Developing a brand strategy aligned with the business strategy
A case study in the automotive aftermarket

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Abstract

In business-to-business markets, it is necessary to develop a brand strategy to become a successful brand. The business strategy is important as a base for the brand strategy and this brand strategy should be adapted in accordance, i.e. aligned with the business strategy. The company of subject in this report, Ace, is a cross functional company within Carfix Group. The initial business plan for Ace was to supply spare-parts for the workshops connected to Carfix Group. Today, Ace has expanded and offers a wide arrange of diverse products and services within the automotive aftermarket, such as spare-parts, consumables and educations. However, the brand strategy for Ace has not been developed accordingly and become fragmented when the new products and services were added. Hence, the purpose of this master thesis is to develop a brand strategy for Ace as a complete solution aligned with the business strategy.

To fulfil this report's purpose a theoretical frame of reference has been created which includes theories about business strategy, brand and brand strategy. The theories were then combined into a framework for the development of a brand strategy.

The study underlying this master thesis builds on a qualitative study of Carfix and Ace to reveal their current business and brand strategies. In addition, external views from customers are gathered to understand the equities of the brand today. The empirical findings are based on data gathered through interviews with representatives, questionnaires and other proprietary sources of data. The empirical findings were then analysed with respect to the framework.

The result of this report is a brand strategy for Ace consisting of brand identity, brand positioning and brand extension definition. The brand identity, which provides direction, purpose and meaning for a brand, includes the vision, mission, core values and brand promise. Furthermore, a brand positioning, which is when a brand emphasises attributes which differentiates it from its competitors, includes a brand personality and brand archetypes among other positioning strategies. Brand personality is the human characteristics associated with a brand and a brand archetype is when the brand personality is portrayed as an icon. Since Ace is an extended brand the branding strategies and brand architecture has also been defined. Moreover, the individual brand platforms for the specific divisions have been developed.

The next step for Ace is to realise the developed brand strategy and install it throughout the whole organisation. Some important areas to deal with, is what should be part of the master brand platform, what should be common attributes of the master brand platform for all divisions and what should be unique for each division. Deciding on this is not only key to Ace

but important decisions for firms with organisations and product solutions with diverse portfolios.

Acknowledgements

Glossary

Brand

The collection name that ties all parts regarding strategic brand management together.

Brand archetypes

The brand personality portrayed as an icon.

Brand architecture

The relationship between brand and products when a brand is extended, from a company perspective.

Brand core values

The essence of a brand and its strategy.

Brand equity

The value of a brand.

Brand extension

When an established brand is used to launch new products.

Brand identity

Provides direction, purpose and meaning for a brand.

Brand image

The consumer's perception of a brand.

Brand mission

The strategic direction guiding the company to achieve its vision.

Brand personality

The human characteristics associated with a brand.

Brand platform

An operationalisation of the brand strategy.

Brand promise

The value the company commits to deliver to its customers.

Branding strategies

The relationship between brand and products when a brand is extended, from the product perspective.

Brand strategy

How the company works to strengthen their brand externally in relation to other actors in the surrounding context and internally within the company.

Brand vision

The definition of the future a company strives to form.

Business strategy

Formulating and implementing cross-functional decisions that enables a company to reach its long-term goals.

Innehållsförteckning

1. Introduction

This chapter contains an introduction to this thesis by presenting the background to why this research was conducted, the purpose of the study and an analysis of the problem which then is concluded into this study's research questions.

1.1 Background

A recent trend within branding is for selling companies to create a brand of their own as way to create growth and increase profit (Anselmsson, 2008). Thereof, Carfix Group created their own spare-parts brand to supply their workshops with quality products to a reasonable price which helps to increase profit.

The definition of when an established brand is used to launch new products and services is called brand extensions (Völckner & Sattler, 2006). An extended brand has the ability to cover more diverse activities than the initial brand (Kapferer, 2007) and further leverage the initial brand (Aaker, 1996). Carfix Group[1] together with Ace[1] seised this opportunity, and expanded the brand Ace to include more products and services which are supplied by different divisions. Today, there are five divisions; Ace *Spare-parts*, *Consumables, Academy, Business Systems* and *Competence Supply*.

To become a prosperous brand one needs to develop a well thought out brand strategy (Aaker, 1996). In Ace's case, there has not yet been developed a brand strategy adapted to all the divisions with their products and services included. The vagueness of the overall brand strategy complicates the work for the individual divisions as well as for the totality of Ace. This forms the background for this master thesis.

1.2 Purpose

The purpose of this master thesis is to uncover what currently is Carfix Group's business and brand strategy for Ace and the Ace divisions. Furthermore, investigate how the divisions work today with Ace regarding business and brand. From this situation analysis develop an adapted brand strategy for Ace as a complete solution. This will strengthen the Ace brand and give the employees a common goal to strive towards, this will give the customers a sense of unity within the company and view it as one function.

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[1] Fictitious name

1.3 Problem analysis and research questions

A company's brand strategy describes how the company should work with their brand to strengthen it externally on the market as well as internally within the company (Dahlbom & Allergren, 2010). The brand strategy could be divided into several parts, such as vision, mission and brand promise (Conradi, 2012). The formulated brand strategy for Ace is currently not adapted to the structure of Ace and its divisions. Having a well formulated brand strategy which is articulated throughout the company has been proven that it could increase the internal efficiency (Conradi, 2012), therefore it would be beneficial to develop a brand strategy for Ace.

Moreover, what needs to be noted is that a brand strategy is highly connected to the company's business strategy and should thus be formed with the business strategy as a basis (Dahlbom & Allergren, 2010). Therefore, to be able to formulate a brand strategy for Ace one needs to uncover what the business strategy is for Ace as a complete solution and for each division of Ace. It is also of interest to investigate if the divisions have individual brand strategies and if so, examine these brand strategies. Hence, the first three research questions are:

1. *What is currently Carfix Group's business strategy for Ace and the Ace divisions?*
2. *What is currently Carfix Group's brand strategy for Ace and the Ace divisions?*
3. *How do the divisions within Ace practise their current business and brand strategy?*

To create a brand strategy not only an internal effort needs to be performed and considered, external factors are just as important (Conradi, 2012). If a business strategy and brand strategy are well intertwined and conveyed the customer will have a clear understanding of what the company's products or services aims to provide (Conradi, 2012). Thus, it is of interest to investigate how Ace's customers perceive the brand. Hence the fourth research question is:

4. *What are the customers' current perceptions of the brand Ace?*

Brand extension is the procedure when a company chooses introduce a new product or service to the market leveraging a brand which already exists (Völckner & Sattler, 2006). Furthermore, implementing brand extension as a strategy is on a rise due to its ability to sustain a brand's growth (Kapferer, 2007). Some of the world's strongest brands include a vast variety of products (Uggla, 2013). There are several benefits that comes with a brand expansion, but it also includes risks since if the expansion extends out of the brands core it will redefine the brand meaning (Kapferer, 2007). The information gathered from the situation

observation is of interest for an analysis regarding what should be included in Ace's brand strategy. Thus, the fifth research question for this thesis is:

5. How should the brand strategy of Ace be formulated?

The first four research question refers to analysing the current situation for Ace, whilst the fifth research question aims to provide a brand strategy which Ace can implement and use in the future. See figure 1.1 for the structure of the research question in regards to present state and future state.
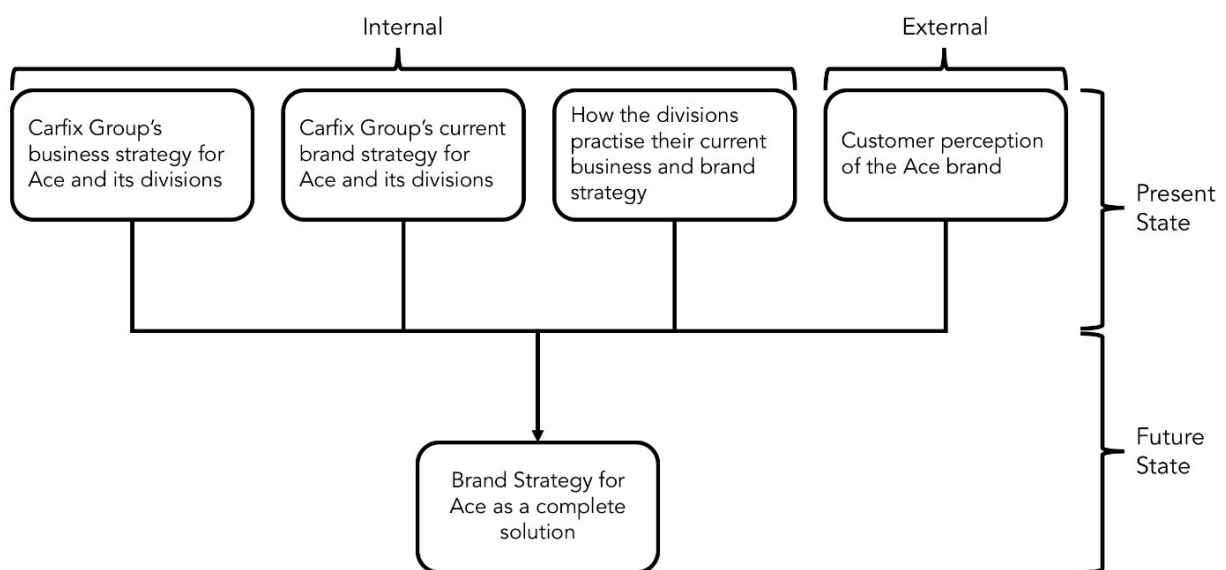
Figure 1.1: The components that need to be investigated to form Ace's brand strategy.

2. Theoretical frame of reference

Here, the theoretical framework that this report is based on, is presented. Theory about business strategy, brand and brand strategy leads to a framework which connects the different theories.

2.1 Business strategy

Strategy has over the years been defined in various ways, nonetheless the common theme has been the set of deliberate guidelines which determine the choices in the future (Mintzberg, 1978). G*ame theory, management theory* and most common *encyclopaedias* suggests that the three characteristics; *explicit*, *developed purposely* and *in advance of the decisions to which they apply* are included in the definition of a strategy. However, Mintzberg opposes these characteristics as essential for strategy since it makes strategy a synonym for a plan. Mintzberg argues instead that a strategy can emerge in two ways, either it can be formulated before the process of decision making or it can be formed gradually, before every decision. With Mintzberg's approach, strategy is observed as the pattern which appears in the decision stream.

Furthermore, strategy is about creating a valuable position through a set of activities (Porter, 1996). According to Porter, if a company is to outperform its competitors it must achieve a difference which can be preserved. Strategic positioning is when a company aims to achieve competitive advantage through preserving what differentiates the company from competitors (Porter, 1996). Porter precedes by stating that the differentiation can be attained by either performing different activities or performing the same activities in a different way. The three main ways to achieve strategic position is through serving *few needs to many customers*, *many needs to few customers* or *serving a broad need to many customers within one segment*. Thus, to accomplish a successful strategy position one needs to choose what not to do, since there are trade-offs when competing (Porter, 1996).

To complement Mintzberg and Porter's definition of strategy, the IMP (Industrial Marketing and Purchasing) approach will be discussed. The way the IMP approach differentiates itself from most other strategy approaches is that it takes the company's position in a network into consideration (Baraldi et al., 2007). IMP scholars suggests that strategy is formed by interactions between key business parts (Baraldi et al., 2007), which is reminiscent of Mintzberg's (1978) definition of a strategy since Mintzberg suggests that there is an interactive dimension to strategy formation. Nonetheless, the IMP approach emphasises the resource aspect of strategy formation which Mintzberg does not (Baraldi et al., 2007). Moreover, both Porter (1996) and IMP approach considers positioning, however the IMP approach aspire to describe the position in a network instead of the position on a market (Baraldi et al., 2007). A

combination of these three definitions will be the basis for the analysis in this report but with a focus on the IMP definition due to the network aspect.

2.2 Brand

As Jeff Bezoz, CEO and founder of Amazon, once said "*your brand is what people say about you when you are not in the room* "(Purkiss, 2012, par 2). Furthermore, brand is the collection name that ties all parts regarding strategic brand management together (Kapferer, 2007). A brand is an intangible asset that has an outcome of tangible value for the company, hence the brand should be valued and managed properly for a company to be able to capitalise it (Kapferer, 2007). Vincent (2012) states that branding is a strategic discipline and is not something that magically appears, it demands thorough and thoughtful effort to create a strong brand. If performed accurately branding affects the behaviour of both customers and employees (Vincent, 2012).

2.2.1 Brand equity

The value of a brand is called brand equity and can be viewed as the premium price a company can charge for a product compared to a generic version (Pope, 1993). Aaker (1996) defines brand equity as a sum of the dimensions; *brand loyalty*, *brand awareness, perceived quality, brand associations* and *other proprietary brand assets*, see figure 2.1. Managing brand equity is about how to supply the different dimensions with resources to increase their separate values. It is also important to not focus too strongly on one dimension of brand equity but to keep a balance between the distribution of resources to help building a strong brand. The five dimensions may be viewed as separate assets and is based on sub-parts. The value of *brand loyalty* is based on reduced marketing costs, trade leverage and ease to attract new customers while the value of *brand awareness* is a result of the brand being considered, familiarity-liking and as an anchor to which other associations can be attached. Further the value of *perceived quality* can be derived from the customers' reason-to-buy, product differentiation and premium pricing and *brand associations* is brought by the value of positive attitudes towards the brand and earlier information about the brand. The fifth dimension, *other proprietary brand assets* are patents, trademarks and channel relationship which increases the brands competitive advantage. (Aaker, 1996)
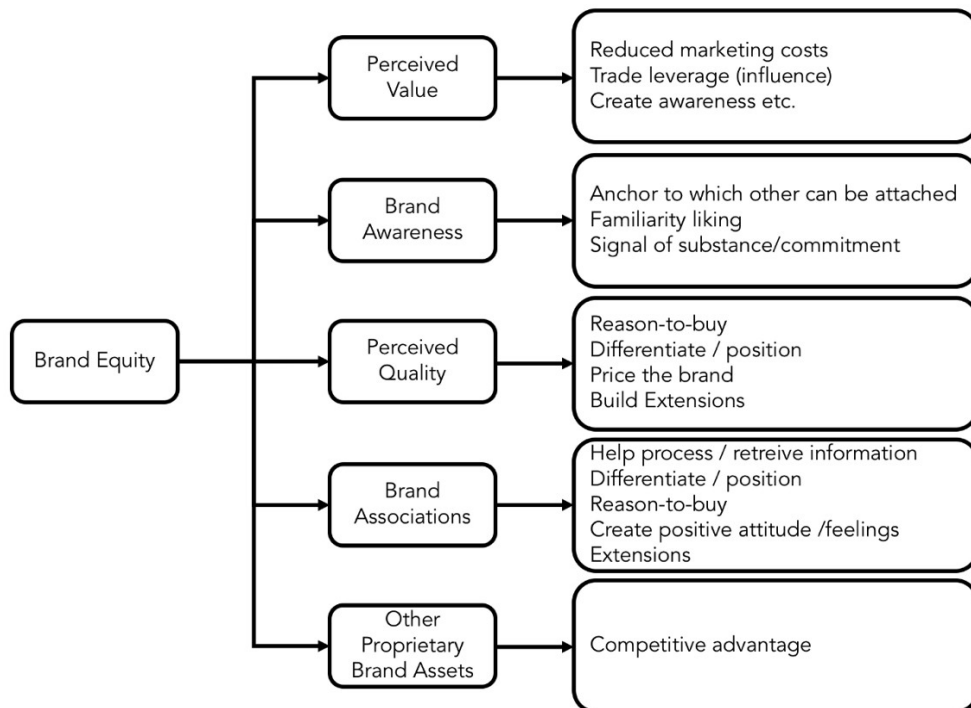
Figure 2.1: The five dimensions of brand equity.

Anderson et al. (2009) claims that brand equity is based on the customer's earlier experiences and what they have learnt before about the brand. A strong brand equity leads to the following customer reactions, see figure 2.2.
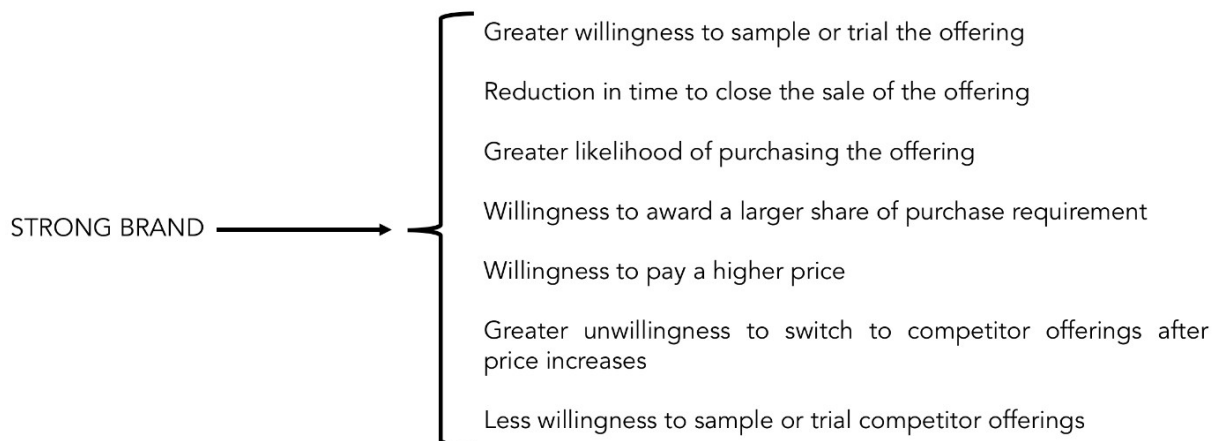
Figure 2.2: Strong Brand Consequences (Anderson et al., 2009, p.140)

Further, Kapferer (2007) claims that the brand equity is an intangible asset from a financial perspective. Kapferer describes an asset as an element that brings value to the company over a long period of time. A brand is a conditional asset because the brand itself does not bring any value, it must be combined with a product or service in order to contribute with financial profit. (Kapferer, 2007)

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2.2.2 Brand image

Brand image is defined as the consumers' perception of a brand (Aaker & Biel, 2013). According to Kapferer (2007), it regards how a certain group perceives a brand, a product or a company. Moreover, it refers to the way the signals from products, services and communication are decoded by the group. Brand image is thus, both the result and the interpretation. Brand image could be regarded as the composition of all types of brand messages spanning from the brand name to symbols to advertisements (Kapferer, 2007).

Swystun (2007) states that a company's target for the brand image is to perfectly reflect the brand identity, assuming it is a complete brand identity. Aaker (1996) adds that it is of great importance for a company to know how their customers perceive the brand, since it can help by identifying the areas where the brand identity needs to be adjusted or reinforced with appropriate communication efforts. Aaker D.A states that a strong and clear brand image can be viewed as the target result of a company's brand strategy. Furthermore, in business-to-business markets brand image is of great importance since it is often more difficult to differentiate the products and services with tangible assets and thus the perception of the brand becomes more important (Lee et.al, 2011).

According to Rindell and Iglesias (2014), past experiences influence the present brand image constructed by the consumer. The authors therefore introduce the concepts *brand image heritage* and *brand image-in-use.* Brand image heritage is the consumer's past brand related experiences (Rindell & Iglesias, 2014). It is in turn affected by three variables; time *span of awareness, content of earlier experiences* and *key time perio*d. The time span of awareness goes from a consumer's first experience of the brand until today. Rindell and Iglesias suggest that this is a mental relationship between the consumer and the company which is developed over time. Moreover, the content of earlier experiences refers to related experiences, which the consumer recalls when constructing a brand image. Key time period is the particular episodes that generates the main influences to the brand image when it is constructed by the consumer (Rindell & Iglesias, 2014).

The images consumers construct in real time is what Rindell and Iglesias (2014) refer to as brand image-in-use. Brand image-in-use is influenced by the brand image heritage (Rindell & Iglesias, 2014). According to Rindell and Iglesias, brand image heritage and brand image-in-use are useful concepts to apprehend the construction of brand images which is a dynamic process where past, present and future merge.

According to Aaker and Biel (2013), brand image influences brand equity, this because managers try to affect the consumer's perception of the brand, to build brand equity. The five dimensions of brand equity influence the perception of the brand and thus they affect the

brand image (Aaker & Biel, 2013). According to Lee et.al. (2011), the three dimensions that are the most connected to brand image is *perceived quality, brand loyalty* and *brand associations*. The perceived quality of a brand refers to the customer's intangible perception of the quality or superiority of a product (Lee et.al, 2011). Lee et.al states that brand image is one the extrinsic cues in addition to brand name, price and place of origin which affect the perceived quality.

Brand loyalty can reduce marketing cost by retaining old customers rather than attracting new consumers and create barriers for competitors (Lee et.al., 2011). Lee et.al suggests that the company asset which has the most effect on loyalty is the brand image. According to Kim and Chung (1997), brand image is one factor which influences the customer's loyalty to the brand and the more favourable the brand image is the greater the customer loyalty will be.

Lastly, brand associations can help consumers to process and remember information, these associations can be brand image, price and country of origin (Aaker, 1992). Aaker (1991) states that brand image could include a set of associations. Thus, a positive brand image can generate associations with favourable strength and uniqueness (Lee et.al., 2011). Furthermore, the stronger brand image the stronger the brand associations will be (Dalakas & Levin, 2005).

2.3 Brand strategy

The brand strategy for a company describes how the company works to strengthen their brand externally in relation to other actors in the surrounding context and internally within the company (Dahlbom & Allergren, 2010). The difference between successful and less successful brands is how well the brand strategy is integrated in the business strategy (Dahlbom & Allergren, 2010). As a matter of fact, the brands that are considered the strongest have their brand strategy well integrated in their business strategy (Conradi, 2012). Since the brand operates in a network of other actors and is closely connected to the business strategy the focus on the IMP definition of business strategy is deemed favourable.

Historically, brand management theory has focused on business-to-consumer branding, such as Fast-Moving Consumer Goods (FMCG) brands. The business-to-business branding management has received little or no attention in the academic literature due to the belief that professional purchasers make decisions without the feelings that is associated with branding. If a company is to invest in branding, the internal stakeholders must perceive the cost of brand management to be less than the value of the brand. Some benefits have been identified regarding business-to-business branding such as the customer's perception of a higher quality and a unique product. Furthermore, the perceived quality and uniqueness allows the company to claim a premium price. (Leek & Christodoulides, 2011)

Brand strategy incorporates many different theories, for instance Aaker (1996) suggests that a company's brand strategy begins with a thorough brand identity, and Kapferer (2007) adds on how a company should work with its many brands as a part of the brand strategy. Thus, the brand strategy chapter consists of many different theories which together forms this reports suggested definition of brand strategy.

2.3.1 Brand identity

" *Few brands actually know who they are, what they stand for and what makes them unique*"
– Kapferer (2007, p.96)

Brand identity provides direction, purpose and meaning for a brand as well as being central for the strategic vision of a brand (Aaker, 1996). Furthermore, Aaker states that brand identity can be considered a unique set of brand associations, thus it is important for the dimension brand association in brand equity. These associations represent what the brand stands for and its promise to the customers. The brand identity can also function as a set of boundaries, it can help to decide whether it is right for a company to be in a certain part of the market or not (Kapferer, 2007). Uggla (2013) stresses that it is not hard for a company to sell a branded product to a customer, the challenge is to take responsibility for the relationship and fulfil the customer's needs and the promise of that brand.

Aaker D.A (1996) suggests to divide brand identity into four perspectives to ensure that the brand has texture and depth. These perspectives are *Brand as: product, organisation, person* and *symbol,* see figure 2.3. The brand as product aims to describe the brand from a product association perspective, whilst brand as organisation focuses on the attributes of the company rather than the product or services attributes. The *brand as person* perspective of the brand identity aims to provide the brand with attributes richer and more interesting than those solely based on the product attributes, see section 2.3.2 for further information regarding brand personality. Strong recognition and recall is what the perspective *brand as symbols* aims to provide to the brand identity.
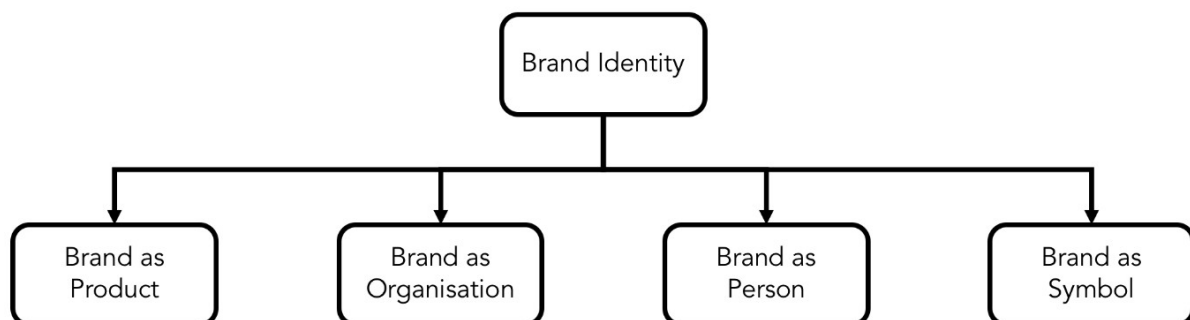
Figure 2.3: Brand identity dimensions.

