Creating and communicating a brand identity
The case of Somersby

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Summary

The thesis starts with an introduction. The introduction briefly explains the role of brands in modern society, by focusing on how they are recognised and given meaning by the consumers. Furthermore, the introduction presents the key concept of the thesis, brand identity, and provides the thesis with its problem statement, which is as follows:

*The objective of this thesis is to establish how Carlsberg can create and communicate a brand identity for Somersby Cider on the British market.*

Having introduced the key concepts, the thesis continues with theory. In the theory chapter the thesis establishes the brand identity planning model by David Aaker as the framework for the thesis. An analysis and discussion of the model will later be conducted based on the works of several other branding experts, including Philip Kotler, Kevin Lane Keller and Jean-Noël Kapferer etc., and relevant communication theory.

In structure and method an outline of the organisation of the thesis is created. By relying on the brand identity planning model as a framework the thesis will be divided into three stages, which will be explained, analysed, discussed and implemented on the Somersby case to different extend throughout the thesis.

The delimitation focuses on each stage of the thesis and emphasises the features, which will not be performed within each stage. Moreover, it underlines certain stand points and points of view, which are important for the overall understanding of the thesis.

The first stage of the theory is named brand identity theory and starts with a definition of brand identity. It then follows the framework of the brand identity planning model set forth in the structure and method chapter.

The first stage starts with an introduction to the brand identity system and continues with an explanation of the subjects based on David Aaker’s theories. All the subjects within the system are
continuously analysed and discussed via the implementation of relevant concepts from the scholars presented in the theory chapter.

After the explanation, analysis and discussion of the concepts in the brand identity system, the first stage of the thesis initiates the same procedure on the brand implementation system. The thesis continues to follow the same framework as in the previous chapter, but slowly moves the focus and the theoretical use towards the communicational aspects of the problem statement. Similar to the brand identity system, this chapter implements a methodical approach of explaining, analysing, and discussing the concepts, in order to bring clarity to the subjects and show how theory and ideas are conceptualised.

The second stage of thesis is built on the IMC process model by Pickton and Broderick. The chapter differs from the others in the thesis, as it emphasises the communicational nature of the brand identity concept. The chapter demonstrates how the brand identity creation process can be converted into a communication process by using the IMC process model. To perform this process, the chapter relies on various aspects from the works of Pickton and Broderick, while simultaneously following the framework created by the brand identity planning model.

The third stage of the thesis contains the implementation of theory to the Somersby brand. Based on the framework used and theoretical analysis performed throughout the thesis, the chapter systematically follows the brand identity planning model’s three stages and simultaneously creates and communicates the Somersby brand identity through the results of the previous two chapters. The chapter starts with a short brand analysis based on various market and consumer reports. This analysis identifies the target audience of Somersby and provides insight to the British consumer needs and trends.

In the following parts of the implementation of theory chapter the salient elements of the brand identity are chosen and eventually communicated via a various brand position statements.

The thesis’ final stage is the conclusion based on the findings and evaluation of the thesis.
1. Introduction

In modern society brands have become an essential part of most people's life.
When consumers think of a product, they think of a logo, a design or maybe a shape. These visual features are then connected to a brand, which in some cases is connected to an organisation or a company. Whether the brand is connected to a parent organisation or not consumers will have specific associations and feelings about it. The feelings and associations can be hard to explain and consumers often rely on human attributes to explain how they view the brand. Because of this, modern brands are described, not by their tangible and intangible elements, but by their human personality. Consumers, in other words, look upon brand as having a human identity.

Brands are on the bottom line not human, but they do have an identity. The brand identity is what makes a brand unique. When consumers in modern society think of products, most of them actually think of brands. Imagine you are thirsty and want a refreshing drink. Most consumers in this situation will think of the product class, refreshing drinks, and mentally assess which brand identity will most efficiently fulfil their needs and motivation the best. The process of assessing this is the process of comparing brand identities. Consumers will always choose the brand identity that most efficiently can fulfil their needs.

