala medier

1. Hur ser ni på sociala medier?

2. Tror ni att Polarica kan gynnas av att använda det? Varför, varför inte?
   → För- och nackdelar?

3. Om Polarica skulle välja att använda sig av sociala medier, vad skulle då huvudsyftet och målet vara med detta?

4. Känner du att det finns någon slags information som just ni skulle kunna bistå kunderna med, som andra kanske inte kan (mat, hälsa?, vilken fokus?)? Vad tror ni skulle vara intressant för dom och för er?
1. Tror du att det finns något som kan diskuteras inom sociala medier som gynnar en personlig relation?
2. Inom vilken kontext ska informationen bistås?
3. Det finns olika sociala media plattformer såsom Facebook, bollar, YouTube etc. Vilken social media plattform skulle ni helst vilja använda?

### 11.2 Interview guide – Norrmejerier

Ni är ett företag som många gånger nominerats och även... vunnit utmärkelse för ert arbete med varumärket. Till exempel så blev ni dubbelt nominerade…

**Carlssons plan, ”förberedelser”:**

- Innan ni började använda er av sociala medier, hur gick ni till väga för att förstå användandet av detta kommunikationsmedel? Eller var det ungefär som att ni kanske bara anlitade en expert inom området?
- -Vilka ansåg ni skulle behöva förstå sociala medier? Var det endast de som faktiskt skulle skapa er kommunikation via sociala medier eller även några andra?

**Carlsson plan ”målformulering”**

- Vad är ert mål med användandet av social media som kommunikationsmedel?
- Kan du nämna olika specifika aktiviteter (tävlingar, grupper, recept kanske) inom sociala medier ni använder er av och vad målet är med dessa?

**Carlsson plan ”Tänkta användare”:**

- Vilken är er målgrupp i användningen av sociala medier? ’
- Hur gick ni till väga för att förstå användande av sociala medier? (Om ni nu nu undersökte detta)
- Har det hänt någonting som har drabbat Norrmejerier på grun av användet av sociala medier.

**Carlssons plan ”anpassat innehåll”**

- När ni bestämde kring innehållet i sociala medier, hur gick ni till väga?

**Carlssons ”content” + Kaplan och Haenleins ”be interesting”, ” be unprofessional”:**

- Hur har ni anpassat er kommunikation i sociala medier till er målgrupp?
- Vad har ni att erbjuda era konsumenter? Vilken slags information är det ni kommunicerar? Är det väldigt produktspecifik information eller gäller det andra saker som representerar ert varumärke? I sådana fall, vilken slags information är det ni kommunicerar?

**More general questions:**

- Hur tänker du kring varumärkes identitet (brand identity) och sociala medier. Har ni använt sociala medier i form av att faktiskt förmedla varumärkes identitet. I så fall hur?
- I användandet av sociala medier, hur ställer du på varumärkesbyggandet.
- Har ni bestämt ”språket” inom sociala medier? På vilket sätt kommunicerar ni? Jag menar, är det bestämt att det ska vara casual, strikt, hur har ni tänkt?
- Hur gör ni för att rikta kommunikationen mot företagets produkter och tjänster utan att bli för påflugna
- Tänker ni på hur ni kan skapa följdriktighet mellan information som ges i de olika medierna? Om ja, hur gör ni då?

Carlsson, ”val av medier” + Kaplan och Haenleins ”ensure activity alignment”, ”media plan integration”:

- Vilka medier och aktiviteter använder ni er av inom ramen för sociala medier?
- Varför använder ni just de medlen och kommunikationsvägar ni gör? Vad är tanken bakom valet av dessa?
- Hur skiljer sig er användning av er hemsida med andra sociala medier? (mål, målgrupp, innehåll etc?)
- driver ni själva arbetet i sociala medier?

Carlsson, ”implementering och praktiskt arbete + Kaplan och Haenleins ”be acitve” ”

- Hur gick det till när ni väl implementerade sociala medier? (Hinder som uppstod? Lättare än vad ni trodde osv..?)
- Hur ser arbetsfördelningen ut? Endast en person som ansvarar för all kommunikation via sociala medier eller en grupp med olika roller?
- Hur ofta uppdaterar ni kommunikationen via sociala medier? Är det lätt eller svårt?

Carlsson, ”uppföljning och utvärdering”

- Hur gör ni för att följa upp arbetet med sociala medier? (- Använder ni några specifika metoder för att mäta effekten av sociala medier?)
- Har användandet av sociala medier mött era förväntningar? Anser ni att det har varit effektivt samt lönsamt?