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Kapferer (2007) claims that in order for a brand to become or remain strong, it needs to stay true to its identity. Kapferer stresses three reasons that the identity concept needs to be central: a brand needs to be durable, to send out coherent signals and products and to be realistic. Further, to be able to stay true to the brand identity it needs to be defined (Kapferer, 2007). According to Urde (2003), the establishment of a value base is important to institute a brand identity. The value base includes the core values, brand vision and brand mission.

Kapferer (2007) describes core values as a way of summing up the essence of a brand and its strategy. Core values can be defined in two different ways, one is that values are the benefits a company wants to deliver to its customers and another is described by the 'higher ideals' that drives the brand and company forward (Kapferer, 2007). Take the Volvo example, their values can be described as the benefit for customers: *Safety* or by the 'higher ideal': *Social Responsibility*. Both are core parts of Volvo's strategy and defines its purpose. All sub parts of the brand must attain the same core values when a brand consists of multiple products and services (Kapferer, 2012). Kapferer continues with stating that if this is not the case, the question regarding if the product should be a part of the brand at all must be   raised.

Ingenhoff and Fuhrer (2010) states that a vision and mission statement is an advantageous way for a brand to empower the company's values and to differentiate themselves by defining what is unique for their way of operating. Mirvis et al (2010) describes the vision as the definition of the future a company strives to form, either for itself or for the community. Furthermore, a brand's mission should provide a strategic direction and be the driving force that lead to the company reaching its goals (Urde, 2003). Dobies (2015) states that the brand mission aims to inspire and motivate employees. For a brand mission to achieve this it must be connected to the core values of the brand (Urde, 2003). Furthermore, Anderson et al (2009) stresses that the company's strategy creation should be based on its vision, mission and core values.

2.3.1.2 Brand identity prism

Kapferer (2007) claims that a company need a certain collection of tools and concepts to handle the emerging challenges of a global market. As stated earlier in this report, Kapferer states that a brand needs to stay true to its identity able to remain strong and durable. To achieve this, the picture that the brand sends out needs to reflect how the customers see it, the brand image. If the tool Brand Identity Prism (BIP) is to be used, the brand identity must be established and implemented since the BIP has the brand identity as a basis (Kapferer, 2007). A brand can be seen by the customers as an extension of the product and is the main way for a company to communicate with their customers, therefore communication theory is one of the significant tools. According to Kapferer, the most relevant content of

communication theory for the Brand Identity Prism (BIP) is that when communicating it is important to take these three things into regard;

- What picture of the Brand do you want to send out?
- Who is the recipient and how do you want them to view your Brand?
- What relationship between the brand and the customer do this specific communication lead to?

Further, the BIP is based on six facets as represented in figure 2.4; *physique, personality, culture, self-image, reflection* and *relationship* (Kapferer, 2007). According to Kapferer (2007), *physique* in the BIP is described by a brand's physical specifications and qualities, it is something that is directly connected to the core of the brand. It can be viewed as the actual added value that the brand gives to a product; *brand and product attributes* and *benefits*. Elements that are often connected to physique is what reminds the customer of the brand heritage; a company's Logo or its core product that is associated with the company, for example Coca Cola's classic bottle.
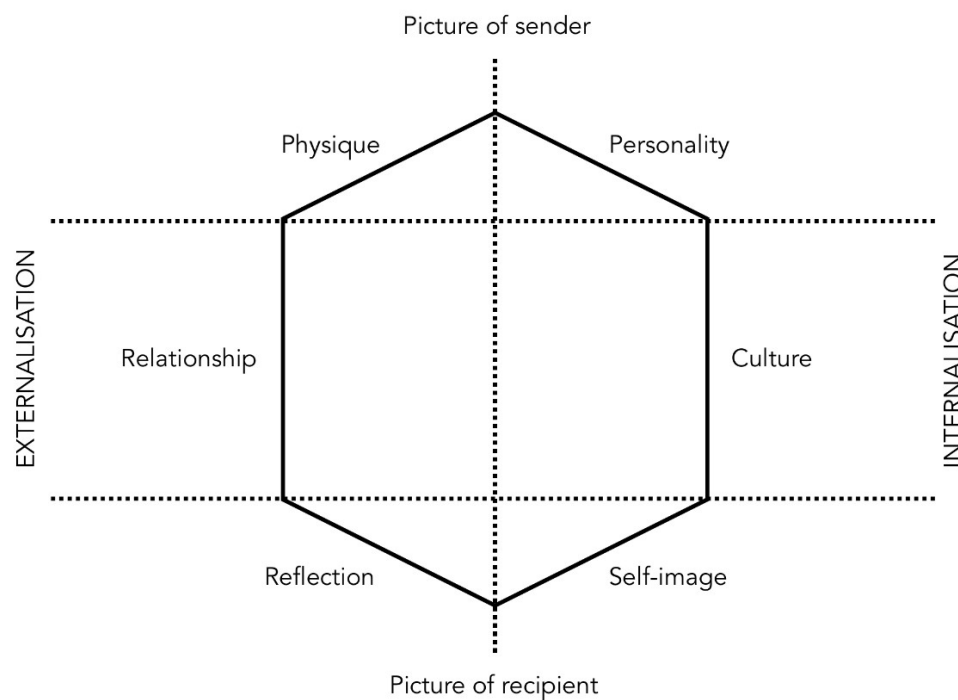
Figure 2.4: The Brand Identity Prism.

Kapferer (2007) further states that a brand has a *personality* that can be summed up as a character and is based on the communication that the brand sends out. The character will represent which characteristics the brand would have it were a person. For further description of brand personality, see section 2.3.2.

The third facet of the BIP is *culture,* which Kapferer (2007, p. 158) defines as "*the set of values and fundamental ideals feeding the brand's inspiration*". The culture is part of the brand core and is clearly reflected in the way that a brand communicates and the representation of its products. It should not change over time or generations within the company and should be in the mind of every employee, every day, to inspire and lead the way of how to execute their tasks. This can be shown with case of Apple, their culture may be defined as having a long-term goal to revolutionise the world with its products, which is something that has never changed, even long after the founders have left the company. The culture is a great way of differentiating a brand that can otherwise seem similar regarding brand image and value proposition; like American Express Gold and Visa Gold, both are premium credit cards but the culture that American Express Gold represents is flashy and boasting while Visa Gold has a more factual and discrete approach. (Kapferer, 2007)

Kapferer describes the *relationship* aspect in the BIP as the underlying feeling that the customer senses during the transaction moment between the customer and the brand or while using the product. It is the reflection of the brand culture and is best applicable on retail or service brands, since it is represented as the contact between the customer and the sales representative. For instance, when buying a product from Nike, the customer attains a feeling of the 'Just do It'-spirit of the brand's culture represented by the employee, something that ties the customer into a relationship with the brand. An example of a service relationship is IBM´s, they radiate a sense of orderliness and trust to their customers. The relationship aspect can be extra important for business-to-business brands since they work with long term relations and high costs are related to switching suppliers. (Kapferer, 2007)

Customer reflection is the fifth facet of the BIP, which is an outward perspective that can be viewed as the idea of the typical brand customer. This facet is often confused with target customer, i.e. the group of customers which the company aims to sell their products to. The customer reflection should rather be described as how the target customers wish to be viewed as an outcome of using the brand. The customer reflection is used by the customers to attain that image and build their identity. An example is Ralph Lauren where the customer reflection is described as *"comfortable young men of good social standing, the ideal son-in-law"* (Kapferer 2007, p. 159), see figure 2.5 for the Brand Identity Prism of Ralph Lauren. These are not necessarily Ralph Lauren's customers but whom their customers wish to be regarded as. The confusion is often proved by marketing managers, because they tend to display their target customers in ads and commercials instead of the customer reflection, creating confusion among the customers that do not want to see themselves but who they want to become in the communications. (Kapferer, 2007)
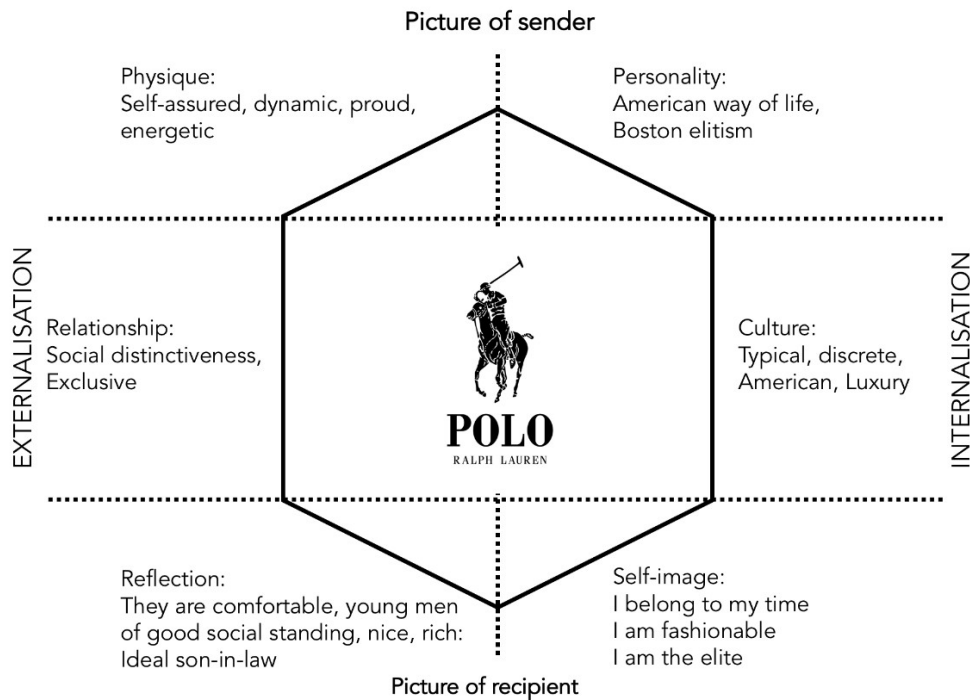
Figure 2.5: The Brand Identity Prism of Ralph Lauren.

The sixth facet of the BIP is *self-image* and is tightly connected to customer reflection but instead of describing how they want to be seen, self-image is the picture that customers have of themselves while using the products or services. It describes how the brand affects the self-image and the satisfaction that comes with it, often it gives a sense of belonging. For example, people who owns a Porsche, it gives them a feeling of being a little bit better and more successful than most people, they also have a perception of belonging with other Porsche owners. (Kapferer, 2007)

Urde (2013) lifts that the focus on self-image and reflection proposes that the BIP supposedly is applicable mainly on product brands but he further explains that the inclusion of culture and the differentiation between internalisation and externalisation may be a way of combining the corporate and product brand identity.

2.3.2 Brand personality

Brand personality refers to the human characteristics associated with a brand (Aaker, 1997). Therefore, a brand includes characteristics such as gender, age and socioeconomic class (Aaker, 1996). Furthermore, the brand also has classic personality traits like concern, sentimentality and warmth (Aaker, 1995). Much like human personality, brand personality is distinctive and enduring (Aaker, 1996). Aaker also states that consumers tend to interact with brands like they were people. This is especially true when the brand is connected to products that people have an emotional attachment to, such as cars and clothes. A distinctive brand

personality can help form unique and positive associations with the brand for the consumer (Keller, 1993). Furthermore, consumers tend to base their purchasing decisions on the associations and the perceived brand personality (Toldos-Romero & Orozco-Gómez, 2015). Thus, brand personality is considered important for success in terms of preference and choice, therefore it enhances brand equity (Toldos-Romero & Orozco-Gómez, 2015).

Goldberg (1990) created a personality model called the *Big Five* which can be used to measure a human's personality along five parameters. These parameters are *sincerity*, *excitement, competence, sophistication* and *ruggedness.* The Big Five can furthermore describe the personality of many strong brands and, much like a person, a brand can have a complex personality which ranges across the big five brand personality traits (Aaker, 1996). To further explain and give texture to the traits they have been broken down into 15 subcategories (Aaker, 1997), see figure 2.6 for the big five and subcategories.
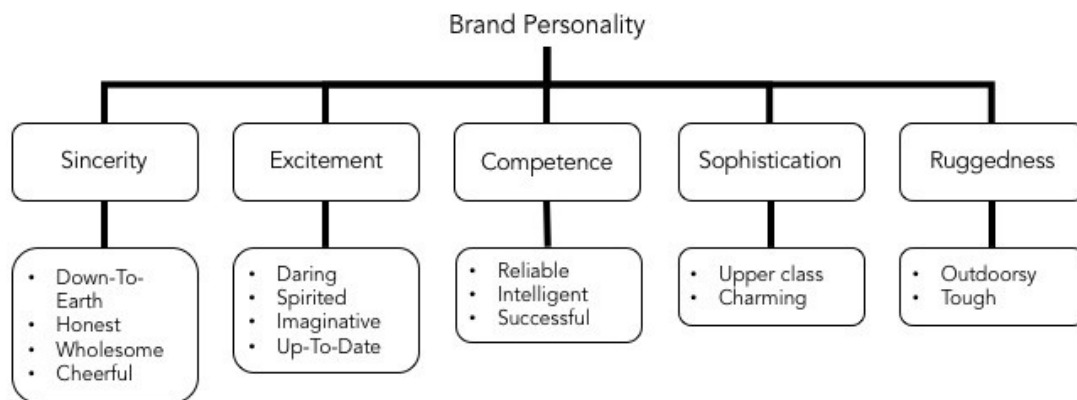
Figure 2.6: The big five brand personality traits.

During the studies of Aaker (1995) regarding the positive attitudes towards brands, it was found that the personality dimension was considerably connected to the consumer's attitude. The personality traits that were most associated with positive attitudes were *sincerity* and the *competence* factor (Aaker, 1996). Due to the possible positive associations with the sincerity factors many brands have turned authenticity into a core identity. One way to succeed with this is to draw on a strong brand heritage, since the emotional links to a heritage provides reassurance (Aaker, 1996). Furthermore, it has been proven that having a brand with the personality trait *exciting* appeals more to a consumer than a weak and boring one (Toldos-Romero & Orozco-Gómez, 2015). Emphasising on the exciting trait has been successful in several contexts, such as for cars, cosmetics and athletic equipment (Aaker, 1996).

How a brand personality is created is very much like how the perceived personality of a person is constructed (Aaker, 1996). The personality of a person is affected by nearly everything associated to that person. Regarding brands, the personality is mostly affected by product-related characteristics (Aaker, 1996). These product related characteristics are the   product

category, the packaging used, price and attributes. However, also non-product related characteristics can affect the brand personality, these include; user imagery, sponsorships, symbol, age, ad style, country of origin, company image, CEO and celebrity endorsers, see table 2.1 for the personality drivers.

Table 2.1: The brand personality drivers.

Product-related characteristics	Non-product-related characteristics
Product category Package Price Attributes	User imagery Sponsorships Symbol Age of company Ad style Country of origin Company image CEO Celebrity endorsers

Construction of a brand personality is helpful for brand strategists in the sense that it can contribute to a differentiated brand identity, guiding the communication effort and creating brand equity (Aaker, 1996). For the brand identity, a brand personality can serve as a meaningful differentiator in contexts where brands are similar with respect to product attributes. All types of communication efforts, from advertising to packaging, need to regard the intended personality.

2.3.3 Brand archetypes

According to McEnally and de Chernatony (1999), a brand can advance from only having a personality into having a symbolic consumer interaction. Furthermore, Roberts and Marshall (2014) states that when a tangible brand personality is established the brand can transform into an iconic brand. Brand iconisation is when a brand holds higher cultural, moral and political views (Kravets & Örge, 2010). What iconic brands accomplish is a connection with the individual consumer on a personal level while also addressing a collective need (Roberts & Marshall, 2014). Roberts and Marshall continues with stating that this relationship can be created through the usage of myths and archetypes. Also, Tsai (2006) states that the iconic brand is created through appointing a brand archetype.

In 1954 Carl Gustav Jung wrote his work on archetypes which later became the basis of the famous Myers Briggs type indicator (Bechter et al., 2016). Jung (1954) describes archetypes as inherent images with perception that are repeated through cultures and generations which also shape the human experiences. Mark and Pearson (2001) argues that archetypal marketing

was once a bonus but is now essential. Furthermore, Roberts and Marshall (2014) believes that brand archetypal marketing is of great importance in today's society.

What brand archetypes provide is the link between the customer motivation and product sales (Mark & Pearson, 2001). Mark and Pearson (2001, p.14) continues by claiming that the reason for this is that *"an archetypal product identity speaks directly to the deep psychic imprint within the consumer, sparking a sense of recognition and of meaning"*. According to motivational theory, human drives can be condensed to being positioned along two axes; belonging versus independence and stability versus mastery (Bechter et al., 2016), see figure 2.7 for an illustration of this grid.
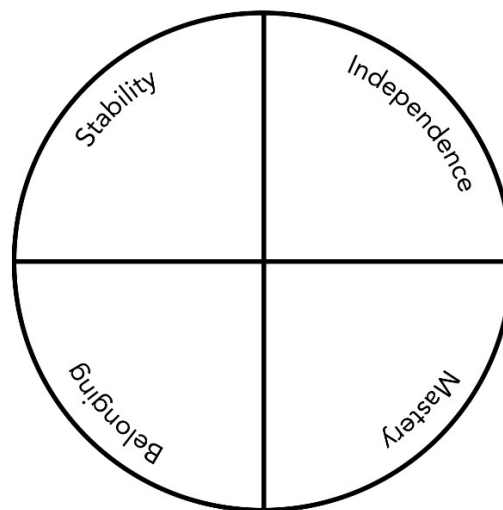
Figure 2.7: The human drives grid.

Mark and Pearson (2001) created 12 archetypes which can be placed on the grid and thus corresponds to the different drives of consumers. These archetypes are the *Creator, Caregiver, Ruler, Jester, Regular guy/gal, Lover, Hero, Outlaw, Magician, Innocent, Explorer* and *Sage.* It is further suggested that archetypes can be manifested in three forms, as *a person, a symbol* or *a product* (Roberts & Marshall, 2014).

In today's society humankind is enjoying greater prosperity than ever before, thus, people are given the ability to pursue individual goals and self-actualisation. As a result, archetypes that tend to the drive independence are now more relevant. The three archetypes which are central for the independence drive are the Innocent, Explorer and Sage. The first, the Innocent, aims to project an aura of that nothing in life needs to be hard. Icons who resonate to the Innocent archetype are perfect, for instance have the perfect job, the perfect home and the perfect life. The Innocent archetype is a good identity for companies and brands which aims to provide a simple answer to the problem, who wants to be associated with kindness and have moderate to low prices. Furthermore, the company should have set and simple core value and wants to differentiate itself from products with a less to good rumour.

A company which is considered to be of Innocent brand archetype is Coca-Cola, this because the company aimed to create a sanctuary moment for soldiers during World War II. (Mark & Pearson, 2001)

The Explorer, on the other hand, seeks to make the world better. The products and services that are offered by an explorer must be deemed to help and in some way, improve the world. The products must also help customers to feel free or pioneering. They are often associated with nature, on the road or dangerous settings and can be bought and consumed on the go. The explorer seeks to differentiate itself from more conformist brands. A brand which is of Explorer brand archetype is Starbucks. (Mark & Pearson, 2001)

The Sage also seeks to make the world better, but differentiates itself from the explorer in their faith in humankind's capacity to learn and grow. They wish to think for themselves and have their own opinions. The Sage archetype is suitable for brands which provide expertise to their clients and wants to encourage clients to think. The quality of the brand should be backed up with data. The brand wishes to be differentiated from brands whose performance is questionable. Google is a brand which is of Sage brand archetype. (Mark & Pearson, 2001)

The next three archetypes, the Hero, Outlaw and Magician, are connected to the human drive change. They provide customers with the ability to rise to challenges, take risks and transform their life. Thus, they help customer develop their mastery and belong to the human drive mastery. The Hero archetype is the saviour when all seems lost and it wants to make the world better through energy, discipline and determination. Heroes are ambitious and seek out challenges. They also have an ability to make tough decisions. The Hero archetype is suitable for innovative brands which will have a major impact and help people perform outside their comfort zone. The brand differentiates from brands which have a hard time following through on their tasks. A brand which is of Hero archetype is Nike, which for example during the 1990s campaigned with the sports Hero Michael Jordan. (Mark & Pearson, 2001)

The Outlaws are those revolutionaries who might lack morals but strive to change the world. They differentiate from the Hero in the sense that the Hero want to be liked but the Outlaw does not mind being feared. The fear implies that the Outlaw has power. The Outlaw archetype may be good for brands where the product aims to destroy something or be revolutionary. Furthermore, the price for the product is low to moderate. (Mark & Pearson, 2001). An example of an outlaw brand is Airbnb, which revolutionised the hotel industry (Bechter et.al, 2016).

The Magician seeks out the fundamental laws for how things work and then apply these to get things done. A typical Magician brand encourages a 'magical moment' and the archetype serve well when the product has an exotic origin or have a special ritual. The Magician

archetype is suitable for brands with transformative products and services, when it is of user-friendly technology and has some spiritual component. The products are usually in the mid-to high price range. (Mark & Pearson, 2001). A brand which encourages the magical moment and thus is a Magician brand is Disney (Putnam, 2017).

The next three archetypes tend to people's drive to connect and belong. These three archetypes are Regular guy/gal, Lover and Jester. The Regular guy helps trigger behaviours which allow customers to fit in and be a part of the group. The underlying value which the Regular guy strives towards is that everyone matter, just as they are. The Regular guy may be a good identity for brands that helps customers belong and for products used in their everyday life. The company has a friendly culture and want to differentiate themselves from those who have high prices and are elitist brands. The hamburger chain Wendy's is considered to be a Regular Guy brand archetype. (Mark & Pearson, 2001)

The Lover brand emphasises love of all kinds, from friendship to spiritual love, but most of all romantic love. Brands who promises beauty and sexual appeal are Lover brands. The Lover archetype are suitable for brands which helps customers find love and are related to beauty, communication or closeness between people. The pricing is regularly moderate to high. A brand of Lover archetype type is Chanel (Mark & Pearson, 2001)

To live in the moment and enjoy interacting with others is the core for the Jester archetype. The Jester takes everything lightly and happily breaks the rules. Furthermore, it encourages people to work together rather than alone. The Jester may be a good archetype for brands who wishes and helps people have a good time. The prices are either low or moderate. The Jester also wants to differentiate from self-important and overconfident brands. Ben & Jerry's is a brand which prides itself with having a playful workplace and could therefore be considered to be a of Jester brand archetype (Mark & Pearson, 2001)

The last three archetypes, the Caregiver, Creator and Ruler, belong to the human drive stability. The Caregiver longs for giving to others and alleviating other people's problems. The Caregiver archetype might provide a suitable identity for brands that provides support to families or are associated with nurturance. Furthermore, the Caregiver brand is often associated with services within the healthcare sector or education. It is not unusual that the work done is for non-profit causes or charitable activities. Nordstrom is considered to be of a Caregiver archetype according to Mark & Pearson (2001).

The Creator wants to express itself in material form and is a common brand archetype for artists, innovators and entrepreneurs. The brands tend to be nonconformist and are not about fitting in. The Creator is a good archetype for brands where the product is used for self-expression or helps the customer with something artistic. The industry, in which the   Creator

operates, is creative in its nature, such as marketing, arts or technical innovation. A brand which is of Creator brand archetype is the Danish brand LEGO. (Mark & Pearson, 2001)

The last archetype, the Ruler, is the one that takes responsibility for making life predictable and takes control of situations. The Ruler is commonly someone with power who takes control to avoid chaos. The Ruler as an archetype is suitable for brands which offer a high-status product that is utilised by powerful people to increase power. Moreover, it could also be a product which helps customers be more organised (Mark & Pearson, 2001). The product prices tend to range between moderate to high. Rolex is according to Mark and Person (2001), a brand of Ruler archetype. For an illustration of the twelve archetypes positioned on the human drive grid see figure 2.8.
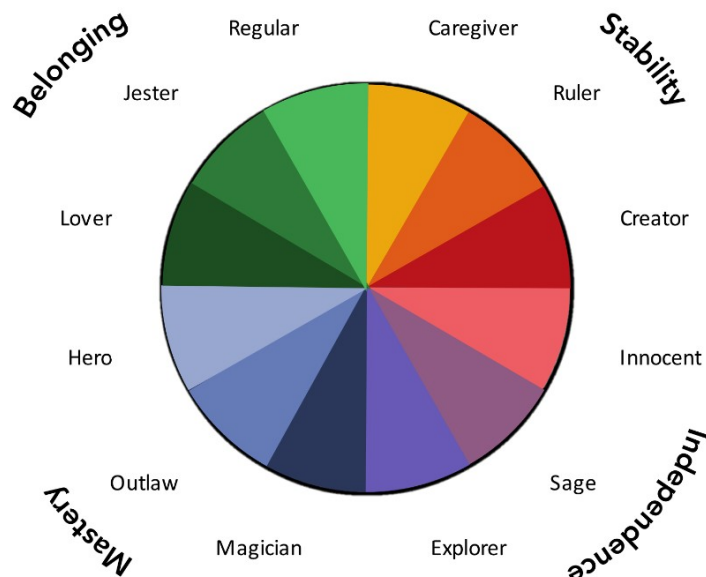
Figure 2.8: Brand Archetypes.