This fact is the cornerstone in brand identity theory. Modern brands try to create a brand identity that will attract the highest amount of consumers to the brand. They spend millions of dollars in the process, but how can brands be sure that the created brand identity will recognised and accepted by the consumers, which it is targeting?

This is the main question of this thesis. To answer it the thesis will use the implementation of the Danish brand Somersby on the British market as an example. Somersby is a cider product containing 4,7 % alcohol owned by Carlsberg Group. The brand was introduced on the Danish market in the spring of 2008.

**Problem statement:** The objective of this thesis is to establish how Carlsberg can create and communicate a brand identity for Somersby Cider on the British market.

### 1.1 Theory

The thesis will rely on the brand identity planning model (Aaker, 2002:79) by David Aaker to provide the theoretical framework. The model has been chosen, because it is the only cohesive model providing tools and theories on all aspects regarding the creation and
communication of a brand identity. David Aaker is acknowledged as one of the leading scholars within the field of branding. He is the author of multiple articles, over ten books related to branding and his works are cited in practically every recent book written on the subject of branding.

Furthermore, David Aaker is the Vice Chairman of the Prophet Brand Strategy and Professor Emeritus of the Haas Scholl of Business, University of California Berkeley. (Aaker, 2000: 351)

The brand identity planning model (BIPM), which will provide the framework for this thesis, is divided into three stages that will be systematically explained and analysed in the thesis.

To perform this task the works of several other scholars will be used. The thesis will rely on noted experts within the field of branding such as Philip Cutler, Kevin Lane Keller and Jean-Noël Kapferer to provide the primary material needed to perform this activity. The three scholars have been chosen, because they are recognised as experts in the field of branding and due this have multiple theories, models and ideas, which can be used to analyse and discuss the work of Aaker. The three scholars, mentioned above, will be supported by experts from consumer behaviour, such as Abraham Maslow, and other branding scholars including Leslie de Chernatony and Malcolm McDonald. To provide expert knowledge from the field of marketing communications, the thesis will further rely on the works of David Pickton & Amanda Broderick and the IMC Process model (Pickton & Broderick, 2005:7) to analyse the communicational aspects of the creation of a brand identity.

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1 From this point referred to as "BIPM"


1.2 Structure and method

The thesis will use the BIPM (Aaker, 2002:79) by David Aaker as a framework. The main body of the thesis will consist of three stages, which will continuously build and rely on each other. Each of the stages will to some extent be explained, analysed, discussed and implemented to the case of creating and communicating a brand identity for Somersby on the British market. The dominant stage, in the thesis, will be the second: the brand identity system. Due to this, the analysis, discussion and implementation of the case in the two remaining stages will be inferior to the second.

The thesis will take its departure point from a definition of brand identity. The definition will be followed by an explanation and analysis of the second and third stage of the BIPM. After the theory of brand identity has been analysed, the IMC Process model (Pickton & Broderick, 2006:7) will be introduced and analysed with concept of brand identity in mind. The following stage of the thesis will implement the theory presented earlier on the Somersby case. The implementation will start by a short consumer analysis to establish the market and target segment. The analysis will be based on two reports from the Institute of Alcohol Studies and an industry report from 2008².

In order to create the brand identity and communications, the remainder of the thesis will be devoted to the implementation of theory on the Somersby case.

1.3 Delimitation

The thesis will view Somersby as an individual brand and not as a brand extension of Carlsberg. The thesis will also not address the current brand identity of Somersby and will essentially view it as a new brand without any brand identity.

The thesis will focus on the creation and communicational aspects of a brand identity for the brand Somersby. Due to the size constrains of the thesis, the three stages of the BIPM can not be equally thorough. The strategic brand analysis will not be performed to its full extend and will only function as a tool to demonstrate the features of the British consumer market and to define the target audience.