The research conducted by Bechter et al. (2016) identified the three personality traits which best fit each of Mark and Pearson's (2001) twelve archetypes. The personality traits are, as stated earlier, subcategories to the brand personality dimensions suggested by Aaker (1997). Therefore, it is concluded that each brand archetype is connected at least one brand personality dimension, see appendix for the connection scheme.

A brand might not correlate with only one archetype in these cases it has a supporting archetype (Papagni, 2016). According to Mark and Person (2001), the most profitable brands are the ones which have a strong primary archetype in comparison to the supporting archetype. However, one shall not force a brand to adhere to a single archetype at the expense of losing brand personality (Smith, 2017). To decide which brand archetype is to be

the primary and which archetypes are the most suitable for the brand, an examination of the brand must be done. The primary brand archetype should correspond with the vision and mission of the brand (Papagni, 2016). Smith (2017) further suggests to determine which motivation the brand gravitates to the most and from that decide which of the three archetypes connected to that motivation suits the brand the best. The supporting archetype should match the brand's communications (Papagni, 2016). Furthermore, Steidl (2016) suggest that when selecting the primary and supporting archetype it is sensible to look for archetypes which complement each other. For example, if one archetype lacks emotion and energy an archetype which offers emotions and energy is a good choice.

2.3.4 Brand positioning

The harsh competitive climate for modern companies has led to the use of two different tools for brand management; brand identity and brand positioning (Kapferer, 2007). To distinguish the company from competitors the company seeks to establish brand associations in the customer's mind and they do this by brand positioning (Keller & Lehmann, 2006). Brand positioning, according to Kapferer (2007), means to emphasise on the distinctive characteristics that separates it from competitors and makes it appealing to customers. A successful brand positioning has the potential to build powerful brands, on the other hand a poorly executed brand positioning can have devastating results (Fuchs & Diamantopoulos, 2010).

When discussing brand positioning it could be of value to highlight the differences between brand positioning and strategic positioning to avoid confusion. Strategic positioning refers to the market position the company has in regards to its competitors (Fuchs & Diamantopoulos, 2010). Thus, strategic positioning concerns the resources and assets the company can deploy to achieve a superior position in the market (Day & Wensley, 1988). On the contrary, brand positioning focuses on creating the perceptions a customer has of the company's products and brands (Fuchs & Diamantopoulos, 2010). Hence, the strategic positioning works as the basis and direction for the brand position.

Brand positioning is much like brand image in the sense that it regards the customers' perception (Fuchs & Diamantopoulos, 2010). The key difference between the two concepts is that brand positioning uses a frame of reference, mainly competition (Aaker, 1991). Furthermore, there are three types of brand positioning, *the intended*, *the actual* and *the perceived*. The intended brand positioning is how the company want the brand to be perceived, whereas the actual brand positioning is how it is presented to the customers. Lastly, the perceived brand positioning depends on the preferences of the specific customer which is based on their personal goals, objectives and values. (Aaker, 1991)

By using a consistent positioning strategy, customers can more easily understand why they purchase the product from the specific brand (Aaker & Shansby, 1982). Furthermore, it enables simpler decision making for the company on what products to develop (Aaker & Shansby, 1982). The selection of a positioning strategy involves competitor identification, attribute identification, investigating competitors' positions and analysing the customers and market. According to Aaker and Shansby (1982), there are six commonly practiced positioning strategies, which are the following; *positioning by attribute, positioning by price-quality, positioning by use or applications strategy, positioning by product-user strategy, positioning with respect to product-class* and *positioning with respect to the competitor*. The most frequently used strategy, positioning by attribute, is when the product is associated with an attribute, a customer benefit or a product feature (Aaker & Shansby, 1982). This positioning strategy is optimal if the attribute refers to one that competitors do not refer to and if it is only focused one attribute. If more than one attribute emphasised the strategy is hard to implement (Aaker & Shansby, 1982).

Positioning by the attributes price/quality is considered by Aaker and Shansby (1982) to be so useful that it should be separated from the product's positioning by attribute strategy. The positioning by price-quality is when positioning is measured using the parameters high-to-low price and high-to-low quality, which is regularly displayed as a quadrant (Bronnenberg & Wathieu, 1996), see figure 2.9. Aaker and Shansby (1982) states that positioning by use is when the brand is positioned by associating it to the use or application, such as time of day or season it is used.
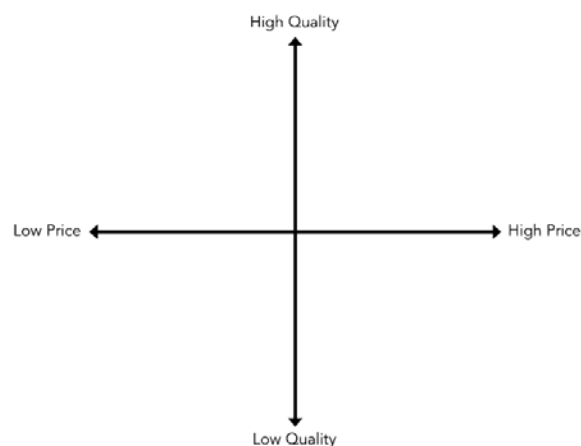
Figure 2.9: Price and quality positioning.

A key part of a brands positioning according to Callen (2009), is the brand personality. Which corresponds to Aaker and Shansby (1982) positioning by the product user where the companies add a personality to the brand. Much like McEnally's and de Chernatony's (1999) and Roberts and Marshall's (2014) reasoning regarding a brand advancing from brand personality into an iconic brand. Aaker and Shansby (1982) adds that companies can add a model to intensify the brand personality. As stated earlier in this report, Roberts and Marshall

(2014) infers that the brand iconisation can be done through the usage of archetypes. Thus, can the brand archetypes be considered a part of the brand positioning.

Aaker and Shansby (1982) defines brand positioning with respect to product-class as when the positioning decisions need to consider the product class associations. They exemplify this with margarine companies who need to position themselves with respect to butter companies. Lastly, positioning with respect to competitors is according to Aaker and Shansby (1982) when the company exploit a competitor's associations to communicate their own. For example, when Apple used IBM's slogan "Think" and made their own slogan into "Think different" (Aaker, 1996).

2.3.5 Brand promise

As stated earlier, Uggla (2013) stresses that it is not hard for a company to sell a branded product to a customer, the challenge is to take responsibility for the relationship and fulfil the customer's needs and the promise of that brand. According to Vincent (2012), a brand promise is what value the company commits to deliver to its customers. Dobies (2015) states that the brand mission statement and brand promise are closely related. Dobies continues with saying that the difference between them is however, that mission statement is from an internal perspective to motivate employees while brand promise is external and describes what the company promises to the customer.

Vincent (2012) further explains that a brand needs to simplify the way a company creates value by building durable connections between the brand and its real values for the customers. By connecting the behaviour of employees' brand activities and the value that is created, the consequence is a value proposition linked to the brand identity. Swystun (2007) strengthens this by stating that when employees demonstrate understanding of the brand and its values through actions, it secures that the brand experience is aligned with the brand promise communicated externally. Swystun stresses the importance of rewarding employees that are loyal and contributes to the aligned customer experience, something that creates a consistency for the delivered brand experience.

Vincent (2012) states that although they are related, brand promise is not the same thing as brand positioning, even if this is a common misunderstanding when communicating a brand. The difference between the two concepts is that brand positioning does not aim to deliver value to the customers, it is about how a brand stands out in relation to its competitors, with the aim to attract customers. Brand promise on the other hand does not focus on what the competitors do, but to deliver value that meets or exceeds the customer's expectations. However, it can contribute to a brand's positioning. (Vincent, 2012)

2.3.6 Brand extension and branding strategies

Brand extension can be described as when an established brand is used to launch new products (Völckner & Sattler, 2006). According to Kapferer (2007), brands are extended beyond the brands initial product type to cover more diverse activities. Aaker (1996) describes brand extension as a mean of leveraging the main brand. According to Kapferer (2007), most business-to-business brands start out as specialists in an area of products. Their main way of growing is by integration with customers. Many customers request their suppliers to deliver more than one product since it requires a lot of extra administration to have one supplier for each product. Therefore, many business-to-business companies choose to widen their range of products and sometimes add services to meet the customer's demands, to be able to fully integrate with the customer and offer a complete solution. It is done to enlarge the value proposition and by extension increase sales and revenue from existing customers. (Kapferer, 2007)

Once a company increases the product line beyond one product, the relationship between brand and products needs to be considered (Kapferer, 2007). The two functions which a brand has is to certify the products origin as well as to differentiate products from each other (Singh, 2012). When a company grows, the realisation of the fundamentals of what a brand is becomes more difficult (Kapferer, 2007). Various authors, for example Strebinger (2004), Rajagopal and Sanchez (2004), and Aaker and Joachimsthaler (2000), have conducted research regarding branding strategies. However, most authors have defined branding strategies from a company level perspective. Nevertheless, contemporary companies employ different branding strategies for different brands and products in their portfolio (Jit Singh Mann & Kaur, 2013). When defining branding strategies from a product perspective an understanding of the complex companies today is possible, since the company level definition of branding strategies incorporate the product level definitions (Kapferer, 2007). An explanation from a company level will be presented in the section *Brand architecture*.

Two scholars, which approach branding strategies from a product perspective, are Keller (2008) and Kapferer (2007). Keller proposes four different strategies, *company brand, family brand, individual brand* and *modifier.* Whilst, according to Kapferer there are six brand-product strategies which companies can employ, which are *the product brand, the umbrella brand, the master brand, maker's mark, the endorsing brand* and *the source brand.* This report will base the branding strategies on Kapferer's since he divides the strategies into more branding strategies and thus they become more specific. Furthermore, Keller's four strategies can be incorporated into Kapferer's categories. Kapferer's strategies could be placed on a spectrum from high degree of freedom to high degree of coherence and they are also dependent on the levels of the brand, see figure 2.10. How many brands that are referred to on the product defines the number of brand levels (Kapferer, 2008). For instance, if both the

specific brand and the company brand is referred to when marketing a product, the brand
has two levels.
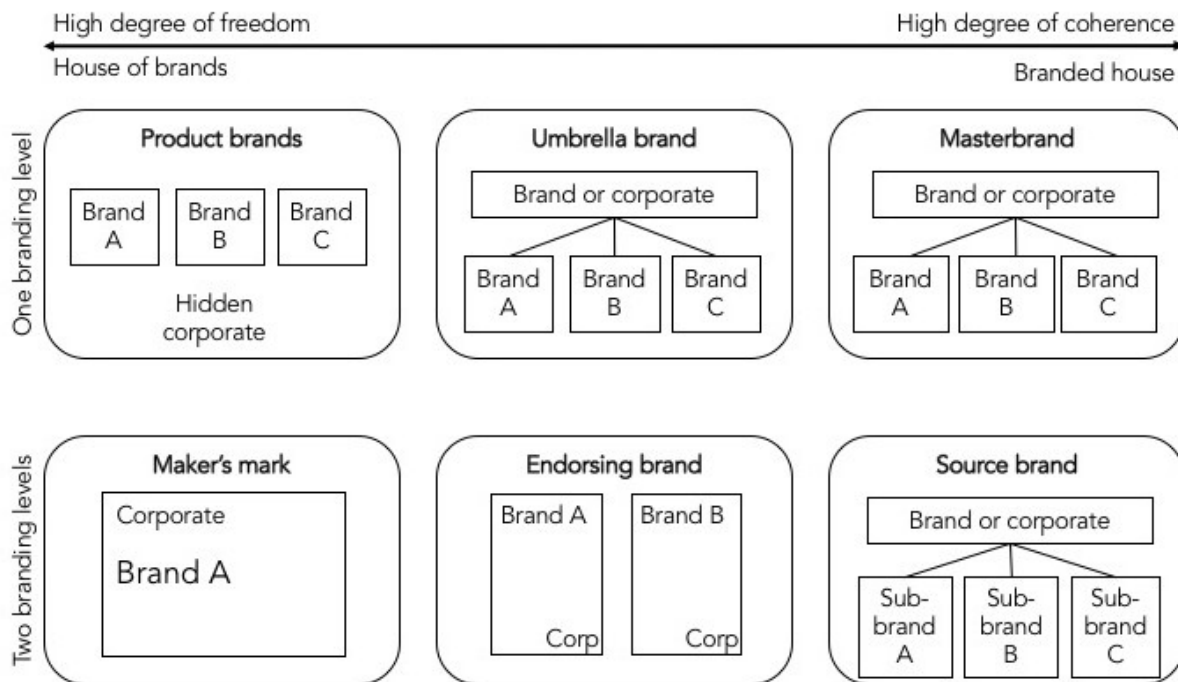
Figure 2.10: Brand strategies.

The *product brand* is a branding strategy in which all products have individual names without
mentioning the main company name (Hasanbegovic, 2011). While employing a product brand
strategy the company behind the product usually remains hidden and unknown. Thus, the
strategy allows taking risks into new markets without harming the company brand or other
product brands owned by the same company. This since each of the company's brands are
independent. However, since this strategy demands use of different brands, considerable
investments in advertising must be made. Therefore, the main drawback of this strategy is the
economic impact. (Kapferer, 2007)

The distinction between the next two strategies, *umbrella brand strategy* and *masterbrand
strategy* is that the first is relatively liberal towards products and subsidiaries whilst the other
is exercising real control (Kapferer, 2008). For instance, in a masterbrand strategy all products
must accord to the core values of the parent brand whilst the umbrella brand strategy opts
for a higher degree of freedom. The umbrella brand and masterbrand strategy is when the
same brand supports several products which are supplied to different markets. The products
have their own advertising but the product is called by the code name. The advantages of
employing a single brand is the capitalisation on the brand name. The results in that the
company can enter market which it is not yet present in due to a reputation. (Kapferer, 2007)

Maker's mark is when the company logo is systematically placed on the product to signal quality and indicate its origin (Kapferer, 2012). The strategy is similar to the product line strategy in the sense that the products have unique names but with the distinction of having the logo of the parent brand visible. An example of this strategy is the Bel logo on the Laughing Cow, Boursin and Mini Babybel products. (Kapferer, 2012)

The *endorsing brand strategy*, much like maker's mark, is when the parent brand is ratifying the quality of the daughter brand (Kapferer, 2008). The difference between maker's mark and endorsing brand strategy is the placement of the parent brand logo, if it is next to the product brand it is endorsing and if stated above it is a maker's mark. Furthermore, the endorsing brand is however not to be confused with source brand strategy. In an endorsing brand strategy, the product brand is the central reason for the customer's choice meanwhile the parent brand only is a guarantor of quality. While employing an endorsing brand strategy the product brands are given a greater freedom than in a source brand strategy since the connection is not as strong. However, the endorsing brand profits less than one in a source brand strategy because the product brand association is not transferred to the corporate brand.

The *source brand strategy* is a brand strategy in which all products have their own name but the parent brand is also known. This could be considered to be a two-tier brand structure which is also called two level branding. In a source branding strategy, the product brand in combination with superiority of the source brand is the perceived value of the customer. The two-tier brand structure provides difference and depth which a single brand has difficulty doing. The parent brand provides the product with identity and significance whilst the daughter brand can target a specific customer segment. Nonetheless, the difficulty with the strategy lies in understanding the limits to the parent brand. The daughter brand must not diverse from the core of the parent brand. (Kapferer, 2007)

Neither of the branding strategies are better than the other, it is rather about matching the branding strategy with the characteristics of the offering (Jit Singh Mann & Kaur, 2013). According to Kapferer (2007), there are six parameters which needs to be taken into consideration when deciding which brand strategy to utilise. The first is the *company's corporate strategy,* the decisions made regarding branding strategy must be in line with the overall business strategy. *The business model is the second parameter that need* to be taken into consideration and the third parameter of choosing a brand strategy is *culture*. Culture refers to the culture of the country or countries the company is operating in, for instance in the US product brand strategy is more successful while in Europe the umbrella brand strategy is more efficient. The fourth parameter to consider is the company's *pace of innovation*. If the company has an annual update rate one branding level is recommended. The fifth parameter is *the added value lever on which a product is based*. For example, when value is added

through quality, reassurance and reputation a strategy such as an umbrella strategy is preferable. If, on the other hand, the products are segmented and personalised a strategy of product brand type is recommended. Lastly, *the resources* need to be taken into consideration. (Kapferer, 2007)

Brand strategy is often used synonymously with brand architecture (Aaker & Joachimsthaler, 2000; Rajagopal and Sanchez, 2004). The brand strategy definition by these authors are from a company perspective. Moreover, as Strebinger (2004) states, brand architecture is the management of a system of several brands rather than one brand. Furthermore, Kapferer (2007) discusses brand architecture as how firms operate all their brands using brand strategies. Thus, brand architecture is defined in this report as branding strategy from a company perspective. Brand architecture aims to explain the relationships and structures between brands within a company (Aaker & Joachimsthaler, 2000). Kapferer (2007) addresses two brand architectures, *House of brands* and *Branded house.* Also, Aaker and Joachimsthaler (2000) and Rajogopal and Sanchez (2004) chooses to name and define their brand architecture as Kapferer (2007).

A *House of brands* consists of a subset of independent brands (Rajogopal & Sanchez, 2004). The brands in a house of brands company tend to have narrow range and target a specific customer with a targeted value proposition (Aaker & Joachimsthaler, 2000). Thus, a house of brands architecture allows for the company to clearly position the brands and dominate a niche market.

Companies which employ a House of brands architecture commonly have a wide portfolio of branded products and the parent company is seldom known by the customer, such as P&G (Reibstein, 2005). The branding strategies which corresponds with a house of brands architecture are *product brand strategy* and *maker's mark brand strategy* (Kapferer, 2007).

On the contrary to a House of brands, a Branded house utilises one masterbrand over all services and products and differentiates the offerings using descriptive sub-brands (Aaker & Joachimsthaler, 2000). The positive aspects of utilising a Branded house architecture is the maximisation of synergies, since it creates associations and visibility. If the business strategy is to create and leverage assets, a Branded house could be the favourable brand architecture (Aaker & Joachimsthaler, 2000). Nonetheless, there are certain disadvantages to employing a Branded house architecture such as, the fact that the brand becomes a collection brand for a wide product line which impedes targeting a certain niche market.

Brands of this type are for instance Nike, Virgin and Google (Aaker & Joachimsthaler, 2000). The branding strategies which are used in a branded house architecture is *masterbrand strategy* and *source brand strategy* (Kapferer, 2007).

2.4 Framework for development of a brand strategy

Based on the theories in section 2.1 to 2.3 a framework is formed, see figure 2.11. The framework consists of four parts, *brand strategy, business strategy, brand image* and *brand equity.* The brand and business strategy is on the company level, since it is how the company works with its brand and/or brands. Brand image is how the customer perceives the brand, and is therefore on the customer level. Brand strategy, business strategy and brand image then result in the company's brand equity. The parts and their connection to one another will be further explained in the following sections.
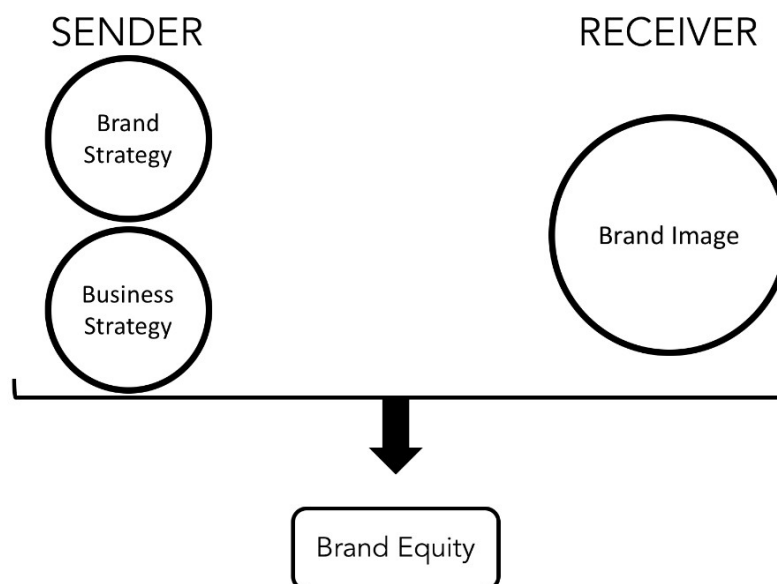
Figure 2.11: Framework for the development of a brand strategy.

2.4.1 The brand strategy as a brand platform

Brand strategy is related to the brand platform (Uggla, 2013). In this report brand platform is an operationalisation of the brand strategy. The brand platform is an essential part of brand management and its function is to make it clear what the brand stands for (Kapferer, 2012). Since the 1990s a vast amount of brand platform formats has been created and promoted, among these are *brand key platform*, *brand pyramid platform* and *bullseye brand platform* (Kapferer, 2012). The high level of sophistication of these brand platforms are hindering the realisation of the brand platform (Kapferer, 2012). Thus, it is advised to generate a unique brand platform which can spawn actions instead of using ready-made platforms which

complicates the step from vision to action. Therefore, a brand platform unique for the focal company in this report is developed.

The literature included in section 2.1 to 2.3 is presented in a comprehensible manner. Thus, a brand platform generated with these sections as basis should become an actionable brand platform, which according to Kapferer (2012) is the aim of a favourable brand platform. The generated brand platform is then considered to be the operationalisation of the brand strategy, see figure 2.12 for the developed brand platform.
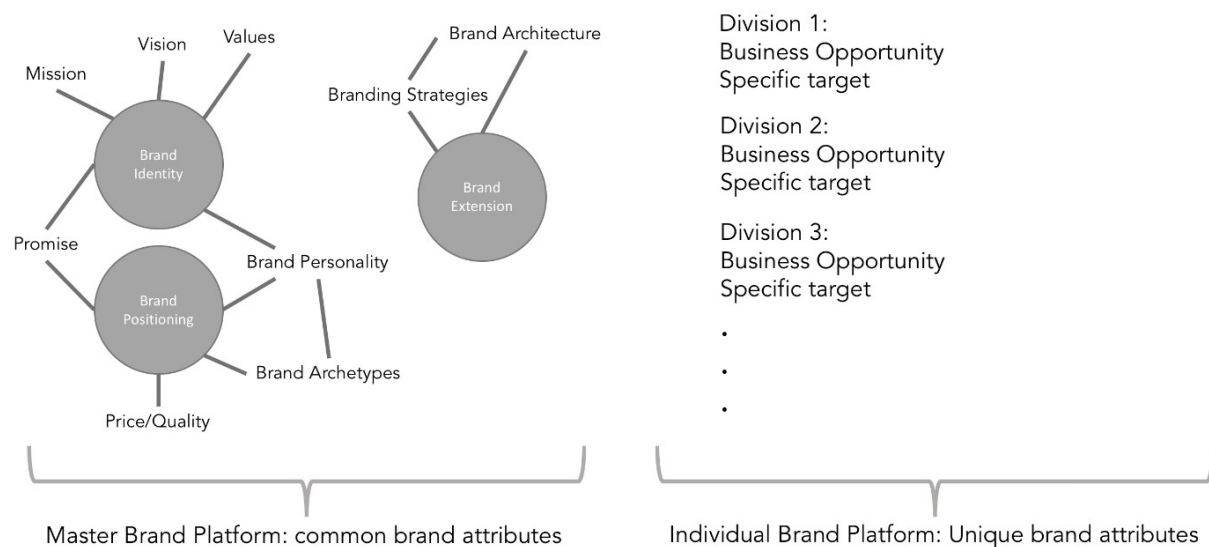
Figure 2.12: The brand platform.

A brand platform is ultimately a summary of the two key pillars of brand management, brand identity and brand positioning (Kapferer, 2012). Furthermore, brand mission, brand personality and brand promise should be included in addition to brand positioning (Weisnewski, 2010). In the following brand platform, brand mission is connected to the brand identity, since Urde (2003) states that brand mission is closely linked to brand identity. As Kapferer (2007) states, a brand vision is a component in brand identity as well and is therefore present in the brand platform in connection with brand identity.

Brand as a person is according to Aaker (1996) one perspective of the brand identity and therefore *brand personality* is connected to brand identity in the brand platform. However, as mentioned in section 2.3.4, brand personality is considered to be a commonly practiced positioning strategy, which is why brand personality is also connected to brand positioning in the brand platform. A connection between brand personality and brand archetypes is made in the developed brand platform because in section 2.3.6 the relationship between them is identified. Brand promise is also connected to both brand identity and brand positioning in this brand platform, since Vincent (2012) states that brand promise has a connection to both.

One mean to grow brands is to cover a wide selection of products and services (Kapferer, 2012). When the brand encompasses an array of products and services one might have to adjust the brand platform (Kapferer, 2012). Since brand extensions affect the brand platform, brand extension is added to this report's brand platform. The main question for extended brands is if they should have one master brand platform which spans across all sub brands or if each brand should have their own brand platform (Kapferer, 2012). Kapferer suggests a combination of the two platform designs, but to what degree varies. The master brand platform should disclose the level of ambition for the brand and its role in the group of brands (Kapferer, 2012). Further, the brand platform for each product and service should have the same values as the parent-brand but inform what the business opportunity is, what the specific target is and specific positioning strategies (Kapferer, 2012).

The combination of the two platform designs are dependent on the relationship between the brands, which Kapferer refers to as brand architecture. According to section 2.3.6.1, to determine what brand architecture the brand utilises the branding strategies which are in use need to be determined. Thus, the brand strategies employed when a brand is extended influences the brand architecture in figure 2.12.

2.4.2 Connections between brand strategy, business strategy, brand image & brand equity

Considering the business strategy is important to achieve the desired brand image, which is what the brand strategy strives to communicate, to send out. As stated in section 2.3, Dahlbom (2010) claims that what differentiates successful brands from less successful is how integrated the brand strategy is in their business strategy. From this it could be concluded that the business and brand strategy should be tightly interconnected to achieve a strong brand image and thus a successful brand, see figure 2.13 for an illustration of the connection between business and brand strategy.
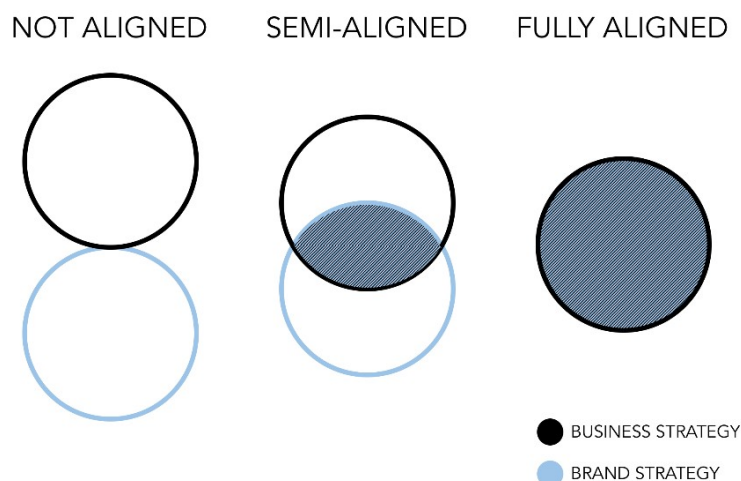
Figure 2.13: Business and brand strategy alignment.

As Kapferer (2007) stated, brand image regards how the customers perceives a brand, product or a company, how they receive the communications. To become a successful brand the brand must achieve a strong brand image (Pitta & Katsanis, 1995). Furthermore, a positive brand image is often desired since it tends to increase brand equity (Aaker & Biel, 2013). This is due to that to brand image affects the dimensions *perceived quality, brand loyalty* and *brand associations* of brand equity. Thus, the desired state is to achieve a strong and positive brand image. The brand strategy aims to result in the desired brand image (Kapferer, 2012). Nonetheless, to generate the desired brand image the brand strategy should fully integrated in the business strategy vice versa (Kapferer, 2012), see figure 2.14.
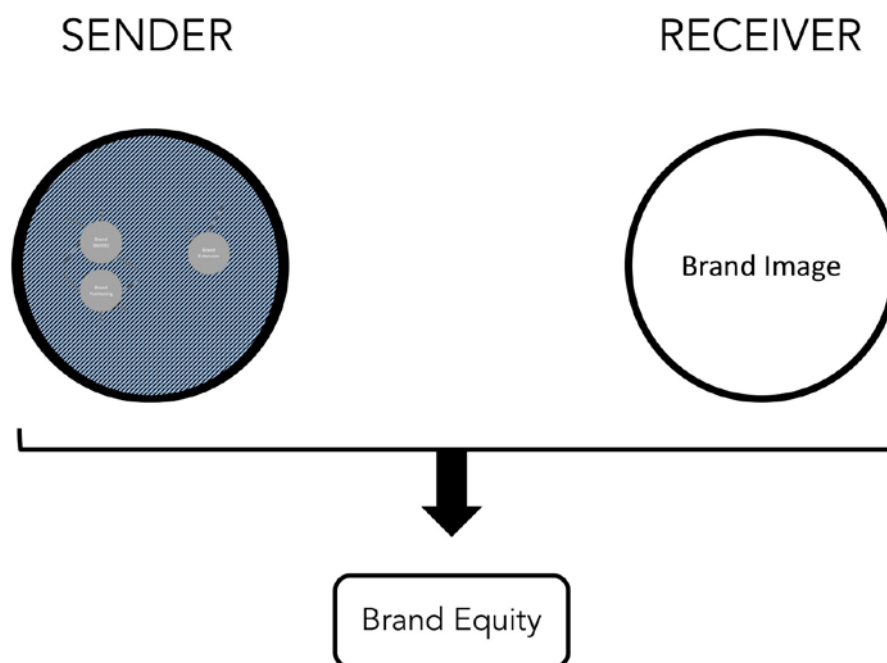
Figure 2.14: Full framework.

3. Method

This chapter provides the reader with a description of the research methods which have been used to fulfil the purpose of this thesis.

3.1 Research strategy

According to Bell and Bryman (2007), it is of importance to choose the design of the research strategy carefully to reach the highest possible quality of the study. The research strategy is either qualitative or quantitative. Quantitative research consists of data collection or analysis that use or produce measurable data while qualitative data use or produce data which cannot be measured but observed (Saunders et al., 2012). As this report primarily observes phenomena regarding Ace it can be deemed that the strategy is of qualitative nature. However, the research has some elements of a quantitative research e.g. in determining Ace's brand archetype and applying the market positioning model.

3.2 Research design

When a qualitative research strategy has been decided, it is of importance to choose which research design to use. According to Bryman and Bell (2007), there are five main designs to choose from when conducting a qualitative research. These are *experimental design, cross-sectional design, case study design* and *comparative design.* With respect to the aim of this research being to develop a brand strategy for Ace, the research design *case study* was chosen. According to Bryman and Bell (2007), a case study research concerns the complexity and nature of the case. Bryman and Bell (2007) further states that a case study design most commonly is used for qualitative research. Nevertheless, it can also be utilised for quantitative studies, even though it is uncommon. With this research being a qualitative study with elements of a quantitative study, a case study design is believed to be suitable.

Ordinarily case studies are single case studies, a study of a single organisation, location, person or event (Bryman & Bell, 2007). Bryman and Bell nevertheless states that over the years, the case study design has evolved and today it is also popular for multiple-case study designs. When applying a multiple-case study design the researcher explore data and findings across cases, rather than within a single case (Bryman & Bell, 2007). Nonetheless, multiple-case studies are according to Dubois and Gadde (2002) most suitable for linear research. This research has a non-linear approach concerning the interplay of theory and empirical data and because the study aims to investigate one company and one brand, the choice of applying a single case study design was made.

When designing a research project or a specific assignment, the level of analysis needs to be determined (Eisenhardt, 1989). As this report is of single case study design it had to be considered what levels of analysis that were applicable for achieving the purpose of this thesis. A single case study can be designed using two types of level analysis (Yin, 2014). According to Yin, these are *holistic* and *embedded.* Holistic design suggests that the case should be analysed from a general level of the company or project. Whilst, the embedded analysis considers subunits of an organisation or project (Yin, 2014). As this research regards subunits of Ace an embedded design has been used.

3.3 Thesis process

This research has been conducted in what could be seen as five different phases: *pre-study, data collection, analysis, discussion of results* and a *finalisation phase*. The phases have been characterised with different focus areas which will be described in further detail below. The five phases can be divided into smaller more defined parts which can be viewed in the Gantt chart in figure 3.1.

ACTIVITY	PLAN START	PLAN DURATION
Master Thesis Project	3	20
Planning Report	3	4
Writing Report	7	16
Literature Review	4	11
Data Collection	5	12
Analysis	12	7
Conclusion & Discussion	17	3
Workshop	18	1
Opposition	20	2
Presentation	21	2
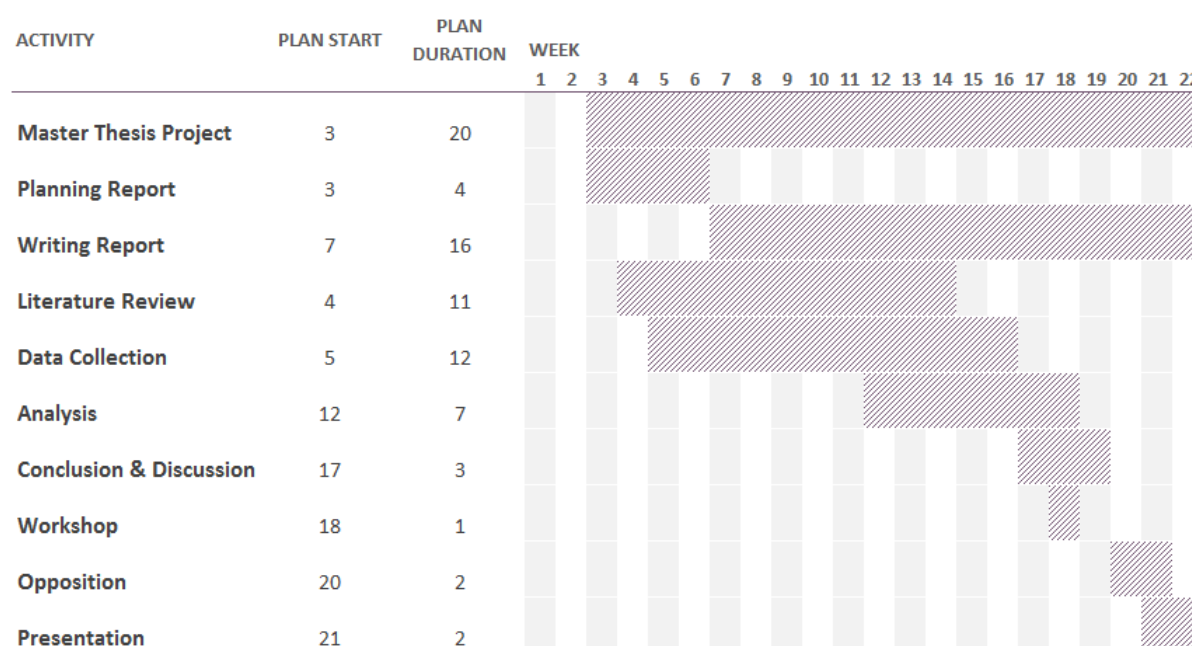
Figure 3.1 Gantt chart of the master thesis process.

3.3.1 Pre-study

An initial meeting with Carfix Group and the researchers set place in the beginning of January. Preparation meetings such as this, which regarded the subject and problem identification, continued throughout January and the first half of February. In the beginning of February, a problem formulation was defined and the first parts of the report was formed, the background

and which method to utilise. Furthermore, at the end of February the planning report was due, hence also parts of the theoretical framework were created. When the planning report was approved, the research could continue into the data collection phase.

3.3.2 Theoretical framework and data collection

The data collection involved simultaneous work with the development of the theoretical framework and conducting interviews. The phase involved data collection internally from Ace, with marketing department personnel, the CEO and representatives of Ace, as well as externally from mechanics. Then there was a period of processing the empirical findings. As new empirical discoveries were made, frequent updates of the theoretical framework were required.

3.3.3 Analysis

The research then continued with analysis of the empirical findings in relation to the theoretical framework. The structure of the analysis had its basis in the research questions for the study, which was needed in order to answer the research questions, conclude the study and develop a brand strategy for Ace.

3.3.4 Discussion of results

After the analysis was concluded the developed brand strategy was presented to and discussed with the CEO of Ace. Although this is a master thesis, this thesis was done on behalf of this firm and therefore this discussion of the results functioned as a way getting approval for our results. Subsequently, an initial step to implement the brand strategy was conducted through a workshop with the marketing department. The focus of the workshop was to inspire the employees to start to operationalise the brand strategy by letting the marketing department come up with ways to communicate the new brand identity in accordance with Ace's brand archetypes. New perspectives were identified during this workshop which was then integrated into the analysis and conclusion of the report.

3.3.5 Final phase

The last phase of the research included proofreading, opposition of another thesis, the finalisation of the report based on the feedback given at the opposition and preparations for presentation of the thesis. This process occupied the three last weeks of May.

3.4 Research methodology

According to Patel and Davidsson (2003), there are three various ways of conducting research regarding the relation between empirical findings and existing theory; *inductive, deductive* and *abductive*. Dubois and Gadde (2002) describes the *deductive* approach as when theory guides the research by providing literature that is verifiable in reality. Bryman and Bell (2007) states that the *inductive* approach is when theory is an outcome of the research. Patel and Davidsson (2003) combines the two approaches in a research approach called *abductive.* Dubois and Gadde (2002) suggest yet another approach which is an expansion of the abductive approach called *systematic combining*. Dubois and Gadde's approach proposes that theoretical framework, empirical findings and analysis evolve simultaneously. This approach allows for theoretical input and empirical data to be gathered concurrently as the researchers understanding increases (Dubois & Gadde, 2002). This, as researcher needs knowledge of one to understand the other. Considering that this approach enables for continuous synergies between theory and empirical findings instead of one discrete clash, systematic combining as approach was chosen for the report. For example, the interview guides were created with the theoretical framework as a basis. The interviews conducted using the guides then generated the empirical findings, which further influenced what the theoretical framework should incorporate.

3.4.1 Literature studies

The theoretical frame of reference is the basis for the analysis of this thesis and has been gathered through a thorough literature review of relevant literature. This literature includes research regarding business strategy, brand equity, brand identity, brand personality and more. The literature gathering will be gathered through different types of sources. For instance, to find relevant articles the Chalmers library's database will be utilised, by searching on relevant terms to find articles and search in journals which suit the theme of this report, such as Industrial Marketing Management journal. Furthermore, some of the commonly referred to books in the articles are investigated further to find original source of the information. Also, general books on applicable topics have been read to enhance the report.

3.4.2 Data collection

Throughout this study, both primary and secondary data has been collected, with a focus on primary data. Primary data collection is collecting data directly from the source by the researchers, such as through interviews or observations (Bryman & Bell, 2007). Secondary data collection is gathering data that has earlier been collected by others (Bryman & Bell, 2007). Collecting primary data tends to be more time consuming, however it is free from interpretation from a third party.

To understand what Ace does and what the needs are for Ace's brand strategy, several meetings with the CMO and Head of Concept Development were held. To get further understanding of the industry in which Ace operates, a visit to the Auto Trade Fair in Gothenburg was made where most companies within the automotive aftermarket were present. Meetings and interviews with employees at Ace were conducted to further understand the company's operational structure. Lastly, interviews with the customers of Ace, were held to get their perspective on the brand as well as the products and services. The operational structure documents and the information pamphlets regarding Ace that were received during meetings and interviews are the secondary data collected during the research.

The data collected through primary data sources and the secondary data handed out during the collection of primary data is the basis for the chapter Empirical data. However, empirical findings under the chapter 4 and subchapter 5.1 have some elements which is based on literature studies, secondary data. Furthermore, the data collected from the interviews and workshops is analysed using the theoretical frameworks to develop a brand strategy for Ace. Furthermore, an implementation plan for the developed brand strategy will be created according to relevant theory.

According to Marshall (1996), there are three ways of nonprobability sampling that are suitable for qualitative research; *convenience sampling*, *judgement sampling* and *snowball sampling*. Convenience sampling is the least costly technique in terms of money and time for the researcher due to that it is the selection of the most accessible subjects (Marshall, 1996). The risks with convenience sampling is however poor data quality and lack of credibility. The second sampling technique, judgement sampling, relies on the knowledge of the researcher which is used to find the subject which is the most probable to answer the research question (Marshall, 1996). Whilst, snowball sampling is dependent of referrals, which functions so that subjects recruit future subjects. This research has implemented all three sampling techniques, but with a focus on judgement sampling and snowball sampling. The interviewees and meeting representatives have been divided into three groups, *meetings representatives*, *Ace representatives* and *mechanics*.

3.4.2.1 Interviews with Carfix and Ace representatives

The initial meetings regarding Ace's brand strategy were held with the CMO and the Head of Concepts since they are responsible for the work with all Carfix Group's brand strategies. Due to them being knowledgeable in the subject of brand strategy, Ace's brand strategy and all the other brand strategies, they were considered to be the best subjects to gather information from. To gather information regarding Ace as a complete solution, a meeting with the CEO of Ace was considered preferable. Her knowledge regarding Ace as a company made her the strongest candidate for meetings where information about Ace were to be

gathered. The information gathered during this meeting is the basis for the overall description of Ace in the empirical findings. The table below, table 3.1, represents the interviewees from the meetings conducted during the research.

Table 3.1: Meeting representatives

Representative	Company	Position	Date	Format
Representative 1	Carfix Group	CMO	11 Jan 2017	In-person
Representative 2	Carfix Group	Head of Concepts	11 Jan 2017	In-person
Representative 3	Ace	CEO	15 Feb 2017	In-person

The two main types of interviewing in a qualitative research are, *unstructured interview* and *semi-structured interview* (Bryman & Bell, 2007). An unstructured interview may subsist of a single question to explore the topic and gather the insights, which the interviewee considers to be of great importance (Bryman & Bell, 2007). The meetings conducted during the research was initiated with one question and then the researchers followed up with questions where it was considered worthy to investigate further. Thus, the meetings with the CMO, Head of Concept and CEO of Ace are presumed to be of unstructured interview type.

For the interviews with subjects who knew about the different divisions of Ace the requirement specification was that they should be familiar with the specific division's products and/or services. Furthermore, to have knowledge regarding customers, customer expectations and what differentiates their product or service from others etc. Those who were assumed to possess knowledge of this kind were the employees who are responsible for each division. Thus, the interviewees were the employees responsible for Ace Spare parts, Consumables, Academy, Business systems and Competence supply. These interviewees were sampled through a combination of judgement and snowball sampling since these subjects were chosen by the researchers because they were found to be most suitable but they were also recommended from the CEO of Ace. The list of interview subjects from Ace divisions are displayed in table 3.2.

Table 3.2: Interviewees for interviews with the divisions of Ace.

Interviewee	Company	Division	Date	Format
Interviewee 1	Ace	Consumables	9 March 2017	Telephone
Interviewee 2	Ace	Competence Supply	9 March 2017	Telephone
Interviewee 3	Ace	Spare Parts	9 March 2017	In-person
Interviewee 4	Ace	Academy	10 March 2017	In-person
Interviewee 5	Ace	Business System	10 March 2017	Telephone

The interviews conducted with the Ace representatives and mechanics were of semi-structured interview type. During a semi-structured interview the researchers often employ an

interview guide (Bryman & Bell, 2007). Nonetheless, the questions asked may not strictly follow the guide, but by and large all questions will be asked. Semi-structured interview is chosen so that follow-up questions can be asked and to adapt the interview depending on the character of it. The first step to create the interview guide was an exploration of how branding agencies concludes objectives similar to the objectives requested by Carfix Group and Ace. The questions generated from applying the same technique as branding agencies were then reordered in the interview guide to simplify ability to answer for the interviewees. Thus, the initial questions of the interview were more straightforward and demanded more accessible answers. Subsequently, the more abstract questions were towards the end of the interview. According to Bryman and Bell (2007) it is important to regard the construction and conduction of a semi-structured interview to be able to gain as reliable and thorough information as possible from them. Thus, before conducting the interviews the interview guide was tested on a nonpartisan individual to evaluate if the interview guide would generate satisfactory answers. For the interview guide see appendix.

3.4.2.2 Interviews with customers

To gather data regarding customer perception of Ace as a brand, subjects who had the possibility to buy or had already bought Ace products and services were required. The interviews with Ace representatives disclosed that customers of Ace for the most part are workshops. Furthermore, that the aim of Ace is to foremost supply the workshops within Carfix Group. Thus, the interview subjects were foremen for workshops within the Group. To develop a brand strategy which considers all divisions to the greatest extent possible the interviewees were to possess as much knowledge regarding the different products and services the divisions offers as possible. Hence, the selected workshops are situated in the areas where most of the divisions' products or services are available. The area where all divisions' products and services are available is Malmoe. However, several attempts were made to get an interview but all workshops declined due to lack of time. Furthermore, it is to be noted that the workshops were not selected from records of workshops who utilises the majority of Ace's divisions products or services. Determining the sample size is not a simple task and depends on a number of considerations (Bryman & Bell, 2007). The researcher needs to consider the effect that the sample size has on time and cost (Bryman & Bell, 2007). In this research the customer perception is only a part of the result, thus the decision to not focus a vast amount of resources on workshop interviews was taken. However, the aim was to uncover a customer perception representative enough, thus not too few interviews could be conducted. Hence, it the decision of conducting five interview was made. The table below, table 3.3, represents who the customer perception interviewee was and their location.

Table 3.3: Workshop interviews.

Workshop	Workshop location	Date	Format
Carfix 1	Gothenburg	16 March 2017	Telephone
Luxfix 1	Stockholm	17 March 2017	In-person
Carfix 2	Stockholm	21 March 2017	In-person
Carfix 3	Stockholm	24 March 2017	In-person
Luxfix 2	Stockholm	27 March 2017	In-person

To construct the interview guide for the interviews with mechanics, the prior interview guide was used as a basis. The main difference from the interview guide with Ace representatives were the angle of the questions. Forthwith focused to capture the mechanics impression of Ace. However, the structure of the guide was similar with straightforward questions onset and with the same order of categories. Regarding the question about core values, the eleven words collected from company representative interviews were used, which the mechanics got to choose three words from that they found suitable for the Ace brand, see appendix for the mechanics' interview guide.

3.4.2.3 Questionnaires

To analyse which archetype a brand correlates with, it was researched how brand agencies generate brand archetypes for their clients. Their analysis process was a questionnaire with a number of questions regarding how the company act and view themselves in certain situations. For each question, twelve alternatives with statements relating to a certain brand archetype was given. The online questionnaires by branding agencies was the inspirational source when the questionnaire for Ace was created. The questions and the alternatives in the developed archetype questionnaire corresponded with the definitions of the brand archetypes found in Mark and Pearson (2001). After the questions and answers had been formulated, an online questionnaire tool was used to collect the answers from the different representatives. When answering the questions, each representative had to pick three alternatives and rank them one to three according to how applicable they are to the brand Ace, see appendix for questionnaire and numerical analysis.

3.5 Quality and ethical considerations

For a qualitative research, the quality is harder to assess than in a quantitative study (Tracy, 2010). The data collected during a qualitative research is often collected through interviews and publications, which are based on interaction and subjective interpretation (Bryman & Bell, 2007). To establish quality of a study Bryman and Bell (2007) suggest to ensure the reliability and validity of the research. However, these measures are developed based on logics of quantitative studies and needs to be transformed to fit with a qualitative study such as ours. In addition, Dubois and Gibbert (2010) suggest for qualitative studies the importance of

transparency. Hence, we use reliability, validity and transparency as a base for ensuring quality of the study of this master   thesis.

First, ability for other researchers to replicate the procedures of the study and come to the same insights and achieve the same results are described as reliability (Dubois & Gibbert, 2010). This has been achieved by using established and acknowledged theories in combination with thorough empirical observations. The conducted research is partly based on personal qualitative interviews, which are afflicted by the time and context. This affects the reliability of the research since it hinders the replicability in a traditional sense of the study. Replication can be accomplished if a case study database has been created (Dubois & Gibbert, 2010). To ensure reliability in this study, the interviews were recorded and noted down for future reference.

Second, transparency refers to how well and clear methods and procedures has been documented and described for others to inspect (Dubois & Gibbert, 2010). To ensure transparency, all methods and procedures has been carefully described either in the method section or attached in the appendix.

Third, validity refers to if a study of a phenomenon corresponds to the actual phenomena (Dubois & Gibbert, 2010). To establish validity Dubois and Gibbert suggests a triangulation of sources of data. During the study, not only information gathered from interviews was used but also from annual reports, web-pages and industry fairs. Also, the theoretical framework has developed in interplay with the understanding of the empirical observations of what the respondents meant with brand strategy and business strategy.