² The industry report from 2008, which is used as a source in the thesis, was at the starting point of the thesis the most current report on the British cider market. On the 7th of May 2009 a new report was published.
In the brand identity implementation system, only the first stage will be analysed and implemented. The thesis will provide insight to how a brand identity is most effectively communicated, but will not provide an execution scheme for implementation. The thesis will not discuss the marketing subject of pricing or the semiotics subjects of designing symbols. Moreover, the thesis will view Somersby as separate from Carlsberg and not discuss the concept as umbrella branding, brand extensions etc. (Kotler, 2006:296)


To analyse how a brand identity is created, it is relevant to know what a brand identity is. The concept of brand identity is widely used, due to this there is not an established sentence, which defines what a brand identity is. The definition, which will be used in this thesis, describes the brand identity as:

“a unique set of brand associations that the brand strategist aspires to create or maintain. These associations represent what the brand stands for and imply a promise to customers from organization members.” (Aaker, 2002:68)

The following stage in this thesis will systematically explain and analyse the BIPM. The first stage of the BIPM will not be addressed in this part of the thesis, but will be explained prior to the implementation of theory. In the last stage of the BIPM only the first section “Brand position” will be addressed.

2.1 The brand identity system – choosing the attributes, values and relationship of the brand.

The brand identity system consists of brand essence, a core identity and an extended identity, which are influenced by four perspectives. Each of the four perspectives has a number of categories. In total there are 12 categories, which influence the brand identity system. Although all categories have relevance for brands,
virtually no brand has associations with all 12 categories. Below the perspectives are the value proposition, the concept of credibility and the brand consumer relationship. (Aaker, 2000:43-44)

The purpose of the brand identity system is described by Keller as the quest to communicate the answers to four questions related to the brand identity:

- **Who are you?** (Core and extended identity)
- **What are you?** (Core and extended identity)
- **What about you?** (Value proposition)
- **What about you and me?** (Brand-customer relationship)

Each answer communicates a part of the brand identity to consumers. The fulfilment of all the questions will ensure that the brand identity has been successfully communicated to the audience. (Keller, 2008:59-61)

### 2.2 Brand perspectives and categories

#### 2.2.1 Brand as product

The first of the four perspectives is the brand as a product. This perspective consists of six categories; product scope, product attributes, quality/value, uses, user and country of origin. The brand as product perspective is often over emphasized by managers, because it is linked to the brand choice criteria and the use experience. To avoid falling into, what is called, the product attribute fixation trap (Aaker, 2002:72) managers must remember to distinguish between the product and the brand. This can be done by utilising multiple perspectives to ensure that the identity does not become one dimensional. The brand must be more than a product, which can be copied. A cider is basically a cider. The points of difference do no only lay in the product attributes, but in the brand identity. The categories function as indicators of
product class or industry and help the brand position itself as a brand in a specific industry or by user, uses etc. (Aaker, 2002:78-82)

2.2.2 Brand as organisation

The second perspective is the brand as an organisation. The organisational attributes are more enduring and resistant to competitive claims than the product attributes. It is possible to copy a product, but very difficult to copy an organisation. The categories in the brand as an organisation perspective are organisational attributes and local vs. global. The organisational attributes are, unlike the product attributes, often intangible and gives the brand credibility in the mind of the consumers by communicating specific organisational values, which the product can not. (Aaker, 2002:115–136)

2.2.3 Brand as person

The third perspective is the brand as a person. This perspective has two categories named personality and brand customer relationship. The notion of the perspective is that like a person a brand can have specific personalities and based on them form relationships with consumers.

The personality is, generally speaking, the human characteristic of the brand. By having a specific personality a brand can appeal to certain demographics, lifestyles and human personalities and through them communicate with consumers, who find the traits pleasing or desirable. The categories in the perspective are used to communicate with consumers, but also by consumers to communicate. Consumers often use the brand personality to communicate their own or a personality, which they desire to the public.