Our study also contained a sub-study of quantitative set-up, as explained above. This sub-study contributed to the valuation of brand elements and it can be evaluated by   validity.

To ensure the interviewees' comfort while answering questions, the writers have ensured the anonymity of the source if so wished. In these cases, it has been done by only using the compilation of raw interview data and not quoting or using employee titles while writing the report. It was also explained how the research might affect their work situation, this to be as transparent as possible to the employees to reach the highest level of understanding.

All names in this report has been altered because the company, called Carfix Group, has chosen to stay anonymous and therefore, specific figures, company secrets, strategies and so forth has been alternated so that the company's identity is not revealed.

3.6 Reflections and generalisability

Despite rigours work with trying to achieve high quality with reliability, transparency and validity, some limitations could be identified within this research. In regards to data collection the selection of interview subjects could be biased. For example, the internal stakeholder interviewees were assigned by the top management of Carfix Group. Thus, it could be presumed that this affects the results since they might have been consciously selected. However, the managers have tried to included interviewees that grasp different perspectives. Furthermore, regarding customer perception only foremen of workshops situated in large city regions of Sweden were interviewed. Hence, the customer perception of this report might not correlate with the general customer perception. However, the customer perception gathered is presumed to be accurate enough to be useful for the purpose of this research.

Moreover, no competitor analysis has been performed which could be assumed to negatively affect the results. However, no direct competitor could be found that offers a complete solution like Ace do.

The frame of reference of this report is mainly based on theories regarding business-to-consumer branding since the research conducted regarding business-to-business branding was more limited. Nonetheless, we have made an effort to choose theories that could be suitable to apply also for business-to-business companies. In addition, we have continuously reflected on their use in relation to business-to-business and this is something we have discussed with our supervisor at Chalmers.

This research might be generalisable in the sense that both the method for developing a brand strategy aligned with the business strategy and that the phenomena of using an established brand to cover more diverse activities than the initial brand is becoming more and more common.

4. The automotive industry and market context

Ace, the focal firm of this master thesis, is part of the automotive industry and market. This environment is described in this chapter as a context for the forthcoming empirical description and analysis.

Overall, the automotive market as well as the aftermarket stands for major shifts in the way they work; consumers demand technological innovation, environmental sustainability and the way people own cars are about to change. Something that also affects the automotive aftermarket is that it is a highly competitive market where the main areas of competition is price and quality. The number of actors on the market is decreasing due to mergers and acquisitions of smaller chains or manufacturers. Companies need to create synergy effects to lower the price of the products and to make the logistics chain more efficient. Working together with other actors, such as suppliers or sub-suppliers and collaboration are gaining in importance. What affects the market as a whole is mainly the number of cars and driven distance but also the economic growth. During the last couple of years, the trend has been slow but steady upwards for the whole market. The pressure from the end customers on the workshops has also increased to be able to handle the high technology that is in their cars today. Larger actors and chains have, to a larger extent, the possibility to offer educations and training regarding the new technologies in vehicles for their personnel and workshops. (Carfix Group, 2017)

4.1 Innovation in the automotive industry

Innovation in the automotive industry, according to Alliance of Automobile Manufacturers (2017) is based on the global fast paced technology advancement for the rest of the market. For most consumers, the car is their most advanced piece of technology because of the increasing demand regarding comfort, safety, energy efficiency and so on. To meet these demands, automakers need to successfully bring new diverse technologies to the market already from the planning stage. Boston Consulting Group (2015) stresses that companies need to bring new products to the market faster by shortening their go-to-market time and that the most powerful tools are digital and data technologies. To be able to compete on this market, automakers need to be able to rely on their personnel and that these can be agile and adapt to the new technologies in vehicles and not only have mechanical skills but digital (Alliance of Automobile Manufacturers, 2017). According to Boston Consulting Group (2015), 4 out of the 10 most innovative companies in the world 2015 were automakers such as Tesla Motors [3], Toyota [6], BMW [7] and Daimler [10].

4.2 Original spare parts

It is a common phenomenon within today's automotive industry to outsource manufacturing to subcontractors (Ciravegna et al., 2013). To mitigate risks car manufacturers utilise several subcontractors for the same spare parts, for instance the brake discs. The elected subcontractors for that specific part, out of all of the company's subcontractors, become Original Equipment Suppliers, henceforth OES (Silbervogel, 2015). The subcontractors who supply the car manufacturer with other parts, but not the specific product, are called Original Equipment Manufacturers, OEM (Quesada, 2006). As illustrated in figure 4.1 the car manufacturers OES are bought from subcontractor A. Nevertheless, subcontractor B manufactures an identical product, but sells it to workshops instead of it being placed in the car originally.
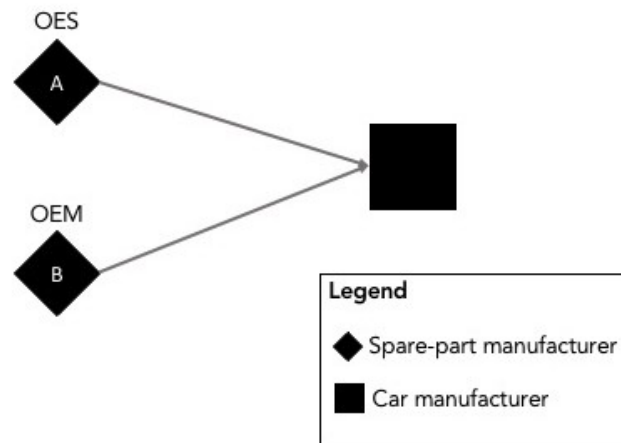
Figure 4.1: Car manufacturers' spare part subcontractors.

The car manufacturer's authorised workshops purchase spare parts from the car manufacturer's subcontractors, both OESs and OEMs. In the example illustrated in figure 4.2 the authorised workshop acquires products from both subcontractor A, an OES, and subcontractor B, an OEM. Thus, when a car is repaired in an authorised workshop it will retrieve a product manufactured after the right requirement specification however not necessarily produced by the same manufacturer as the original part.
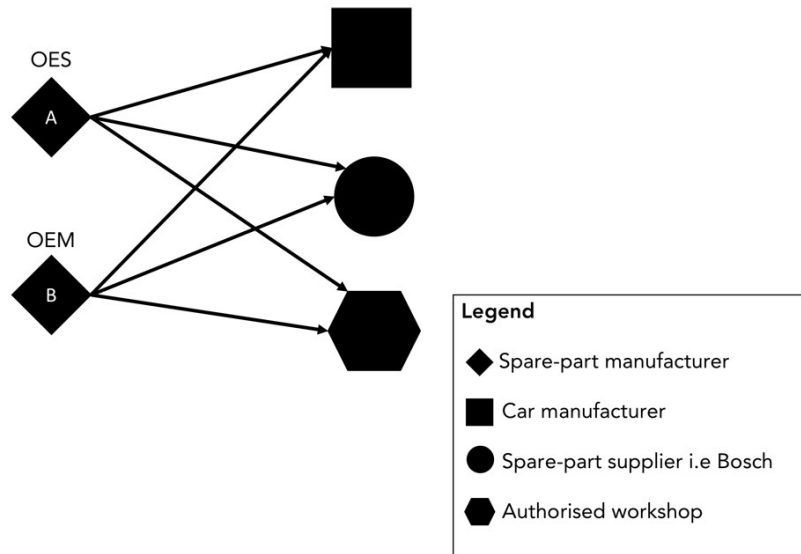
Figure 4.2: The authorised workshops spare-parts suppliers.

Some of the OESs and OEMs have brand names which are familiar to car owners, such as Bosch. When the OES or OEM has an unfamiliar name the authorised workshop places the car manufacturer brand on the products and packages. Furthermore, brands like Bosch purchases and places their brand on products made by OESs and OEMs which have unfamiliar names.

5. Empirical data

Here, the empirical data collected during the study is presented. The first section regards information about Carfix Group. The following section contains data gathered during interviews with representatives for Ace. Whilst, the last section contains data from interviews with workshop employees.

5.1 Carfix Group

Carfix Group is a group of companies operating within the automotive aftermarket. In total, there are 350 stores and over 2100 workshops under these companies. The operational structure of Carfix Group could be described as consisting of three sales companies. These sales companies are the core business of Carfix Group and they are Carfix, Luxfix and Ranulph & Lennart (R&L). Carfix operates in Sweden, Norway and Finland, Luxfix in Sweden and Norway, whilst R&L operates in Norway. The Carfix and R&L sales companies targets both business-to-business customers, as in workshops, and consumers whilst Luxfix's sales companies are targeted towards business-to-business customers. The sales companies share administrative services such as HR, economy, purchasing and logistics.

Subordinate to these sales companies, there are stores and workshops connected to the specific sales company. The stores are divided into proprietary stores and partner stores, where the partner stores are privately owned but conducts business under the Group's brands. Furthermore, the workshops are also divided into two types; proprietary and affiliated workshops with the same setup as the partner stores.

The different companies target different customer segments; Carfix targets customers that owns their car for practical reasons and view it as a mean of transportation. Thus, they aim to provide the customer with a simple and affordable solution. Luxfix is a brand which targets customers who likes to take care of their cars. Thus, the quality of the service is considered important for the Luxfix customers. Addcar is subordinate to R&L and is the Norwegian leader in car accessories and the brand targets customers with great interest in cars who likes to personalise their cars with different types of accessories.

The workshops are offered a complete solution from the sales companies with internal support from Carfix Group's companies Penguin Equipment and Ace. The two companies are thus cross functional companies which provide the workshops with products and services. Both companies also serve external workshops with their services. Penguin Equipment supplies workshops with equipment such as lifts, gas analysers and diagnostic tools.

5.2 Ace

Carfix Group identified expanding their brand portfolio as a source of potential growth and increased profit and thus created the brand called Ace. Ace started as a brand which provided spare parts to workshops within the Carfix Group and has now grown into five different divisions; *Spare Parts, Consumables, Academy, Business Systems* and *Competence Supply*. Ace aims to be a cross functional company within Carfix Group as well as a being a support company for workshops outside of the Group. The aspiration for Ace is to improve workshops by providing products and services which enhance the efficiency, reduce costs and increase sales. The different divisions are under the same brand because the aim is to have the customers perceive Ace as the company to go to when they want to maximise the workshop no matter what they need help with. Thus, Ace's business proposition is to deliver a complete solution with high-quality solutions and products. Currently Ace's products and services have too low prices according to the CEO. The CEO believes that the prices should be higher, yet still lower than the competitors, so that the products will be considered to be of the high quality that they are but still affordable.

5.2.1 Ace spare parts

Ace Spare Parts supply products such as brake discs, front part of chassis, start engines and generators. Ace Spare Parts manufacturers some parts themselves using the same requirement specification as the car manufacturer and as other spare part suppliers, they also place their brand on bought spare parts. The manufacturers from which Ace purchases some spare parts are OESs and OEMs of the car manufacturers. Thus, as can be seen in figure 5.1, a spare part bought from Ace can identical to the original part in a car. Therefore, Ace Spare Parts are of original spare part quality or is an original part. Moreover, the subcontractors which Ace purchases from and relabels can be the same subcontractors that other spare parts suppliers acquire from. Thus, Ace products can be exactly the same products as other spare part providers such as Bosch.
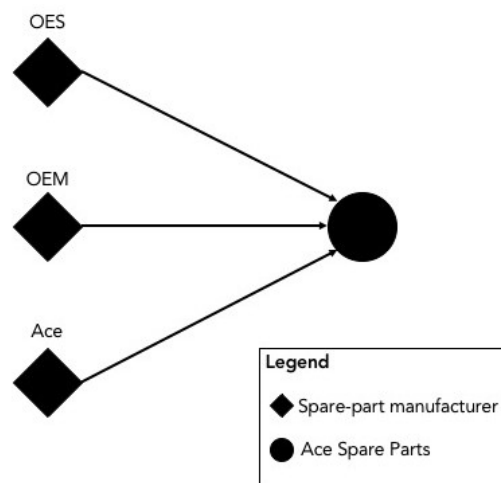
Figure 5.1: Ace's spare-part suppliers.

Ace Spare Parts mainly sell products to the stores and workshops within Carfix Group. Nonetheless, Ace Spare Parts are also available for workshops outside of Carfix Group. The price for the products are advantageous in comparison to products of the same quality from other brands. Furthermore, the stores and the workshops within Carfix Group get further discount when purchasing from Ace Spare Parts since they are a part of the same corporation. Ace Spare Parts has three types of customers and the purchasing chains for these customers are different. The three customers are 1. stores, 2. workshops and 3. car owners. The most common type of customer is the stores. When stores are the first-tier customer, the purchasing chain starts with a customer arriving at a workshop in need of a spare part, for example a brake disc. The workshop then checks the car's registration number and retrieves the specifications for what type of brake disc is needed. The workshop then together with the car owner decides which out of three price groups, 1. low price, 2. medium price and 3. expensive, to choose from. What the product's brands are, is unknown. For the most part Ace Spare Parts is the recommended product within price group two. The workshop then orders from the stores which product from the price group they wish to use. The stores within Carfix Group usually has a higher inventory level of Ace spare parts than other brands so that the workshops can always retrieve the spare parts quickly.

Moreover, the car owner can buy the product directly from the Ace Spare Parts website. Furthermore, the car owner can also buy the spare parts from the stores. The price when buying directly from the store are the same as the price for the product when the car is repaired at a workshop. Lastly, workshops which are not in the Carfix Group orders Ace spare parts either directly from Ace Spare Parts or through the stores. However, ordering directly from Ace Spare Parts is the most common for these customers since the workshop is a competitor to Carfix Group's workshops and hence wishes not to support stores which are heavily associated with their competitors. That Ace Spare Parts is owned by Carfix Group is known within the industry but since the name differs from the workshops' competitors, they are more willing to buy from them. The stores, workshops and car owners which purchase from Ace Spare Parts are located all over Sweden.

Ace Spare Parts has five core values which are the basis for their division. These are *quality*, *simplicity, price worthiness*, *reliability* and *innovation.* When the customer purchases an Ace spare part they should expect a spare part of high quality for a good price. This is enforced by Ace Spare Parts' five-year warranty. Hence, Ace Spare Parts aims not to supply cheap products at the expense of quality but rather quality for a reasonable price. The reason for why a car owner chooses to service their car at Carfix is usually due to that it is cheaper than the authorised workshops. Thus, the parts used during the service needs to be cheaper than what the authorised workshops use which is original spare parts. This is why Ace spare parts should be cheaper than original spare parts.

Image 5.1: Break Disc from Ace.

Ace Spare Parts should be innovative and come with better solutions than other spare part suppliers. Meanwhile, providing products which achieve what they are set out to do. To achieve this the products are heavily tested. Ace Spare Parts aims to become the spare part brand which is on top of mind of every mechanic and increase the sales further. To achieve this Ace, aspire to expand the product line and add more product groups. Ace Spare Parts main competitors is Bosch and original spare part suppliers.

5.2.2 Ace consumables

Ace Consumables offers consumable products that are used on the workshop floor. These are products such as different oils, screws, nuts, bolts, cleaning accessories and safety equipment, see image 5.2. The products are offered as a complete solution for workshops connected to the Carfix and Luxfix concept. Ace Consumables makes sure that the workshops never run out of supplies and keep a tight contact with the workshop foremen. They also offer customised solutions to workshops that requests that.

Image 5.2: Degreaser from Ace.

The customers are only professional actors, mainly workshops that are connected to Carfix or Luxfix but also other workshops - both independent and authorised, industry companies and

automakers. The Ace brand is a way of selling products to competitors of Carfix since the Ace brand is not considered to be tightly connected to   Carfix.

Customers choose to buy from Ace Consumables because their products are priceworthy, meaning it is a product with the right quality to the right price. Ace Consumables is a relatively small organisation which means a short decision path, something that makes it possible to be agile and meet the customers' demands quickly. The objective is to meet or exceed the customers' expectations. Today, the operations are limited to the areas of Stockholm, Gothenburg and Malmoe but the target is to expand nationwide. The buying process is often through an Ace Consumables sales representative but customers can also order products through a web portal. The design of the products and packaging is made to look good and feel solid, something that has made the customers view Ace Consumables as professional and as a provider of high status products.

What a customer should expect when buying from Ace Consumables is that they should get the right product to the right price with a smooth logistic chain. The fundamental values are; *quality, engagement* and *price worthiness.* The aim is that it should be easy for a customer to buy products from Ace Consumables, that they can trust the quality and feel satisfied with both the price and the time to receive the products. To achieve this, Ace Consumables has a central warehouse where all products are delivered from the day after the customer's order. The long-term goal for Ace Consumables is to be able to reach customers all over the Nordic region, but with an initial focus on Sweden.

The main competitors of Ace Consumables are specialising companies within each branch of the product assortment. There are no other companies that offers the complete solution that Ace Consumables do. What differentiates them are the ability to create a simple way for the workshops to obtain the needed products.

5.2.3 Ace academy

Ace Academy is the division of Ace that oversees training and educating both experienced mechanics as well as beginners. Ace Academy has a cooperation with two high schools, where the Ace brand is put on one of the mechanic educations, to provide the market with well qualified personnel. They also offer technical support regarding computer programs and equipment with connection to the car service. Ace Academy owns about thirty facilities nationwide where they conduct the training and educations. The core of the business is to provide workshops with the ability to perform the right service to the car in a quick, simple and correct manner.

Image 5.3: Digital competence development tool from Ace   Academy.

Ace Academy customers are mainly workshops that are connected to the workshop-concepts of Carfix and Luxfix. This is a stable part of the revenue stream since the affiliated workshops has a certain number of courses that are complementary in the concept as well as a generous discount on additional courses. A recent trend though is that more and more external workshops uses their services. This is thanks to the focus of trying to sell the services to both competing workshop chains but also to car producers that needs to educate the personnel of their authorised workshops. Marketing efforts has also been done by advertising in industry magasines, both printed and digital advertisements. This is something that has shown to be very efficient, several external requests of customised solutions have been received and the traffic on the webpage has increased significantly. They also state that it is always possible to create more spots on a course, Carfix and Luxfix has reserved spots, but every spot that they can fill with an external mechanic is pure profit. A positive side effect of having external courses is that many of the external workshops that has participated also ended up tying themselves to either the Carfix or Luxfix concept, a way of recruiting new workshops.

The customers choose Ace Academy mainly because of the convenience of not having to travel to far. Since they have about thirty facilities spread all over Sweden, the mechanics never must travel far to attend a course or training, this is the unique selling point. They also offer online training courses and educations. Sometimes the workshops are not aware of their lack of competence, Ace Academy can then diagnose a workshop to see which skills they miss and offer a solution to handle that. An area where lack of competence is high is regarding the electric and electric hybrid cars. Ace has customers that spent hours trying to figure out something that could have been solved in five minutes by calling the technical support. It is not only external workshops but also direct competitors that uses the service of Ace Academy. This has been shown by for example Bosch, they have a large training and education facility in Stockholm. Several of their workshops has chosen to educate themselves on one of Ace Academy's facilities that are based closer to their business because of the convenience.

Another main competitor for Ace Academy is Trainingpartner, they are a completely independent training and educational organisation, with operations and facilities concentrated to Stockholm. They have a large facility with test tracks, hotel, conference areas and much more. It is very valuable for them but the costs are high and the flexibility is low. All their trainings and educations takes place here and mechanics that wants competence development needs to travel there, it is both costly and time consuming. This is where Ace Academy differentiates themselves from the rest of the market by offering educations closer to the workshops.

It is often a disadvantage for Ace Academy to be connected with the rest of Ace, especially Spare Parts, since customers view them as non-independent. Spare Parts has historically been viewed as a 'pirate actor'; a producer of low quality products. This is something that has rubbed off on Ace Academy brand, therefore some employees claim that it could be beneficial to change the name of Ace Academy into something more neutral.

When a workshop buys a service from Ace Academy they should expect a high-quality education and training as well as engaged support personnel who aims to provide a simple and correct solution to the customer. The fundamental values of Ace Academy are; *professionalism, quality, engagement and efficiency*. To be able to deliver this, Ace Academy values the expertise of their personnel. They are the main asset of the company and are essential to be able to provide the wide range of educations and support. By allowing the co-workers to specialise on one or a few subjects and have constant competence development they can optimise the right person to the right task and deliver the best possible solutions to the workshops and mechanics. This is the way of achieving the long-term goal for Ace Academy; "*to be the natural choice for a workshop that is in need of competence development*". Short term goals are that at least 50 percent of the revenue should come from external customers, that Ace Academy can be viewed as an independent actor on the automotive education market and that the high school education part of the business has grown substantially from two to six schools, within 5 years.

5.2.4 Ace business systems

Ace Business Systems offers business systems which handles sales data, customer relationship management, accounting management and more. The system is specialised for the automotive aftermarket. The Ace business system interconnects all system users so that valuable end consumer information is easily transferred, like historical journals of the car.

Ace Business Systems' customers are workshops, the purchaser is usually the workshop owner. The workshops which are Ace Business Systems' biggest customers are the workshops which operates under Carfix Group's brands. However, Ace Business Systems has customers

which are not in the Group. Ace Business Systems assert that the customers choose their product because the system performs the tasks which a workshop needs and it is more user friendly than competitor solutions. Furthermore, Ace Business Systems believes that it is beneficial to have the Carfix Group brands to back up the products. Carfix Group assures the customer in the sense that they are well known and for understanding the industry in which they operate.

When a customer purchases a business system from Ace Business Systems they can expect a business system which functions as it should and that support is always available, hence that they do not need to wait to receive the support needed. To be able to deliver this, Ace Business Systems needs to on a regular basis update the systems and put the customer in focus.

Ace Business Systems states that their core values are along the lines of *complete, reliable* and *user friendly.* Ace Business Systems biggest competitors are Proadmin, Winassist and Infoflex in Sweden. How Ace Business Systems differentiates themselves from the competitors with their knowledge and focus on the automotive aftermarket, thus they do not solely deliver a system.

5.2.5 Ace competence supply

Ace Competence Supply supports workshops within Carfix Group with finding the right competence. They supply workshops with temporary mechanics to cover staff need during both short periods, such as during tire change season and long periods. Customers tend to utilise Ace Competence Supply's services because it is a part of the Carfix Group which mediates vast knowledge of the industry and good quality. Thus, Ace Competence Supply presumes that the brand Ace with it being associated with Carfix Group gives a sense of security in the services which they provide. Today, Ace Competence Supply's customers are only workshops within Carfix Group situated in Malmoe. Within the next few years Ace Competence Supply hopes to be able to provide their services nationwide.

When a customer orders a service from Ace Competence Supply they should expect that what they have been promised is kept and that the standards are met or even surpassed. Also, that the competence of the mechanic which is supplied match what was promised by Ace Competence Supply. To achieve this, Ace Competence Supply performs rigorous tests of the potential temporary mechanics.

Ace Competence Supply concludes that their core values would be in line with *security* and *quality.* What sets Ace Competence Supply apart from their competitors, which are regular

staffing agencies, are both their expertise within the industry and their lower prices. Since Ace Competence Supply operates within Carfix Group they can offer cheaper prices than others.

5.3 Customer perception

The result from interviews with workshop foremen resulted in this section about customer perception. All the interviewees knew about and used at least some Ace products and services, but were not aware of all the products and services that Ace offers.

Regarding Ace Spare Parts, all of the workshops uses the products today. The general perception of Ace Spare Parts is that they live up to the expectations of the mechanics but a few answered that they were disappointed and chose to use other brands instead when possible. All say that it is up to the end customer to choose if an original spare-part or an Ace spare-part is to be used, according to the price the customers are willing to pay. When repairing newer cars, all say they chose to use original spare-parts, instead of Ace spare-parts, where the quality has been proven. All mechanics have the perception that original spare-parts are of better quality. The relative margin of Ace spare-parts is similar to the margin of more expensive spare-parts but the absolute margin is lower according to the mechanics. The majority answered that the quality of Ace's spare-parts is equal or higher than the quality of similar non-original brands and that they either have had no reclamations or they have been handled in a smooth and swift way by Ace. The warranty, which is five years compared to two years for most other manufacturers, is regarded as an advantage by all mechanics but a few do not trust that Ace can live up to their promise. A couple of the mechanics also answered that they suspect Ace spare-parts to be parts from a cheap German manufacturer and rebranded with the Ace brand. All but one workshop stated that there are no compatibility problems when using Ace spare-parts, the one who answered that there is prefers to use original spare parts directly from the car manufacturer.

Ace Consumables, is like Ace Spare Parts, used by all the workshops and regarded to be of good quality to a good price. Most of the interviewees answered that they order products when in need but one of them used the 'total solution'-service which means that Ace fills the workshops shelfs regularly. There also seems to be no compatibility issues regarding Ace Consumables but one interviewee prefers to use Castrol oil.

The customer perception of Ace Academy seems to be fragmented, everyone knew about the existence of educations but few recognised it as a part of Ace and referred to it as Carfix's educations. Some workshops frequently use their services and attend trainings and educations while others chose not to because they found themselves to be fully trained already. The experiences of those who attended educations and trainings was that they

contained relevant information and were always up to date. An area of improvement seems to be the practical elements of the supervised trainings.

Ace Business Systems seems to be unknown for the workshops, only one mechanic answered that they have heard about its existence and some stated that they did not know if their business system was from Ace Business Systems or not. The general view was that the business system is not a critical product for them.

A few of the interviewees answered that they knew about Ace Competence Supply and their service to supply mechanics on demand. Some answered that they today choose to use friends when in need of extra people. All the interviewees answered that they would find it attractive and use it if the service was available to them.

5.4 Results from questionnaires

Here the results from the questionnaires are presented. Firstly, a table over the price/quality scores, table 5.1, are presented and then a table summarising the brand archetype scores, table 5.2.

Table 5.1: Price/quality scores

Division	Price	Quality
Ace	70	90
Spare Parts	50	75
Consumables	50	100
Academy	50	80
Business Systems	49	90
Competence Supply	50	100

Table 5.2: Brand archetype scores

Archetype	Score
Caregiver	35
Ruler	13
Creator	50
Innocent	15
Sage	51
Explorer	10
Magician	39
Outlaw	31
Hero	37
Lover	24
Jester	6
Regular guy	13

6. Analysis and discussion

Here, the theories presented in the theoretical frame of reference will be applied to the empirical data regarding Carfix Group, Ace and its divisions. This chapter will follow the structure of the problem analysis and the research questions, the theoretical frame of reference is summarised as a framework in section 2.4 for the development of a brand strategy, which the analysis chapter follows within the sections.

6.1 Carfix's business strategy for Ace

This analysis section aims to resolve question 1: *What is currently Carfix Group's business strategy for Ace and the Ace divisions?*

The business strategy for Ace was initially to have an affiliate which provide the workshops within Carfix Group with spare parts at a low price without tampering with quality. Seeing that the access to reasonably priced spare parts of good quality was not the sole need which the workshops had, Carfix Group identified which other products and services were wanted. The most common needs were identified to be consumable products, educations and training, business systems and mechanics on demand. The decision was made to include all of these products and services under the same affiliate. Thus, to create a company which offers products and services which meets the most common needs of the workshops. The business strategy therefore evolved from supplying only spare parts to being a business catering to the most prevalent needs of the workshops.

Furthermore, the aim of Ace is to improve workshops by providing products and services which enhance the efficiency, reduce costs and increase sales. The business strategy definition according to Baraldi et al. (2007) is that the strategy is formed through interaction between business parts. Ace's strategy could be presumed to be formed as Baraldi et.al (2007) states, because the strategy was formed by receiving information from different parts of the Carfix Group network regarding what is needed within the Group.

The workshops in Carfix Group are the main focus group for the Ace products and services. As a result, the advantages given to the workshops are also transferred to Carfix Group. As stated earlier, Mintzberg (1978) defines business strategy as the pattern observed in the decision stream. If Mintzberg's definition of a business strategy is applied to this case, Ace's business strategy evolved in the decision stream from being a spare part supplier to a complete solutions provider.

6.2 Current brand strategy for Ace

Under this section, the aim is to analyse research question 2: *What is currently Carfix Group's brand strategy for Ace and the Ace divisions?*

Currently, the brand strategy of Ace is not defined or presented in text, however it can be extracted and analysed from what the CEO of the brand wishes and the concept for Ace with the framework from section 2.4 as a basis.

According to Mirvis et al (2010), the vision is the future a company strives to form. The term which is often used when describing the goal for Ace is *to become top of mind* and *the brand which workshops think of first whenever they are in need of a product or a service*. Furthermore, the reason for assembling all divisions under one brand is that it should function as a company which, in as many ways as possible, makes the workshops more efficient. Thus, the current vision for Ace is along the lines of *becoming the brand which is on top of mind when it comes to products and services which makes the workshops more efficient.*

The brands mission should be the driving force which leads the company to reaching its goals (Urde, 2003). Thus, the current mission for Ace aims to provide a direction to accomplish the vision. To become first choice when the workshop want to become more efficient, Ace must supply products and services which increases efficiency. Furthermore, Ace must deliver a complete solution which meet all needs of the workshops to become the first-choice supplier without exceptions. Therefore, the mission of Ace is close to; *deliver a complete solution of products and services which make workshops more efficient.*

Kapferer (2007) suggests that the core values sum up the essence of the brand and its strategy. The essence of Ace could be presumed to be that it is a complete solution which increases profits and efficiency for workshops. If this sentence was dissected into terms, words such as complete solution, profit and efficiency would be appropriate. Thus, it could be presumed that the current core values are *complete solution, profit* and *efficiency.*

Positioning is when the aspects that differentiates the brand or product from competitors are emphasised (Kapferer, 2007). From the information gathered from the CEO of Ace it is presumed that the positioning by price-quality is the only positioning strategy in use since no other aspect in respect to competitors is mentioned. The products and services offered by Ace aims to be of high quality to a lower price than competitors. According to Bronnenberg and Wathieu (1996), the attributes quality and price are measured on scales from low to high. Ace regards that it has a 90 out of 100 on the quality scale and 70 on the price parameter. This places Ace in the quadrant high price/high quality when positioning by   price-quality.

According to Vincent (2012), a brand promise is what value the company commits to deliver to its customers. The value which Ace aims to deliver is *a complete solution of high quality to a good price which is designed after the customers need to increase efficiency*. This, could therefore be considered to be the current brand promise of Ace.

How many brands that are referred to on the product defines the number of brand levels (Kapferer, 2008). In Ace's case, all divisions and their products go under the brand Ace. Therefore, it can be assumed that Ace only use one brand level. If the brand Carfix were to be displayed on Ace's products and services it would have implemented a two levels branding strategy.

Ace aims to deliver a complete solution of high-quality products and services. To be seen as a complete solution, a high degree of coherence, i.e. one or a few brands throughout the product line might be advantageous. The umbrella brand strategy and the master brand strategy is when the same brand supports several product categories (Kapferer, 2008). The difference between the two strategies is that when using a masterbrand strategy, all products embodies the core values of the company while with an umbrella brand strategy they have a higher degree of freedom. Currently, all Ace divisions do not confide to the same core values, see section 5.2 for the division's core values. Therefore, it could be concluded that Ace uses an umbrella branding strategy. As Ace is presumed to use an umbrella branding strategy, the brand architecture could be assumed to be a mix of a house of brands and a branded house. Moreover, when one of umbrella brand strategy or masterbrand strategy is used, an additional code name is added to describe which category that product belongs to. Currently, the relationship between the different divisions and Ace as a brand is as displayed in figure 6.1. Ace's divisions Spare Parts, Consumables, Business System and Competence Supply are not differentiated with any code names. However, Ace Academy has the additional code name Academy next to the brand name Ace. This displays that Ace's umbrella branding strategy is fragmented and is not coherent.
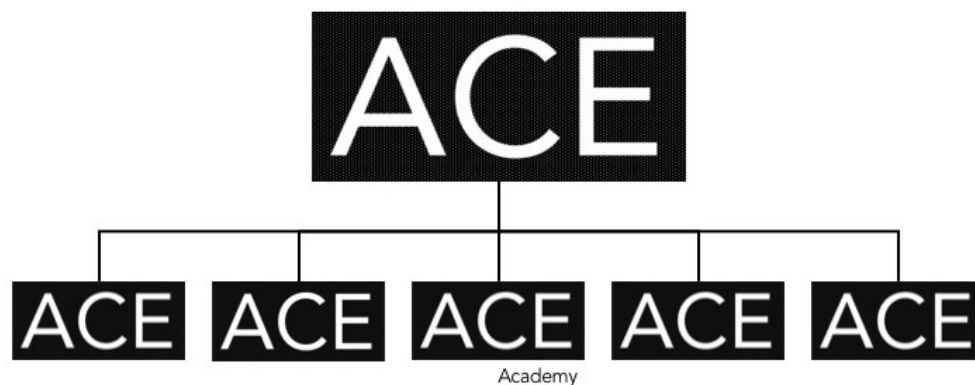
Figure 6.1: Ace's current brand architecture.

If Ace were to add a descriptive code name for each division, see figure 6.2, it would use a coherent umbrella brand strategy as defined in theory.
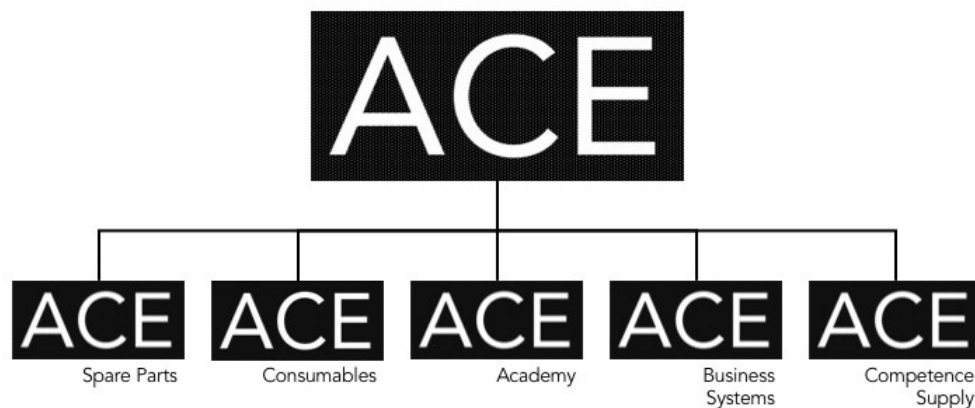
Figure 6.2: Ace's branding architecture if in accordance with theory.

6.3 Ace divisions brand strategies

This analysis section aims to resolve question 3: *How do the divisions within Ace practise their current business and brand strategy?*

6.3.1 Current vision statements

The future state which each representative wishes to form for their division is regarded as the vision for the specific division. The Ace Spare Parts representative expressed the aspiration of becoming the first choice of mechanics by providing quality products for a good price. They also strive to create innovative products so that Ace Spare Parts delivers superior spare-parts in comparison to competitors. Thus, the vision for Ace Spare Parts are along the lines of; *Ace Spare Parts aims to become the spare-part brand which is on top of mind of every mechanic with a better price, more innovative and superior solutions than other spare-part suppliers.*

Ace Consumables articulated an ambition of delivering high quality consumables as a complete solution. The complete solution implicates that Ace Consumables ensures that the workshops supply of consumables is fully stocked and that the workshops do not need to do inventory since this is included in the Ace Consumables service. Moreover, Ace Consumables talked about expanding to all Nordic countries. The vision for Ace Consumables could therefore be presumed to be along the lines of; *Ace Consumables aims to become the first choice of a complete solution of consumables supplier to workshops in the Nordics so that the workshops can focus on their core business.*

During the interview with Ace Academy, they expressed that their aspiration was to become the preferred company when the workshop wishes to advance their mechanical skills.

Furthermore, Ace Academy wants to create an attractive high school education and thereby make mechanical education more appealing. The future aim is to serve and attract not only the workshops within Carfix Group but throughout the whole industry in the Nordic countries. The vision for Ace Academy is therefore similar to; *Ace Academy aims to become the first choice of company when it comes to workshops and high school students advancing their mechanical skills in the Nordic countries.*

Ace Business Systems aims to serve workshops with an up-to-date business system suitable for the aftermarket for cars, which could be presumed to be the vision for the division.

During the Ace Competence Supply interview it was articulated that the aim is to become the company which workshops will turn to in need of mechanics, both short and long term. The vision for Ace Competence Supply could therefore be assumed to be along the lines of; *Ace Competence Supply aims to become the first-choice staffing company for workshops within Carfix Group*.

6.3.2 Current mission statements

The manner in which the divisions intend to reach their future goals could be considered their missions. Ace Spare Parts are employing lower prices with equally good or superior quality than their competitors as a mean to achieve their vision. According to Murthy et al. (2006), when competing brands are nearly identical a decision based solely on product attributes becomes difficult and post-sales factors such as warranty are more important. The market in which Ace Spare Parts operates the products are very much alike competitors, hence adding a post-sales factor to increase the chance of being chosen is a favorable action. Thus, having a warranty of five years which separates Ace Spare Parts from competitors is a mean of accomplishing the future goals of becoming top of mind. As a result, the mission for Ace Spare Parts is along the lines of; *supplying high quality spare parts to a better price than competitors with the industry's longest warranty.*

During the last decades, there has been a transition for product suppliers to become product-service providers (Parida et al., 2014). Adding product related services have been shown to increase market attractiveness of the product (Kohtamäki et al., 2013). Ace Consumables' strategic decision of adding product-services to complement their products could therefore be presumed to be a way to become the first choice when it comes to consumables. Thus, the mission of Ace Consumables is similar to; *delivering a complete solution of products that are price worthy and of good quality.*

To become the first choice when it comes to education for workshops, Ace Academy is currently employing several different strategies. First, they provide relevant and high quality

educations to workshops delivered by dedicated teachers who are specialists in their area. The education provided by Ace Academy is often located in the vicinity of the workshops to simplify for the workshops. They also provide online courses to facilitate to the customers' tight schedule even further. Furthermore, Ace Academy cooperates with a high school to provide the students with valuable prerequisites for the future. The cooperation with the high-school is a mean to affect the education and raise the quality of the knowledge of recently graduated mechanic students. Ace Academy's strategies could be boiled down to the mission statement; *providing relevant and high quality educations on site close to the customer or on the internet. The teachers are devoted and specialists within their area thus to provide the best possible education.*

Ace Business Systems being a subsidiary to Carfix Group attains knowledge which otherwise could be difficult to obtain. Therefore, Ace Business Systems is able to create a business system which is suitable for the industry in which the workshops operate. The mission statement for Ace Business Systems could be presumed to be along the lines of; *develop and deliver a business system suitable for workshops.*

By solely focusing on the after sales industry for cars Ace Competence Supply becomes specialised in which qualifications the mechanics need to possess to meet the requirements of the workshops. Therefore, their mission statement could be similar to; *provide competent staff to help workshops in need of support.*

6.3.3 Current core values

During the interviews the representatives were asked to say what the fundamental values for their division are. Furthermore, what was highlighted by the divisions as their current and future goals corresponded with the values given. Thus, the values provided by the representatives are assumed to be the core values for the divisions, see table 6.1 for the core values.

Table 6.1: Fundamental values of the Ace divisions, the highlighted words are mentioned by more than one division.

Division	Core brand values
Ace Spare Parts	Quality Simplicity Price worthiness Reliability Innovation
Ace Consumables	Quality Engagement Price worthiness
Ace Academy	Professionalism Quality Engagement Efficiency
Ace Business Systems	Complete Reliable User friendly
Ace Competence Supply	Security Quality

6.3.4 Current brand positioning

To distinguish a brand from competitors a company can emphasise the characteristics which makes them unique, which is also known as brand positioning (Kapferer, 2007). Deriving from the interview with the representative for Ace Spare Parts they are utilising several different types of positioning strategies. Firstly, that they emphasise that they have the industry's longest warranty, a product feature, could be considered to be positioning by attribute, because by accentuating a product feature is according to Aaker and Shansby (1982) positioning by attribute.

Positioning with respect to product-class is when associations with the product class need to be taken into consideration (Aaker & Shansby, 1982). It could be assumed that Ace Spare Parts attempts to position themselves within the non-original spare-part product class since they are aware of the fact that they are not recognised as an original spare parts supplier. Thus, it could be concluded that they position themselves with respect to that the product

class, which in this case is, non-original spare parts. On the other hand, Ace Spare Parts tries to compete in the same arena as competitors with products in a product class to which they do not belong. Therefore, it could be presumed that they in fact do not use a positioning by product-class strategy. Moreover, because Ace Spare Parts exploit the original spare part providers' associations, such as the same high quality products, it could be inferred that Ace Spare Parts also use *positioning with respect to the competitor* as a positioning strategy.

The last positioning strategy utilised by Ace Spare Parts is by the attributes price and quality. On these parameters Ace Spare Parts states that they are about 50 of a 100 on the price scale, whilst around 75 on the quality parameter. This results in them having medium price for high quality, which is not one of the four regular positioning strategies when utilising positioning by price-quality, which is to belong to one of the four quadrants.

From what was presented during the interview with Ace Consumables it could be concluded that they use two brand positioning strategies, *positioning by attribute* and *positioning by price-quality.* Positioning by attribute because they emphasise the customer benefit of not needing to ensure that the products are in stock. This attribute is unique according to Ace Consumables which makes it a positioning by attribute strategy. On the parameters price and quality Ace Consumables stated that they were 50 of 100 on the price scale and a 100 of 100 on the quality parameter. Hence, like Ace Spare Parts, they are not in one of the four quadrants but on the axis.

During the interview with Ace Academy a couple of attributes which they considered to be unique were mentioned. Positioning by attribute is optimal if the attribute refers to one that competitors do not refer to (Aaker & Shansby, 1982). The attributes which they highlighted were *being close to the customer*, that they are *specialised within the area* and that the education is both *practical and theoretical*. Notable is that Aaker and Shansby (1982) suggest that a brand should focus on one attribute instead of positioning with many attributes since the strategy becomes hard to implement with many attributes. Thus, Ace Academy's determination to use several attributes might hinder the implementation of their positioning strategy.

Furthermore, Ace Academy emphasised the attribute *being close to customers* with regards to their competitors, which therefore could be considered to be *positioning with respect to the competitor*. Ace Academy's positioning by price-quality also ended up being on the axis of high quality and medium price, since they claimed to have a price of 50 of a 100 and quality of 80 of a 100.

The positioning by attribute strategy which Ace Business Systems could be presumed to use is the attribute *everything is included.* The representative suggested that their product

differed from competitors since Ace Business Systems products include everything a business system in the industry might need. The highlighted attribute might however be difficult to grasp for the customer since it is not so specific. Ace Business Systems also utilises the positioning strategy *positioning with respect to a competitor* because they compare themselves with competitors. For instance, they are specialists at business systems for workshops whilst others are good at standard business systems. The last positioning strategy utilised by Ace Business Systems is by the attributes price and quality, on these parameters Ace Business Systems states that they are 49 of a 100 on the price scale, whilst around 100 on the quality parameter. This results in them having medium price for high quality, thus it could be presumed to place them on the axis, instead of in a quadrant.

During the interview with the representative for Ace Competence Supply it was explained that they are the only actor on the market who solely focuses on on-demand staffing within the automotive aftermarket. Hence, the attribute is that they are focused on their industry, which could be considered their *positioning by attribute strategy*. Ace Competence Supply also has the opportunity to position itself *by use,* by marketing their services with regard to when they are used such as during tire changing season. Furthermore, since they are focused on the industry they are more specialised than competitors which could be concluded to be Ace Competence Supply's positioning strategy of *positioning with respect to the competitor*. Ace Competence Supply's positioning by price-quality is also placed on the axis of high quality and medium price, since they claimed to have a price of 50 of a 100 and quality of 100 of a 100.

6.3.5 Current brand promises

The value which the company commits to deliver is the company's brand promise (Vincent, 2012). It is therefore assumed that the value that each division commits to deliver to their customers, is each divisions current brand promise. During each interview, the representatives were asked what their customers could expect when buying a product or service from them. Thus, what value the customers should expect to receive. The question how they work to deliver the expectation was also asked. The answers given to these questions are believed to correlate with what value the division promises to deliver.

The customers should expect spare-parts of original spare-part quality for a competitive price when purchasing from Ace Spare Parts. The products should also have the longest warranty in the industry. Thus, Ace Spare Parts brand promise is along the lines of; *Ace Spare Parts commits to deliver spare-parts of original spare part quality to a competitive price with the longest warranty in the industry.*

Ace Consumables answers to these questions were that the customer should count on that their products are of high quality to a competitive price. Ace Consumables also commits to deliver a simple solution of a product-service to meet the customers' needs. Hence, the brand promise is in line with; *Ace Consumables commits to deliver consumables of high quality as a complete solution to a competitive price.*

During the interview with Ace Academy they stated that their customers expects relevant educations taught by specialised and committed personnel in all of Sweden. Therefore, the presumed brand promise is; *Ace Academy commits to deliver relevant educations and trainings all over Sweden taught by committed staff who are experts in their field.*

What customers should expect from the products delivered by Ace Business Systems is a system which is suited for the automotive aftermarket. The brand promise for Ace Business Systems is therefore along the lines of; *Ace Business Systems commits to deliver a business system well adapted for the workshops and their needs.*

The interview with Ace Competence Supply revealed that their customers should expect to receive competent staff for short and long periods when utilising Ace Competence Supply services. Thus, the brand promise for Ace Competence Supply is in line with; *Ace Competence Supply commits to supply competent staff to workshops in need of support for short to long periods of time.*

6.4 Customer perception

This analysis section aims to resolve question 4: *What are the customer's current perception of the brand Ace?*

Here, the analysis of customer interviews will be presented in terms of the customers' view of brand identity and positioning statements; the brand image. Today most mechanics view Ace as simply Ace Spare Parts, probably because Ace started out as a spare-part company. According to Rindell and Iglesias (2014), past experiences with a brand have a strong impact on the brand image.

Core values is an efficient way of summing up a brand and what it stands for (Kapferer, 2007). To analyse what the workshops view as Ace's core values, the eleven different fundamental value words from Ace representative interviews were used. Each workshop foreman got to choose three words and then the result was summed up into three core values; *price worthiness, quality* and *simplicity.* All five interviewees answered that Ace stands for price worthiness and found it to be true, they provide good value for money. Regarding quality, the picture is fragmented where the majority found it to be relatively high and a few stated

that spare parts and consumables were of low quality but the academy was of good quality. Simplicity is describing how it is easy for the workshops to both know what they need, order it and get it delivered in a swift way. The customers describe that it is an advantage that they can easily and quickly order spare-parts from Ace.

Brand positioning is the mean a brand has to differentiate itself from its competitors (Kapferer, 2007). The compiled image of Ace's brand positioning that were identified only covers price and quality. The workshops all find Ace's products to be of a relatively high quality to a good price.

According to most mechanics, the spare-parts withholds a relatively high quality, therefore it is daring to claim that they are of top quality or original spare part quality since it differs from the customer perception. The mechanics are aware of the five-year warranty, which is unusually long in the industry, and they all find it to be an advantage, even if some do not trust that the parts will last that long. The fact that the mechanics do not trust the quality even if there is a warranty makes the warranty an ineffective measure of enforcing the customers' perception of quality. The quality must be proven by consistently delivering high quality products over a long period of time.

Ace Consumables promises to deliver high quality products to a competitive price in the simplest way possible. When analysing what the workshops say about consumables, they seem to not have any strong opinions regarding the quality of the products, its price or the way it is delivered. Quick deliveries seem to be a hygiene factor in the industry, something that the customers expect without necessarily mentioning it as a need.

The promise of Ace Academy is to deliver up-to-date services and educations with relevant content, close to their customers. The workshop foremen seem to perceive the educations as something complementary to the concept of Carfix or Luxfix, something that just must be done. Their experiences are generally good and no one were disappointed, one foreman said that they had never gone to any education or used any service from Ace Academy. Another workshop stated that they experience the educations as relevant, up-to-date and with relevant content which corresponds to the promise of Ace Academy.

Ace Business Systems is generally unknown, even by a workshop foreman who is currently using Ace Business Systems, something that was discovered after the interview. This insinuates that the brand awareness of Ace Business Systems might be low, one of the five dimensions of brand equity. The brand equity has a substantial impact on the brand image, and vice versa (Aaker & Biel, 2013). Ace Competence Supply is also unknown to the workshops, mostly due to that the service is for now only available to workshops in Malmoe.

This results in the brand image of Ace Business Systems and Ace Competence Supply today being too vague to compare to what they promise to deliver.

6.5 Future brand strategy

This analysis section aims to resolve question 5: *How should the brand strategy of Ace be formulated?*

According to the framework presented in section 2.4, the elements of the master brand platform in this section will be 6.5.1-6.5.4 and they are common for all divisions of Ace. The individual brand platforms and the relation with the master brand platform will be presented in 6.5.5. Lastly, an analysis regarding the potential impact the forth mentioned parts will have on the brand equity, will be presented.

6.5.1 Brand identity

The brand identity contributes to a brand's direction, purpose and meaning (Aaker, 1996). The identity is of great importance for the brand to become or remain strong (Kapferer, 2007). The developed brand identity for Ace must make the brand durable, send coherent signals and be realistic. To do so a brand identity which incorporates all divisions is considered to promote the strongest brand.

6.5.1.1 Vision

The overall goal for Ace according to the business strategy is to supply products and services that optimises the workshops. The future brand vision for Ace, much like the current, should include the goal of becoming the first choice when it comes to supplying products and services. To be on 'top of mind' is furthermore included in the business strategy and thus, incorporating it into the brand strategy would be beneficial. The vision is thereby formulated as follows:

"Ace should be the first choice for all workshops that wants to optimise their business."