The second category of the perspective, the brand customer relationship, describes the brand as a friend. And just as friends have different personalities, the relationship between them differs. (Aaker, 2002 141 –158) The relationship between brand and consumers can take various forms, such as a committed partnership, a childhood friendship or an arranged marriage. (de Chernatony & McDonald, 2001:131)
2.2.4 Brand as symbol

The forth and last perspective is the brand as a symbol. The perspective consists of two categories; visual imagery/metaphors and brand heritage. According to Aaker anything that represents a brand can be a symbol. Symbols do only over time create a connection to a specific brand. Because of this, it is desirable to have a symbol, which can serve as an element that can communicate product class to the consumers. (Wheeler, 2003:2-6) A symbol is also more powerful, when it involves a metaphor or characteristics, which can contribute in the value proposition. The brand heritage is only relevant when a brand has been established for an extended period and will therefore not be explained further in this thesis.

The process of creating a brand identity is the process of deciding which categories shall be the most salient for a brand, meanwhile ensuring that the brand identity is implementable and can be communicated to the market and consumers. This process of identifying perspectives and categories is described by Nilson as the process of choosing general values, who apply to all brands within the industry and the specific values, which separate the winner brand from the average. (Nilson, 2001:75-82)

The general values can be compared to category points of parity as they are shared by most brands within an industry. (Kotler, 2006:312-313) Finding specific values are difficult, mainly due to the ingenuity of most modern brands, but never the less necessary as they provide a unique set of characteristics and a distinct brand profile in the consumers mind. (Nilson, 2001:75-82)

When choosing the perspectives and categories of an identity a brand is choosing points of parity and difference between itself and the competition. Bearing this in mind, it is crucial to remember that the perspectives and categories must be of relevance to the consumers. The consumers must be able to see a connection between the brand, the product and the industry if they are to understand and form a relationship with the brand based on the identity. The perspectives must be distinctive and emphasise the difference between the brand and the competition, if consumers are to accept them. Furthermore, the identity must be believable. If brand identity does not offer compelling reason to choose the brand over competition,
consumers will look upon the brand as average and the mission of creating a strong identity will fail. (Kotler, 2006:315)

The next chapter of the thesis will feature an explanation and analysis of the concepts of brand essence and core and extended identity.

2.3 Brand essence

The brand essence concept is not present in all of Aaker's theories. In his book “Building strong brands” the concept does not feature. I have however chosen to implement it in this thesis based on the usability of the concept and the fact that other scholars such as Kapferer (Kapferer, 2008:197) and Keller (Keller, 2008:125) draw upon and use it in their respective theories.

Brand essence does according to Aaker represent the spirit of the brand and should be timeless. If the brand essence is timeless, it will be transferable to brand extensions and resonate with consumers as long as the brand lives up to the essence it proclaims to have. According to Aaker, the brand essence should capture the aspiration aspects of all the associations with the brand and state it in a word or a sentence; the brand essence statement (Aaker, 2000:45-48)

Kapferer also uses the term brand essence, but does so in a different way than Aaker. Aaker describes the essence as the spirit of the brand. Kapferer states that “it stems from a desire to summarise the identity and/or positioning.” Kapferer further describes brand essence as a concept asking three questions: What do you sell? What key value does the brand propose and stand for? (Kapferer, 2008:197) The difference between Kapferer and Aaker's interpretations of the brand essence concept stems from the usage of it in their respective models. Aaker views brand essence as a statement showing the spirit of the brand. The brand essence is, in other words, not a tagline to be communicated to the public, but a word or statement to resonate with consumers and be the driving force behind the value proposition. “It is as the hub of a wheel linked to all of the core identity elements.” (Aaker, 2000:45)