This brand vision is adapted and suitable for all Ace divisions, this is explained in the following statements:

- Spare parts: "*Optimising through high quality products to a good price which lower costs and increase sales."*
- Consumables: *"Optimise workshops by supplying a complete solution of products that are price worthy and of good quality."*

- Academy: *"Optimising by improving skills and degree of knowledge of the mechanics and mechanic students."*
- Business systems: *"Optimising by providing workshops with a more than satisfactory business system adapted to the industry"*
- Competence supply: "*Supporting workshops with competent staff so that the workshop can run efficiently."*

6.5.1.2 Mission

The mission should outline how the vision is to be accomplished (Urde, 2003). In the case of Ace the mission must then include how all divisions work towards the vision. For Ace to become the first choice of the workshops, the quality of the products and services must be unquestionable. Furthermore, the products and services must be relevant and innovative with regards to what they are offering. For all of Ace's products and services to become top of mind they must also function as a complete solution to be seen as one.

"Ace will achieve its vision by providing products and services that are relevant, innovative and of high quality. The products and services will function as a complete solution to generate benefits and enable mechanics to focus on what they do best."

This brand mission is adapted and suitable for all Ace divisions, this is explained in the following statements:

- Spare Parts: "*Innovative products of high quality which are beneficial for the workshops since they gain competitive advantage."*
- Consumables: "*Innovative products of high quality that generate benefits and enable mechanics to focus on repairing cars instead of restocking consumables."*
- Academy: "*Providing relevant and innovative educations of high quality to workshops. Having educated mechanics will generate benefits for the workshops."*
- Business Systems: "*Providing a relevant and high quality business system which enables mechanics to focus on what they do best."*
- Competence Supply: *"Provide workshops with competent staff which generates benefits for the workshop."*

6.5.1.3 Core values

According to Kapferer (2007), core values are a way of summing up the essence of a brand. Which could correspond with the brand identity perspective, brand as an organisation (Aaker, 1996). In Ace's case the core values need to sum up the essences of all five divisions. The information provided from the CEO of Ace, the representatives for each division and the customers have been summarised into three core values for Ace. These core values are based on how Ace wants to benefit their customers.

Reliability - All products and services should at all times be dependable and meet or exceed the expectations from customers.

Quality - All products and services from Ace should be price conscious and of high quality.

Customer orientation - Ace will always set the customer in first place and strive towards fulfilling their needs and wishes through innovative products and solutions.

During the interviews with Ace Spare Parts and Business Systems they both expressed that one of their core values is *reliability.* Ace Academy stated the two-fundamental values *professionalism* and *engagement*, which can be assumed to correlate to the word reliability. Ace Consumables also used the fundamental value *engagement* to describe the essence of their business. Furthermore, included in Ace Consumables' value proposition is the product-service of restocking the products which the customer should be able to rely on. Moreover, Ace Competence Supply stated a fundamental value, *security*, which could be considered to be closely related to reliability. Hence, reliability is suitable for Ace Academy, Consumables and Competence Supply as well.

All but one division mentioned the fundamental value *quality* when asked to conclude their division's fundamental values. For example, the representative for Ace Spare Parts said that products should be of original spare-part quality, whilst Academy talked about education with high standard. The division, Ace Business Systems, did not use the core value quality but talked about delivering a system which is specialised for the workshops and the industry in which they are in, this could be considered to be equal to high quality. Furthermore, the customers' perception of the company's products and services was that it held a satisfactory quality. Hence, it was considered that the core value quality is suitable. When the CEO of Ace and the representative for Ace Spare Parts talked about quality the word price consciousness was often mentioned. As the two words are mentioned in the same context price conscious will be a part of the core value quality instead of being a separate core value.

The core value *customer orientation* was not explicitly stated by any division but while talking about their products and services they all frequently stated that the customer and its satisfaction is essential. Furthermore, the CEO of Ace stated that Ace aims to be perceived by the customers as the company to go to when they want to maximise their workshop. To do so Ace must always put the customer first. As a result, customer orientation is deemed to be a suitable core value for Ace.

6.5.2 Brand positioning

Brand positioning is a way to distinguish the company from competitors (Keller & Lehmann, 2006). Currently, there are no equivalent companies to Ace, however each individual division has competitors which Ace intermittently could be compared and compete with as a complete solution. There are several different positioning strategies that could be applicable for Ace. The first positioning strategy according to Aaker and Shansby (1982), positioning by attribute, could be a feasible strategy for Ace. The attribute which the company could have as a focal point for the strategy is that it is a complete solution. Aaker and Shansby suggests that the attribute could be a customer benefit or a product feature. The complete solution attribute could be regarded as an over spanning customer benefit of simplifying for instance purchasing and decision making. If this is the case, the positioning strategy may be valuable. Implementing the strategy with a product feature as attribute is on the other hand difficult, since Ace's products are diverse, which according to Aaker and Shansby could lead to implementation difficulties due to emphasisation of many product attributes.

Implementing a positioning strategy with a focus on the attributes price/quality is considered to be useful to differentiate oneself from competitors (Aaker & Shansby, 1982). Today, the prices are set relatively low, in the medium price range. The target is although to generally raise the prices, both to increase margins but also to not seem cheap and of low quality. An increase of prices could lead the customers to perceive the quality as higher. Furthermore, that Ace aims to become a complete solution will potentially lead to closer customer relationships. This results in that the customers are tied up and that Ace eventually will be able to increase the prices. This leads to their future goal to not seem cheap and of low quality. Their future brand positioning strategy is therefore to move more to the right in the price/quality matrix, see figure 6.3.

Figure 6.3: Ace's price and quality positioning.

Positioning by use or applications strategy is not applicable because Ace is not seasonably bound or created to be used at any special time of the day. Regarding positioning with respect to product class and positioning with respect to competitors, they are not applicable for the whole brand Ace. This is the case because there are neither direct nor indirect competitors within the same industry for the company as a complete solution.

6.5.2.1 Brand archetypes

Brand archetypes can create a connection with an individual consumer on a personal level while still also addressing a collective need (Roberts & Marshall, 2014). Through the online brand archetype questionnaire, the archetypes Sage and Creator obtained the highest score of around 50 followed by Magician, Hero and Caregiver with scores right above 35, see table 6.2 for the archetypes with the highest scores.

Table 6.2: Brand archetype top scores.

Archetype	Score
Sage	51
Creator	50
Magician	39
Hero	37
Caregiver	35

A brand that does not correlate with only one archetype should have a primary archetype with supporting archetypes (Papagni, 2016). As seen in figure 6.4, the result of the brand archetype analysis does not correlate with only one archetype but several. Therefore, a primary archetype is assigned to Ace as well as a supporting archetype. The primary archetype should be determined with respect to brand vision and mission (Papagni, 2016) and by the human drive which the brand seems to belong to (Smith, 2017).
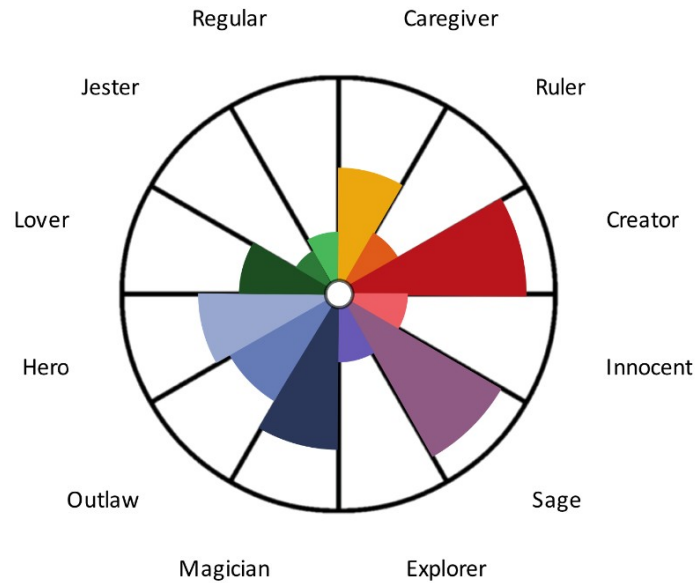
Figure 6.4: Brand archetype distribution.

Ace's vision is: "*Ace should be the first choice for all workshops that wants to optimise their business.".* The key expressions from this vision is 'first choice' and 'optimise'. Thus, the primary archetype must reflect these expressions. The two archetypes which have the most corresponding characteristics to these expressions are Magician and Sage. Magician due to that they aim to provide their customers with a transformative solution which can be assumed to correspond to the expression optimise. Furthermore, Sage is believed to correspond to the expression first choice since they aim to deliver expertise and to be professional which is needed to become number one in the customer's mind.

The mission for Ace is: "*Ace will achieve its vision by providing products and services that are relevant, innovative and of high quality. The products and services will function as a complete solution to generate benefits and enable mechanics to focus on what they do best".* The main takeaways from the mission is 'relevant', 'innovative' and 'quality' as well as 'complete solution' and 'benefits'. The Magician's drive to create win-win situations can be connected to Ace's expression complete solution which generate benefits for all. The characteristic of being visionary which the Magician is, can be correlated to the mission expression of being innovative. Sage is presumed to have characteristics which match the mission expressions, for instance that they aim to deliver expertise, which needs to be relevant and of high quality. Therefore, one can assume that is a good match.

When analysing which human drive Ace might belong to, one can see that the archetype with the highest score, Sage, belongs to the human drive *independence.* Although the human drive with the highest total score is mastery, see table 6.3 for the total scores.

Table 6.3: The human drive score

Human Drive	Score
Stability	98
Independence	76
Mastery	107
Belonging	43

The definition of mastery is to 'rise to challenges', 'take risks' and 'transform lives', which also corresponds to Ace's mission and vision where they rise to the challenge of optimising workshops and being a complete solution which transforms their way of working. Therefore, it is assumed that the primary archetype should belong to the human drive mastery. If combining these methods to determine the primary archetype, the best corresponding archetype is Magician since it matches both Ace's mission and vision as well as its human drive preference.

When deciding which archetype to use as supporting, one wants to assign an archetype which complements the primary (Steidl, 2016). Further, the complementing archetype should not be too similar to the primary. When studying the other archetypes, which scored high, the similarities with the archetype Creator are multiple. Both archetypes have creative and innovative spirits and strives to make things happen. Therefore, the two archetypes are considered to be too alike and not complementing. Hero, which score relatively high, also aims to catalyse actions hence it is also not complementing to the Magician. The Outlaw is too unconventional to fit Ace as a brand. The archetype which scored the highest, Sage, complements the innovative and visionary Magician with the credibility of expertise, quality and professionalism, see figure 6.5 for new archetype distribution.
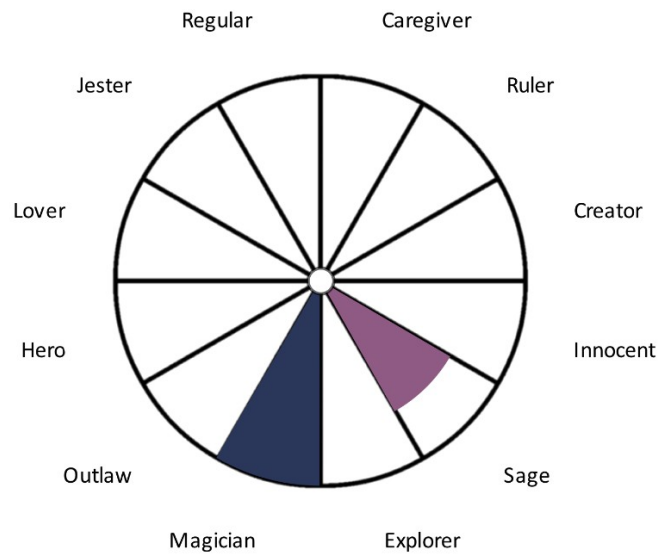
Figure 6.5: New brand archetype distribution.

6.5.2.2 Personality

Brand personality is one type of brand positioning, the positioning with regard to product user (Aaker & Shansby, 1982). It is also described by the brand identity perspective *brand as a person* (Aaker, 1996). From the archetype study the personality of the brand was numerically analysed using the quantitative method of Bechter et al. (2016), see appendix for calculations. The personality distribution from performing this method can be seen in figure 6.6.

- Sincerity ∎ Excitement ∎ Competence ∎ Sophistication ∎ Ruggedness
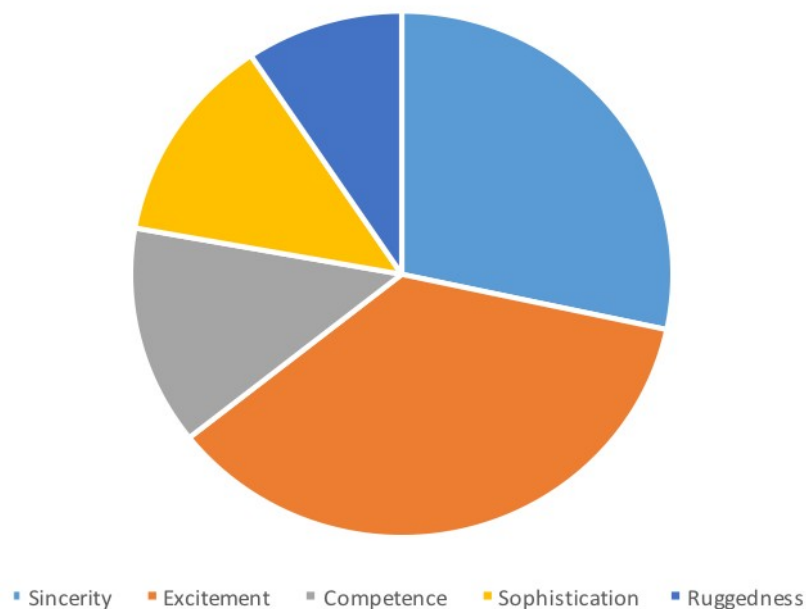
Figure 6.6: Brand personality distribution.

The personality traits with the highest scores, thus the highest percentage in the figure 6.6, are excitement and sincerity. Excitement as a personality trait suits Ace since they aim to be innovative and relevant, and two of the excitements subcategories are innovative and up-to-date. Toldos-Romero and Orozco-Gómez (2015) suggests that a brand with the personality trait exciting is more appealing than a non-exciting brand. Furthermore, the sincerity trait is corresponding to the core brand value reliability. The personality trait sincerity is associated with positive attitudes (Aaker, 1996). Incorporating the trait sincerity into the brand personality can therefore have positive effect. Therefore, these two traits are assumed to reflect the personality of Ace and have positive effects on how the customer perceives the brand.

The personality traits ruggedness and sophistication are not in line with the Ace brand and do not reflect the brand identity. The ruggedness trait of being outdoorsy and tough is neither reflected in the core values nor in the vision or mission statements. The subcategories of Sophistication, upper-class and charming are not suitable for the same reason as ruggedness.

Competence which got the lowest score in the personality trait analysis is suitable for Ace. The personality trait competence produces positive associations in customer perception (Aaker, 1996). Furthermore, competence reflects the traits of being reliable and intelligent which resembles the core values of Ace. Therefore, it could be presumed that the trait should be amplified to match the true personality of Ace.

If Ace were to choose the Magician as their primary archetype the personality trait distribution would be different from the one above. Magician is connected to the personality traits of sincerity, competence and excitement with an even spread weight. The supporting archetype, the Sage, connects to the personality traits sincerity and excitement. The main weight when investigating personality traits of the brand in this report is on the primary archetype, which best reflects the personality traits of the brand Ace. The distribution would therefore look something like figure 6.7. These personality traits should be conveyed through the brand personality drivers, both product related and non-product-related.
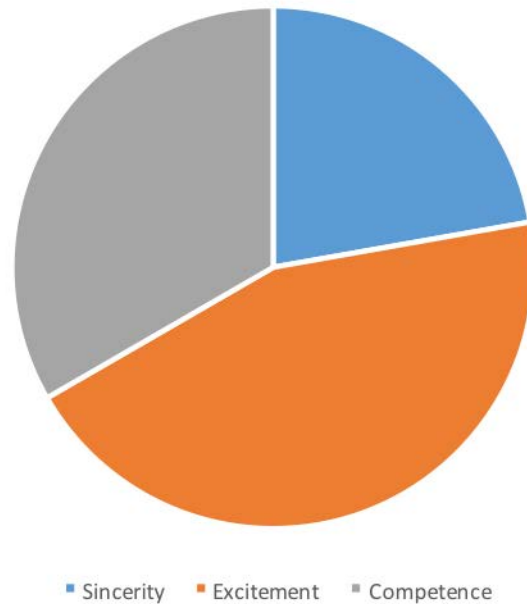
Figure 6.7: New brand personality distribution.

The brand promise is what value the company commits to deliver to its customers (Vincent, 2012). According to Dobies (2012), brand promise and mission statement are closely related but the difference is that mission statement is made for internal use while brand promise is external. Dobies also explains that a mission statement is made to inspire and motivate employees and is therefore not possible to promise to deliver to its customers but more of a goal. Ace's mission statement is: "*Ace will achieve its vision by providing products and services that are relevant, innovative and of high quality. The products and services will function as a complete solution to generate benefits and enable mechanics to focus on what they do best.*"

What Ace can promise to deliver is:

"Ace promises to provide products and services that are relevant, innovative and of high quality. "

6.5.4 Brand extensions and branding strategies

As found in section 6.2, Ace seems to use one branding level and is not using a completely coherent umbrella brand strategy with an additional code name for only one of the divisions. The top management for Ace has the stated goal that all Ace divisions should share the same core values, thus they would use a masterbrand strategy in the future instead of an umbrella brand strategy. Furthermore, the plan for Ace is to not use additional code names which a masterbrand strategy does, see figure 6.8. As seen in the literature above, none of the prominent researchers within the field of branding have defined a branding strategy for a

brand with such a high degree of coherence as Ace aims to implement. Due to that it has not previously been described in theory, one can only hypothesise how the brand is affected. The masterbrand strategy which Ace aims use could be presumed to be an extreme version of the master brand strategy in terms of coherence, masterbrand strategy is often associated with the brand architecture brand house. The positive aspects of a branded house are that it creates visibility and associations which could be presumed to be further enhanced when the extreme version of the masterbrand strategy and branded house is utilised. However, employing an extreme version of the masterbrand strategy and branded house where no code names are used could potentially have negative effects too. For instance, it might increase the difficulty of knowing who to turn to when in need of assistance. This was the case during the Automotive Trade Fair where all divisions were present under solely the name Ace and it happened that the customers asked specific division questions to the wrong representative.

Figure 6.8: Ace's future brand architecture.

According to Kapferer (2007), there are six parameters to be taken into consideration when utilising a branding strategy. They are; *business strategy, the business model, culture, pace of innovation* and *the added value lever on which a product is based.*

As discussed earlier, according to Ace's business strategy and business model, an extreme version of the masterbrand strategy is suitable because it facilitates a complete solution strategy. Ace operates in northern Europe, according to Kapferer (2007) it is preferable to use umbrella brand or masterbrand strategy in Europe. Pace of innovation regards how fast a company bring new products and services to the market. The pace of innovation for Ace could be considered relatively high, it is a young company which only consisted of Ace Spare Parts only a few years ago and have a number of services and products on its way to the market. This implies that a strategy with high degree of freedom is advantageous to use but since the purpose of Ace is to be one function that brings solutions to its customers and the products fits the core values, it can be assumed that a strategy with higher degree of coherence should be used. When the values are added through quality, reassurance and reputation, a strategy

such as umbrella brand or masterbrand strategy is preferable since the main brand exudes security. Although the risk is that if one part of the brand does not deliver quality products and services, the rest of the brand is affected negatively.

6.5.7 Individual brand platforms

When the brand encompasses an array of products and services one might have to adjust the brand platform into a masterbrand platform and several small individual brand platforms with unique brand attributes (Kapferer, 2012). The Ace brand includes a wide array of products and services, thus generating an individual brand platform for each division could be necessary, see figure 6.9. The individual brand platform should include what the business opportunity is and the specific target for that division (Kapferer, 2012). The business opportunities which have been identified are the division's specific value propositions and positioning strategies. These are elements of the brand that cannot be encapsulated to fit all divisions at the same time, although they are necessary elements and enforces the brand.
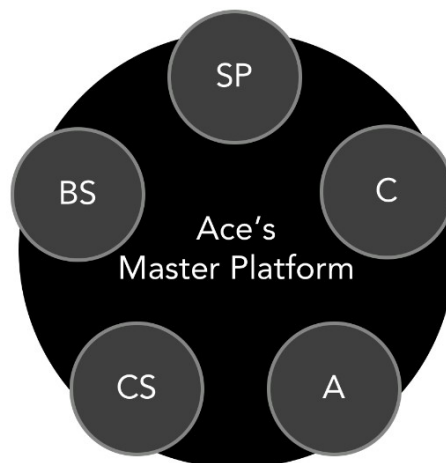
Figure 6.9: The relationship between master brand platform and individual brand platforms.

The value propositions describe what each division specifically offer to their customers and are therefore more detailed than Ace's brand promise and can easier be spawned into action. Furthermore, some of the positioning strategies which are currently in use by the separate divisions are not applicable for the whole brand Ace. For example, Ace as a complete solution do not have any competitors, which the separate divisions do and can therefore position themselves against these competitors. Hence, it can be presumed valuable for the divisions to add the positioning strategies they have in the individual brand platforms. The individual brand platforms are presented below:

Ace Spare Parts' individual brand platform:
Value Proposition: *Ace Spare Parts delivers spare parts of original spare part quality to a competitive price with the longest warranty in the industry.*

Positioning: '*with respect to product-class'* and '*with respect to a   competitor'*.

Ace Consumables' individual brand platform:
Value Proposition: *Ace Consumables delivers consumables of high quality as a solution service to a competitive price.*
Positioning: '*by attribute'*

Ace Academy's individual brand platform:
Value Proposition: *Ace Academy delivers relevant education in all of Sweden taught by committed staff who are experts in their field.*
Positioning: '*by attribute'* and *with 'respect to a   competitor'*

Ace Business Systems' individual brand platform:
Value Proposition: *Ace Business Systems delivers a business system well adapted for the workshops and their needs.*
Positioning: '*with respect to a competitor'*

Ace Competence Supply's individual brand platform:
Value Proposition: *Ace Competence Supply supplies customers with competent staff to workshops in need of support for short to long periods of   time.*
Positioning: '*positioning by attribute', 'by use'* and '*with respect to a   competitor'*

6.6 Potential impact on brand equity for Ace

If Ace were to implement this brand strategy it is expected to result in several benefits. A brand strategy that is aligned with the business strategy could lead to that the customer perception of the brand and its products and services is clarified and enforced. Furthermore, an established brand strategy can simplify communication both internally and externally and will also work as a catalyst for action correlated with the brand identity. That Ace is to be a complete solution will be a customer benefit that simplifies purchasing and decision making, something that positively affects the brand equity dimension brand loyalty and other proprietary brand assets through channel relationships. The clarification and cooperation between brand strategy and business strategy will lead to a stronger and coherent brand image of Ace. A stronger brand image will foremost lead to an increase in the brand equity dimensions perceived quality, brand loyalty and brand associations for Ace.

7. Conclusion

In this section the analysis is summarised and concluded into managerial implications for Ace and the future steps for Ace.

7.1 Managerial implications for Ace

The business strategy for Ace is to deliver a complete solution of high quality products and services to enhance efficiency, reduce costs and increase sales for workshops. Furthermore, the business strategy formulation corresponds with how Baraldi et.al (2007) and Mintzberg (1978) defines business strategy.

The constructed framework in section 2.4 is this report's definition of which elements are included in a brand strategy. The current situation is that Ace do not have any of these elements explicitly outlined. There are elements which can be likened to brand strategy elements but they are neither structured nor communicated for Ace as a complete solution. Ace is divided into five divisions which all work independently and in their own way with branding.

The current customer perception of Ace is not aligned with the business strategy of providing a complete solution. Most customers regard Ace as a spare-part supplier and believe that all other services and products is a part of the Carfix or Luxfix workshop concept.

To develop a brand strategy for Ace, the elements and structure of the framework has been the basis, see figure 2.14 in section 2.4.1 for the brand strategy. The brand strategy has been developed to be suitable for Ace as a complete solution as well as for each division.

Vision
Ace should be the first choice for all workshops that wants to optimise their business.

Mission
Ace will achieve its vision by providing products and services that are relevant, innovative and of high quality. The products and services will function as a complete solution to generate benefits and enable mechanics to focus on what they do best.

Core values
Reliability - All products and services should at all times be dependable and meet or exceed the expectations from customers.

Quality - All products and services from Ace should be price conscious and of high quality.

Customer orientation - *Ace will always set the customer in first place and strive towards fulfilling their needs and wishes through innovative products and solutions.*

Brand Promise
Ace promises to provide products and services that are relevant, innovative and of high quality.