Kapferer views brand essence as a possible way to summarise the results gathered by using his identity prism (Kapferer, 2008:183). However, both do agree that the brand essence
concept has managerial utility and can, if used right, be effective to describe higher order ideals, benefits or entire brands. (Aaker 2000:45-48) (Kapferer, 2008:197-199)

2.4 Core identity

The core identity is the sphere where the most salient elements of the brand identity are found. All elements in the core identity should reflect the strategy and values of the organisation/brand. The elements should furthermore differentiate the brand and resonate with consumers. This creates the proper focus for both the consumers and organisation and is easily communicated to the public. According to Aaker the core identity is the most likely to remain as the brand travels to new markets or extends to new products. (Aaker, 2000:43-45) Because of this the core identity should, similar to the brand essence, be timeless, but unlike the brand essence, it should include elements that makes the brand unique and valuable in a market perspective. In other words, the core identity should provide answers to introspective questions: What is the soul of the brand, what are the fundamental believes and values that drive the brand and similar question regarding the organization behind the brand. (Aaker, 2002:85-87) The difference between the brand essence and core identity are difficult to explain, but put in simple terms the brand essence is a concept or a philosophy. The core identity is made up of tangible and intangible elements, that in a less abstract and efficiently way can be communicated to describe the brand.

2.5 Extended identity

The extended identity includes the elements, which are not in the core identity. Because of this, the extended identity has a broader perspective and provides texture and more completeness when brand implementations are to be considered. Moreover, the extended identity contains useful features as brand personality and brand delimitation, which can not be comfortably implemented in either the brand essence or core Identity. (Aaker, 2000:45) Because of the ambiguity of the core identity and brand essence, the extended identity is essential in providing addition detail and associations to consumers. By enabling consumers to access more tangible elements the brand can use the extended identity to increase the number of associations with the brand. (Aaker, 2002:87-89) The most powerful aspect of the
extended identity is the personality of the brand. The personality is defined as a set of human characteristic, which are associated with the brand. (Aaker, 2002:141) The personality as a concept is compiled from all the associations affiliated with the brand, the organisation etc. Having a personality that the target audience can associate with or aspire to be will enable the brand to utilise the value proposition communication tools and establish a strong overall identity.

The brand personality should be reflected in the products made available to consumers. In this way the consumers can express their personality through the brands. Grant McCracken adds valuable insight to this concept by stating that consumers prefer brands whose personality correspond to the person they are or want to become. (Aaker, 2002:153)

The following chapters of the thesis will, similar to the previous two, systematically explain and analyse the concepts of value proposition, credibility and the brand customer relationship.

2.6 Value proposition

The next step in the BIPM is the value proposition. This concept is created by the brand identity and is explained by Aaker as “a statement of the functional, emotional, and self-expressive benefits delivered by the brand that provide value to the customer. An effective value proposition should lead to a brand-customer relationship and drive purchase dimensions.” (Aaker, 2002:95)

The value proposition is an essential concept in the BIPM. This is proven by the fact that almost every scholar within the field of branding has theories or strategies similar to the value proposition. Nilson i.e. states that real brands need to have strong values. By having strong values brands will have commercial power and stay in the minds of the customers for a long period of time. (Nilson, 2000:50) The role of the value proposition, in a brand identity, is basically to fulfil the needs of the consumers. Saatchi and Saatchi have presented a theory on the evolution within the role of brands, which explains that brands in the past only were required to fulfil the functional benefits. As time progressed and the use of branding grew, brands had to move up the Maslow Hierarchy of needs and fulfil the emotional needs. In present time, brands have moved to the top of the hierarchy and must fulfil the self expressive
needs as well as the two prior. The evolution in branding has moved from fulfilling the functional and rational needs to the spiritual and emotional needs. (Pringle & Thompson, 1999:26)

The value proposition theory is seemingly based on the theory of Maslow's hierarchy of needs, which expressed the basic motivational factors of individuals. Maslow's theory implies that there are basic needs, such as physiological and safety needs, similar to the functional benefits, which must be fulfilled before trying to satisfy the personal and intangible fulfilled by the emotional and self expressive benefits. (Solomon, Bamossy, Askegaard & Hogg, 2006:98-100)

Another theory, that can be implemented into the value proposition, is described by de Chernatony and McDonald in the book "Creating powerful brands" and states that brands essentially satisfy needs. The theory lists three needs. The first being, similar to Aaker's, the functional, but unlike Aaker’s theory de Chernatony and McDonald classify brands according to the consumer needs they fulfil. The brands in the functional category satisfy externally generated consumption needs. The second type of brand, symbolic brands, solves the needs for self enhancement, role position and ego identification. The third category is experiential brands that satisfy the desire for pleasure and cognitive stimulation. (de Chernatony & McDonald, 2001:77)

If a brand identity is to be successful and strong enough to capture the target market, it must be able to provide benefits within various categories. They best way to do this is, according to Aaker, to link the brand to compelling benefits whenever it is possible. (Aaker, 2000: 51)

In his book strategic brand management Keller lists six types of branding feelings. (Keller, 2008:69) Not all of them are implementable in the value proposition, but they do offer a different perspective on emotional and self expressive benefits. The six feelings are divided into two groupings. One of experimental and immediate increasing the level of intensity (emotional benefits) and one containing the feelings, which are private and enduring (self expressive benefit). (Kahle, 1988:35-41)

### 2.6.1 Functional benefits

The functional benefits are characterised by being based on product attributes, which provide a functional benefit for consumers. The functional benefit has direct links to consumer
decisions and if a brand can create a dominant benefit, it can dominate the market category. (Aaker, 2002:95-97) The functional benefits are characterised as the key tangible features the brand performs. (Aaker, 2000:48) The tangible features are the basis of the value proposition as they are the only benefits, which can be objectively assessed. (Nilson, 2000:77)

The functional benefits in the value proposition have the problem that they very often fail to differentiate the brand and limits the opportunity of brand extension. (Aaker, 2002:96) This failure can be prevented by incorporating elements that are not related to the product into the functional benefits. By incorporating elements from different perspectives and the core and extended identity a brand can ensure that the functional benefits are not only the sensation of consuming the product, but also attributes related to the organisation as quality or the symbols such as the brand name. Furthermore, brands should link themselves to compelling functional benefits whenever possible.

The functional benefits are extremely important in the value proposition, since they are the basis on which the two other benefits build. Most consumers consider the functional benefit first when they purchase a brand. If a brand simultaneously offers emotional and self expressive benefits it will be more compelling to the consumer. Because of this, a brand can never have too many functional and tangible benefits. Benefits that are of no relevance will simply be ignored. (Nilson, 2000:78)

### 2.6.2 Emotional benefits

The emotional benefits are, unlike the functional, intangible and relates to the ability of a brand to evoke feelings from consumers during the communication process between the two. By doing this, a brand can add richness and depth to the process of using or interrelating with the brand. (Aaker, 2000:49) The emotional benefits are often tied to the functional, hereby meaning that the functional benefit provides the consumers with the tools to reach the emotional benefit. (Aaker, 2002:97-99) Studies have showed that brands benefit tremendously from fusing two benefits together. By having both functional and emotional benefits brands will therefore be more effective in communicating with consumers. (Agness, 1990:1-18)

Nilson looks upon emotional benefits in a different scope. He describes emotions as subjective and impossible to touch or asses. Nilson further emphasises that brands must not assign too
many emotional values and benefits to themselves, as they will create confusion in the consumer’s mind. (Nilson. 2000: 78-79) However, it is nearly impossible to control the emotional benefits since they are subjective, but in BIPM the brand identity does have a significant impact on the benefits, which consumers might feel the receive through the brand. The emotional benefits will according to Aaker be in coherence with the brand essence, core and extended identity as the benefits work as the promise the brand offers to consumers. The delivery on the promise is a key factor in creating and communicating a credible brand identity. If the brand fails to deliver, it will not be credible and not live up to the expectation, which it has given consumers and therefore the brand identity creation process will fail.