Positioning
High quality/Medium to high price

Archetypes
Primary brand archetype: The Magician
Supporting brand archetype: The Sage

Personality
Excitement, Competence, Sincerity

Branding strategy
The extremity of a masterbrand strategy.

Brand architecture
Branded house

Individual brand platforms
Value Proposition
Positioning

If this brand strategy, which is aligned with the business strategy, is implemented it is presumed that the desired brand image will be achieved. As a result, the brand equity will increase.

7.2 Next steps for Ace and further research

The next step for Ace is to implement the developed brand strategy and make it permeate every decision, action and communication regarding the Ace brand. When the brand strategy is, established Ace is recommended to apply the useful tool, a brand identity prism. If Ace is to expand geographically to all Nordic countries, it is presumed that the brand strategy should not need to be altered since the culture and the product and service assortment is similar there. Furthermore, Ace might benefit from communicating the sustainability aspect of having a sustainable business strategy of repairing instead of consuming.

Further research needs to be conducted regarding branding in the context in which Ace operates, business-to-business-to-consumer, and how it will be affected by for instance the relationship aspect. Moreover, further research regarding what the effects are of implementing an extreme version of the masterbrand strategy needs to be conducted, since it has not been documented by any of the prominent researchers within branding.

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Appendix

Brand archetype and personality connection scheme

Archetype	Subcategories	Personality Trait
Caregiver	Embraced Welcoming Genuine	Sincerity Sincerity Sincerity
Ruler	Reliable Tough Upper Class	Competence Ruggedness Sophistication
Creator	Imaginative Unique Upper Class	Excitement Excitement Sophistication
Innocent	Genuine Unique Reliable	Sincerity Excitement Competence
Sage	Unique Reliable Imaginative	Excitement Competence Excitement
Explorer	Adventure Unique Tough	Excitement Excitement Ruggedness
Magician	Embraced Reliable Imaginative	Sincerity Competence Excitement
Outlaw	Adventure Tough Charming	Excitement Ruggedness Sophistication
Hero	Adventure Genuine Tough	Excitement Sincerity Ruggedness
Lover	Welcoming Charming Embraced	Sincerity Sophistication Sincerity
Jester	Genuine Charming Imaginative	Sincerity Sophistication Excitement
Regular guy/gal	Welcoming Charming Embraced	Sincerity Competence Sincerity

Interview guide Ace representatives

Denna intervju kommer bidra med empirisk data till utformningen av Ace nya varumärkesstrategi av Chalmersstudenterna Vilhelm och Malin på uppdrag av Carfix Group's marknadsavdelning. Resultatet från intervjun kommer att användas för att skapa en helhetsbild av Ace produkter och försäljning av dessa. Efter denna intervju kommer ni att få möjlighet att läsa igenom våra tankar och slutsatser för att kontrollera att de stämmer överens med er bild.

Produkten
- Vad är er produkt? Vilka produkter säljer ni?
- Hur paketeras produkten till kunden? Köper alla kunder lika? Köper kunden någon av Aces andra produkter tillsammans med er? (del av segment/målgrupp)

Segment & Målgrupp
- Vem är kunden?
- Är beslutsfattaren även användaren?
- Vilket behov har kunden som er produkt uppfyller? Varför köper kunden?
- Varför tror du att era kunder väljer Ace?
- Ser inköpsprocessen likadan ut för alla era kunder?
- Var finns era kunder geografiskt?
- Hur stor är kundens verksamhet, med avseende på intäkter, antal kunder etc?
- Vad spelar varumärket för roll i kundens beslutsprocess tror du?

Varumärkeslöfte
- När en kund köper av er, vad ska de förvänta sig?
- Hur jobbar ni med att leverera detta?
- Hur skulle du beskriva detta med ett eller ett fåtal ord?

Ex på Varumärkeslöften
Coors Light: "The World's Most Refreshing Beer"
Coca-Cola: "To inspire moments of optimism and uplift."
BMW: "The Ultimate Driving Machine"

Vision
What do we want to achieve? (behöver inte vara realistiskt/konkret)

- Vad är ert långsiktiga mål/vision som företag?
- Hur vill du att Ace skall se ut om 1/5/10 år?

Tex. Volvo Cars vision är att INGEN skall bli allvarligt skadad eller dödad i en Volvo.

Mission
The foundation of how we work. (skall vara konkret och mätbart)

- Vad behöver göras för att uppnå visionen? Skall vara konkret och mätbart

Tex. Teslas mission är att accelerera hela världens transformationsprocess från icke hållbar till hållbar energi.

Kärnvärden & värderingar (Values)
What we believe in and stand for

- Vilka grundläggande värderingar anser du att ert företag vilar på?

Tex Volvo: Säkerhet, kvalitet, miljömedvetenhet

Konkurrenter
- Vilka är era konkurrenter?
- Vilka produkter eller services säljer dem?
- Vad särskiljer er från dem?
- Varför väljer kunden er?
- Hur stora är konkurrenterna, vilken marknadsandel har de?
- Vilka hot ser ni från era konkurrenter?
- Finns det något varumärke som motsvarar ert inom någon annan bransch?

Positionering
Var vänlig svara så ärligt som möjligt på skalorna från 1 till 10 nedan. 1 poäng innebär att ni inte håller med och 10 poäng innebär att ni håller med fullständigt utan förbehåll. På frågor med två alternativ svarar ni hur ni anser att balansen mellan de två avspeglas.

Positionering pris/kvalitet

Låg kvalitet									Hög kvalitet
1	2	3	4	5	6	7	8	9	10

Lågt pris									Högt pris
1	2	3	4	5	6	7	8	9	10

Interiew guide for workshop foremen

Produkten
Känner ni till Aces produkter?

Vilka produkter eller tjänster använder ni er av?

Varför har ni valt att använda Ace?

Vad förväntar ni er när ni köper Ace?

Hur upplever du leveranstider för produkterna från Ace?

Vilka fördelar finns det med att köpa Aces produkter och tjänster?

Lever produkterna och tjänsterna ni köpt upp till era förväntningar?

Hur fungerar Aces produkter tillsammans med befintliga verktyg och övriga produkter?

Företaget
Vad vet ni om Ace?

Känner ni till dessa 4(5): Förbrukning, Reservdelar, Academy, Business Systems, (bemanning)?

Om de inte använder någon av produkterna:
Varför köper ni inte Ace XX?

Finns det några produkter eller tjänster som ni saknar hos Ace?

Köpmönster
Hur går ni tillväga när ni köper produkter eller tjänster från Ace?

Hur går ni tillväga när ni köper produkter eller tjänster från andra aktörer?

Varumärket
Vad anser ni om varumärket Ace...Academy? Spare-Parts? Business Systems? Competence Supply? Consumables?

Om du får välja tre av dessa ord som skall representera vad ni tycker om Ace, vilka väljer ni då?

Kvalitet	Engagemang
Prisvärdhet	Effektivitet
Professionalitet	Helhetslösning
Enkelhet	Användarvänligt

Tillförlitlighet   Säkerhet
Innovation

Marknad

Hur har utvecklingen av marknaden sett ut över tid?

Vilken är er typiska kund? (konsument)

Vad är en årlig kostnad för en konsument?

Övriga synpunkter

Har du något att tillägga?

Brand archetype question and answer connection scheme

Archetype	Which of the following mottos best represent your organisation?	What differentiates our organisation from others is...
Sage	The truth will set you free.	our Quality
Innocent	We're young and free.	our Reputation
Explorer	Don't fence me in.	our Boldness
Ruler	Power isn't everything, it's the only thing.	our Security and Stability
Creator	If you can imagine it, it can be done.	our Creativeness
Caregiver	Love your neighbour as yourself.	our Supportiveness
Magician	I make things happen.	our Vision
Hero	Where there's a will, there's a way.	our Prestige
Outlaw	Rules are made to be broken.	our Revolutionary Attitude
Lover	You're the only one.	our Humbleness
Jester	Live in the moment.	our Fun-loving Attitude
Regular	All men and women are created equal.	We are accessible to all.

Archetype	We provide our customers with...	What would be your organisations biggest fear?
Sage	Expertise and Information	To be betrayed
Innocent	A simple solution to a problem	Do something bad and be punished
Explorer	To feel free and pioneer in their area.	Getting trapped and conformed.
Ruler	A high-status product/service which is used to enhance their position.	Chaos and being overthrown.
Creator	Means to foster innovation and promote self-expression.	Mediocre vision or execution.
Caregiver	A competitive advantage through support.	Being exploited.
Magician	A transformative product.	Unintended negative consequences.
Hero	Innovations that have a major impact on the world.	Weakness, being a chicken.
Outlaw	Unconventional products to break industry conventions.	Being powerless and unable.
Lover	A great experience.	Being alone and unloved.
Jester	A joyful time.	Being boring to others.
Regular	Everyday functionality.	Being left out or stand out.

Archetype	Our leaders beleive...	What characteristics does your organisation value most in its employees?
Sage	Our knowledge and experience sets us apart.	Wisdom and Intelligence
Innocent	That we'll be judged by our ethics.	Faith and Optimism
Explorer	That we should be the change we wish to see in the world.	Autonomy and Ambition
Ruler	That we have to be the best	Responsibility and Leadership
Creator	That creativity is what sets us apart from others.	Creativity and Imagination
Caregiver	Our job is to make the world a better place for everyone.	Compassion and Generousity
Magician	We are agents of transformation.	Finding Win-Win Solutions
Hero	We have a responsibility.	Competence and Courage
Outlaw	Our job is to blaze a new trail.	Outrageousness and Radical Freedom
Lover	In the importance of relationships.	Passion, Gratitude and Appreciation
Jester	That life is a journey, make it fun.	Joy in their work.
Regular	That we are all equal.	Realism and Empathy

Archetype	If your customers would say something negative about you, what would that be?	If our organisation was a person, it would be...
Sage	Could be overly reflective or too opinionated.	an Expert and Scholar
Innocent	Could be seen as naive or boring?	a Saint and a Dreamer
Explorer	Might not fint into the mainstream.	an Individualist and a Seeker
Ruler	Could lack a common connection or be too authoritative or controlling.	a Leader or Administrator
Creator	Could be perfectionist or impractical.	an Artist and Inventor
Caregiver	Can be taken advantage of, taken for granted.	Helper and Supporter
Magician	Takes risks that could lead to bad outcomes.	a Catalyst and Visionary
Hero	Could be seen as arrogant.	a Rescuer and Team Player
Outlaw	Could take it too far and be seen in a negative way.	a Rebel.
Lover	Does anything and everything to please others and thus lose identity.	a Friend and a Team Builder
Jester	Could be seen as foolish and disrespectful.	a Comedian or Joker
Regular	Lack a distinctive identity and blend in too much.	the Person Next Door

Archetype	Our customers would say that we were…
Sage	Advisors and Professional
Innocent	Optimistic and Traditionalists
Explorer	Pilgrims and Non-Conformists
Ruler	Role models and Bosses
Creator	Imaginative and Visionary
Caregiver	Human and unselfish.
Magician	Doers.
Hero	Courageous.
Outlaw	Radical and Wild.
Lover	Committed and Faithful
Jester	Joyful and funny
Regular	Realistic and mainstream.

Archetype and personality calculations

Ace CEO's archetype and personality calculations

Ace Archetype:	Which of the fo	What differe	We provide	What would	Our leaders	What charact	If your custor	If our organis	Our customers would say that we were…	
Caregiver		1	1					1	3	2
Ruler									0	0
Creator	2	3		2			3		10	6.666666667
Innocent						1			1	0.6666666667
Sage		2	3		3	2		2	3	15	10
Explorer									0	0
Magician	1				1		1	3	1	7	4.666666667
Outlaw				1			2		3	2
Hero	3				2				5	3.333333333
Lover			2			3			2	7	4.666666667
Jester				3					3	2
Regular									0	0

		Sincerity	Excitement	Competence	Sophistication	Ruggedness				
Caregiver	3	3								
Ruler	0			1	1	1				
Creator	10		2		1					
Innocent	1	1	1	1						
Sage	15		2	1						
Explorer	0		2			1				
Magician	7	1	1	1						
Outlaw	3		1		1	1				
Hero	5	1	1			1				
Lover	7	2			1					
Jester	3	1	1		1					
Regular	0	2		1						

Caregiver			9	0	0	0	0			
Ruler			0	0	0	0	0			
Creator			0	20	0	10	0			
Innocent			1	1	1	0	0			
Sage			0	30	15	0	0			
Explorer			0	0	0	0	0			
Magician			7	7	7	0	0			
Outlaw			0	3	0	3	3			
Hero			5	5	0	0	5			
Lover			14	0	0	7	0			
Jester			3	3	0	3	0			
Regular			0	0	0	0	0			
		Sincerity	Excitement	Competence	Sophistication	Ruggedness				
totalt:		39	69	23	23	8	0			

Ace Spare-Parts' archetype and personality calculations

Spare Parts Archetype:	Which of the following	What differe	We provide	What would	Our leaders	What charact	If your custor	If our organis	Our customers...	Total
Caregiver			2				3			5
Ruler					2					2
Creator	2	1			1	2			2	8
Innocent			3							3
Sage		2	1				2			5
Explorer					3					3
Magician	1					3	1	3	1	9
Outlaw		3		1			2	1	3	10
Hero	3			2		1				6
Lover				3						3
Jester										0
Regular										0

		Sincerity	Excitement	Competence	Sophistication	Ruggedness			
Caregiver	5	3						3	15
Ruler	2			1	1	1		3	6
Creator	8		2		1			3	24
Innocent	3	1	1	1				3	9
Sage	5		2	1				3	15
Explorer	3		2			1		3	9
Magician	9	1	1	1				3	27
Outlaw	10		1		1	1		3	30
Hero	6	1	1			1		3	18
Lover	3	2			1			3	9
Jester	0	1	1		1			3	0
Regular	0	2		1				3	0

	Sincerity	Excitement	Competence	Sophistication	Ruggedness
Caregiver	15	0	0	0	0
Ruler	0	0	2	2	2
Creator	0	16	0	8	0
Innocent	3	3	3	0	0
Sage	0	10	5	0	0
Explorer	0	6	0	0	3
Magician	9	9	9	0	0
Outlaw	0	10	0	10	10
Hero	6	6	0	0	6
Lover	6	0	0	3	0
Jester	0	0	0	0	0
Regular	0	0	0	0	0
	Sincerity	Excitement	Competence	Sophistication	Ruggedness
totalt: 162	39	60	19	23	21

Pie chart: Sincerity 24.1%, Excitement 37%, Competence 11.7%, Sophistication 14.2%, Ruggedness 13%

Ace Consumables' archetype and personality calculations

Consumables Archetype:	Which of the	What differe	We provide	What would	Our leaders	What charact	If your custo	If our organis	Our customers would say that we were...		
Caregiver							2	3	5		
Ruler	1		2						3		
Creator		2		3	2	3	1		2	13	
Innocent			3						3		
Sage					3		3		1	7	
Explorer									0		
Magician			1	1		1			3	6	
Outlaw			2						2		
Hero	3							2	5		
Lover		1			1			1	3		
Jester						2			2		
Regular	2	3							5		

			Sincerity	Excitement	Competence	Sophistication	Ruggedness			
Caregiver	5		3					3	15	
Ruler	3				1	1	1	3	9	
Creator	13			2		1		3	39	
Innocent	3		1	1	1			3	9	
Sage	7			2	1			3	21	
Explorer	0			2			1	3	0	
Magician	6		1	1	1			3	18	
Outlaw	2			1		1	1	3	6	
Hero	5		1	1			1	3	15	
Lover	3		2			1		3	9	
Jester	2		1	1		1		3	6	
Regular	5		2		1			3	15	

			Sincerity	Excitement	Competence	Sophistication	Ruggedness					
Caregiver			15	0	0	0	0					
Ruler			0	0	3	3	3					
Creator			0	26	0	13	0					
Innocent			3	3	3	0	0					
Sage			0	14	7	0	0					
Explorer			0	0	0	0	0					
Magician			6	6	6	0	0					
Outlaw			0	2	0	2	2					
Hero			5	5	0	0	5					
Lover			6	0	0	3	0					
Jester			2	2	0	2	0					
Regular			10	0	5	0	0					
			Sincerity	Excitement	Competence	Sophistication	Ruggedness					
totalt:			47	58	24	23	10					

Ace Academy's archetype and personality calculations

Academy Archetype:	Which of th	What differe	We provide	What would	Our leaders	What charact	If your custo	If our organis	Our customers would say that we were...
Caregiver		3	2				3	1	9
Ruler			1		3				4
Creator	2	2		1		2	3		10
Innocent									0
Sage		1	3				1	3	8
Explorer						1			1
Magician	1			3					4
Outlaw				2	1		2		5
Hero	3				2	3	2		10
Lover						1		2	3
Jester									0
Regular									0

		Sincerity	Excitement	Competence	Sophistication	Ruggedness
Caregiver	9	3				
Ruler	4			1	1	1
Creator	10		2		1	
Innocent	0	1	1	1		
Sage	8		2	1		
Explorer	1		2			1
Magician	4	1	1	1		
Outlaw	5		1		1	1
Hero	10	1	1			1
Lover	3	2			1	
Jester	0	1	1		1	
Regular	0	2		1		

		Sincerity	Excitement	Competence	Sophistication	Ruggedness
Caregiver		27	0	0	0	0
Ruler		0	0	4	4	4
Creator		0	20	0	10	0
Innocent		0	0	0	0	0
Sage		0	16	8	0	0
Explorer		0	2	0	0	1
Magician		4	4	4	0	0
Outlaw		0	5	0	5	5
Hero		10	10	0	0	10
Lover		6	0	0	3	0
Jester		0	0	0	0	0
Regular		0	0	0	0	0
totalt:		47	57	16	22	20

Pie chart legend: Sincerity (29%), Excitement (35.2%), Competence (9.9%), Sophistication (13.6%), Ruggedness (12.3%)

Ace Business Systems' archetype and personality calculations
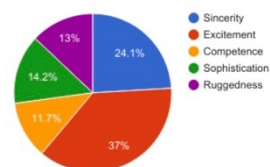
Business Systems

Archetype:	Which of the	What differe	We provide	What would b	Our leaders	What charact	If your custor	If our organis	Our customers would say that we were...			
Caregiver	2	2							4			
Ruler			1				2		3			
Creator	3					3	1	3	10			
Innocent									0			
Sage		3	2		2			1	8			
Explorer					1				1			
Magician	1	1		2			3	2	9			
Outlaw				3					3			
Hero						2	1	3	6			
Lover				1	3			2	6			
Jester						1			1			
Regular			3						3			

Archetype:		Sincerity	Excitement	Competence	Sophistication	Ruggedness
Sage	8		3			
Innocent	0			1	1	1
Explorer	1		2		1	
Ruler	3	1		1	1	
Creator	10		2	1		
Caregiver	4		2			1
Magician	9	1	1	1		
Hero	6		1		1	1
Outlaw	3	1	1			1
Lover	6	2			1	
Jester	1	1	1		1	
Regular	3	2		1		

		Sincerity	Excitement	Competence	Sophistication	Ruggedness
Caregiver		24	0	0	0	0
Ruler		0	0	0	0	0
Creator		0	2	0	1	0
Innocent		3	3	3	0	0
Sage		0	20	10	0	0
Explorer		0	8	0	0	4
Magician		9	9	9	0	0
Outlaw		0	6	0	6	6
Hero		3	3	0	0	3
Lover		12	0	0	6	0
Jester		1	1	0	1	0
Regular		6	0	3	0	0
		Sincerity	Excitement	Competence	Sophistication	Ruggedness
totalt:		58	52	25	14	13

Pie chart legend: Sincerity (35.8%), Excitement (32.1%), Competence (15.4%), Sophistication (8.6%), Ruggedness (8%)
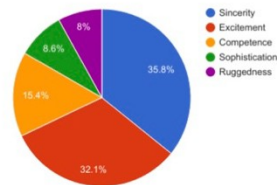
Ace Competence Supply's archetype and personality calculations

Competence supply

Archetype:	Which of the	What differe	We provide	What would	Our leaders	What charact	If your custor	If our organis	Our customers would say that we were...
Caregiver			1	2				2	5
Ruler					1	3			4
Creator	3	2				2		1	8
Innocent			2			3			5
Sage		3						3	6
Explorer						2			2
Magician		1		1			1	1	4
Outlaw	2			3					5
Hero	1				3	1		3	8
Lover				2					2
Jester									0
Regular			3					2	5

		Sincerity	Excitement	Competence	Sophistication	Ruggedness
Caregiver	5	3				
Ruler	4			1	1	1
Creator	8		2		1	
Innocent	5	1	1	1		
Sage	6		2	1		
Explorer	2		2			1
Magician	4	1	1	1		
Outlaw	5		1		1	1
Hero	8	1	1			1
Lover	2	2			1	
Jester	0		1	1	1	
Regular	5	2		1		

		Sincerity	Excitement	Competence	Sophistication	Ruggedness	
Caregiver		15	0	0	0	0	
Ruler		0	0	4	4	4	
Creator		0	16	0	8	0	
Innocent		5	5	5	0	0	
Sage		0	12	6	0	0	
Explorer		0	4	0	0	2	
Magician		4	4	4	0	0	
Outlaw		0	5	0	5	5	
Hero		8	8	0	0	8	
Lover		4	0	0	2	0	
Jester		0	0	0	0	0	
Regular		10	0	5	0	0	
		Sincerity	Excitement	Competence	Sophistication	Ruggedness	
totalt:		46	54	24	19	19	0

Pie chart — personality dimensions:
- Sincerity 28.4%
- Excitement 33.3%
- Competence 14.8%
- Sophistication 11.7%
- Ruggedness 11.7%
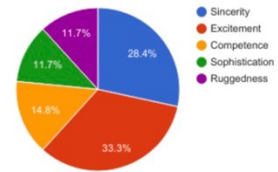
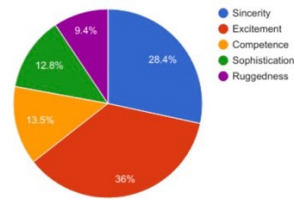# Ace's total archetype and personality calculations

ALLA	SP	C	A	BS	CS	Ace	Totalt:	Delat med fyra	Delat med fem	Delat med sex		
Caregiver	5	5	9	8	5	3	35	8.75	7	5.833333333		98 Stability
Ruler	2	3	4	0	4	0	13	3.25	2.6	2.166666667		
Creator	8	13	10	1	8	10	50	12.5	10	8.333333333		
Innocent	3	3	0	3	5	1	15	3.75	3	2.5		76 Independence
Sage	5	7	8	10	6	15	51	12.75	10.2	8.5		
Explorer	3	0	1	4	2	0	10	2.5	2	1.666666667		
Magician	9	6	4	9	4	7	39	9.75	7.8	6.5		107 Mastery
Outlaw	10	2	5	6	5	3	31	7.75	6.2	5.166666667		
Hero	6	5	10	3	8	5	37	9.25	7.4	6.166666667		
Lover	3	3	3	6	2	7	24	6	4.8	4		43 Beloning
Jester	0	2	0	1	0	3	6	1.5	1.2	1		
Regular	0	5	0	3	5	0	13	3.25	2.6	2.166666667		
	54	54	54	54	54	54						

	Sincerity	Excitement	Competence	Sophistication	Ruggedness
SP	39	60	19	23	21
C	47	58	24	23	10
A	47	57	16	22	20
BS	58	52	25	14	13
CS	46	54	24	19	19
Promeister	39	69	23	23	8
	Sincerity	Excitement	Competence	Sophistication	Ruggedness
Totalt:	276	350	131	124	91

Pie chart legend: Sincerity, Excitement, Competence, Sophistication, Ruggedness. Segments: 28.4%, 36%, 13.5%, 12.8%, 9.4%

Quantitative analysis of core brand values

Interviewee	Quality	Simplicity	Price worthiness	Reliability	Innovation	Engagement	Professionalism	Efficiency	Complete	User friendly	Security
Promeister SP	X	X	X	X	X						
Promeister C	X		X			X					
Promeister A	X					X	X	X			
Promeister BS				X					X	X	
Promeister CS	X										X
No. of resp.	4	1	2	2	1	2	1	1	1	1	1

Brand image values

Workshop	Brand image core values
Luxfix 1	Prisvärdhet Kvalitet Enkelhet
Carfix 1	Prisvärdhet Enkelhet Helhetslösning
Carfix 2	Prisvärdhet Enkelhet Helhetslösning
Carfix 3	Kvalitet Tillförlitlighet Prisvärdhet
Luxfix 2	Kvalitet Prisvärdhet Engagemang

Quantitative analysis of brand image core values

Interviewee	Prisvärdhet	Kvalitet	Helhetslösning	Enkelhet	Tillförlitlighet	Engagemang
Luxfix 1	X	X		X		
Carfix 1	X		X	X		
Carfix 2	X		X	X		
Carfix 3	X	X			X	
Luxfix 2	X	X				X
No. of resp.	5	3	2	3	1	1