2.6.3 Self expressive benefits

Consumer behaviour researcher Russell W. Belk once stated that: “We are what we have.” (Belk, 1988:139) This notion is the cornerstone of the self expressive benefits. Aaker expresses it as follows: “A self-expressive benefit exist when the brand provides a vehicle by which the person can proclaim a particular self image.” (Aaker, 2000:50-51) The brand becomes a way to fulfil the self expressive needs of a specific consumer or as de Chernatony and McDonald states it: “Brands serve as expressive devices, people therefore prefer brands whose image is closest to their own self image.” (de Chernatony & McDonald 2001:122) In other words consumers are looking for a brand that offers them the opportunity to communicate who they are or want to be. To gain the understanding consumers must examine the brand identity and evaluate if the self expressive benefits are satisfying. The self expressive benefits are at the top for the Maslow hierarchy of effects. The emotional benefits can in some cases be closely linked to the self expressive benefits, as the feeling of safety a consumer has in a Volvo closely resembles the values expressed by driving it. (Aaker, 2002:99-101) The self expressive benefits are similar to what Keller calls the need for social approval. (Keller, 2008:69-71) Both describe the usage of a brand as a way to gain acceptance and project a certain image to others. The self expressive benefits are important in the brand identity, because they offer points of difference at the highest level of the Maslow pyramid and enable the consumers to express themselves through the brand. A problem with the self expressive benefits is that in order for people to recognise a consumer
through a brand, they will have to recognise the brand’s identity. In some cases, the brand has not yet been introduced to the market, so this recognition is impossible. Because of this, new brands will have to rely on particular elements as sufficient motivation and hope the personality of the brand will shine through.

### 2.7 Credibility

Aligned with the value proposition is credibility. Credibility is essential in the process of creating brand identity. If the brand elements and value proposition are not correctly chosen and efficiently communicated the brand identity will not be perceived as credible by the consumers. (Aaker, 2002:103) The credibility is connected to the choice of elements in the brand identity. If the elements have fulfilled the three standards set forth by Kotler, (Kotler, 2006:282) the consumers will believe in the brand identity and the communications that originate from the brand. Furthermore, the credibility of the brand is important if brand extensions are created. If the extensions contain the brand name they will receive their credibility from the identity, which was created for the original brand and product. The brand plays an important role as it is the sender of all communications involving the brand. To ensure that the communications are believed, the brand can rely on the brand personality to convey the messages. An attractive and trustworthy brand will have more credibility than others. (Pickton & Broderick. 2005:56-59)

### 2.8 Customer relationship

The last feature of the brand identity system is brand customer relationship. It is highly relevant for a brand to build a positive relationship with customers. The relationship can stem from either the value proposition or from the core or extended identity. Regardless which feature the relationship relies upon the most productive relationships emerge when the brand is regarded as an entity, either being an organisation or a person. This acknowledgement allows customers to view the brand as a personality and enables them to build a relationship similar to that of two humans. (Aaker, 2002:103-104) The concept that both brand and consumers communicate with each other is known as two way communication and implies
that both consumers and the brand can react if the relationship is not satisfactory. (Pickton & Broderick, 2005:96)

The relationship between brands and consumers requires constant attention since it is always evolving. Fournier states that the relationship between brand and consumers must be interdependent and collectively affect and define the relationship. (Fournier. 1998: 2-6) The notion that both the brand and the consumers affect and define the relationship is based on the idea that brand behaviour affects the personality and thereby the relationship. (Aaker. 2002: 159-168) If the behaviour of the brand is not coherent with the brand identity and the communicated personality, the relationship will change in the mind of the consumer. Because of this, it is crucial that the brand is consistent and delivers on its promises. This can be accomplished by having established symbols, values etc. and a coherent and consistent positioning.

2.9 The brand implementation system

The third stage of the BIPM is designed to create a brand implementation system. The system contains three phases, which function in continuation of each other.

While the previous stage of the BIPM analysed the creation of a brand identity and communications that originate from it, this stage will establish how the brand identity is communicated to the consumers.

In this chapter I will continue to follow the framework set forth by Aaker. This chapter will use theory to clarify how a brand identity can be communicated, but it will not address the creation of a specific communication or advertising strategy.

The chapter will focus on the first category of this stage in the BIPM. The second category, execution, and the rest of the model will not be analysed due to content constraints and limited relevance to the purpose of the thesis.
2.9.1 Brand position

The first phase, brand positioning, is implemented when the value proposition core and extended identities has been firmly established. In brand position the communication objectives are developed and executed. The brand position is defined as “the part of the brand identity and value proposition that is to be actively communicated to the target audience and that demonstrates an advantage over competing brands.” (Aaker, 2002:176)

The brand position is created by four sub categories which each have an individual purpose in the communication process.

Aaker is not the only scholar, who puts great emphasise on positioning. The concept is essential in most aspects of marketing theory and options on implementation are numerous. One of them, the de Chernatony and McWilliam matrix (de Chernatony & McDonald, 2001:373-378), is very useful in collaboration with Aaker. The matrix differentiates between functionality (functional benefits) and representationality values (emotional and self expressive benefits). In the matrix theory a brand will try to position itself according to brand identity, value proposition and what the target audience needs. The goal of most brands will be to have both high functionality and representationality. By having this position the brand can appeal to a larger segment group. (de Chernatony & McDonald, 2001:373-378)

The brand position is essentially a tool to develop more relevant and effective advertising, what ever form that might take. The position is the starting point for the advertising campaign, as it emphasises which elements will be the most salient in the communication process. (Nilson, 2000:130-133)

2.9.2 Subset of the brand identity

The first category related to brand position uses the created brand identity to decide the elements, which will be the most salient in the communication process. In doing so, some
brand positions become concise statements developed on the basis of the identity. However, the statement is not the same as the brand identity, but rather an intrinsic reflection of the most relevant aspects of the identity in the mind of the consumers. (Aaker, 2002:176-179)

The importance of the connection between what is communicated and the brand identity can not be stressed enough. As was established in the previous chapter, it is essential that the brand identity, value proposition etc. is coherent with what is being communicated. If not the brand customer relationship will never blossom.

2.9.3 Target audience

The second category which creates the brand position is the target audience. The brand position must be targeted at a specific target audience to be successful. This target audience can be a subset of the target segment or be divided into a primary and secondary audience. The brand position will differ depending on each approach, but should ensure that the position does not antagonize any of the audience groups. (Aaker, 2002:179)

The communications are aimed at a specific target audience and not the entire market. The importance of knowing with whom you are communicating is best described in “Integrated marketing communications” by Pickton and Broderick: “Identifying target audience is fundamental to good marketing communications.” (Pickton & Broderick, 2005:10-15) If you do not know with whom you are speaking, how can you know what to say?

2.9.4 Active communication

The third feature in creating the brand position is the notion of active communication. Active communication is associated with brand image and how this image can be shaped or depending on the situation possible changed. The use of active communication means that there will be specific communication objectives focused on changing or strengthening the brand customer relationship.” (Aaker, 2002:180)

The idea, that the brand identity must be actively communicate, may sound trivial. But if a brand relies solely on the brand identity and value proposition to passive and silently communicate itself, the brand identity will not be correctly decoded by the consumers. To
generate the desired brand image brands must actively use communication tools to portray the created brand identity.

2.9.5 Competitive advantage
Last the brand position should demonstrate a competitive advantage. This point of superiority should be generated from the value proposition and resonate and differentiate the brand from competitors. (Aaker, 2002:181-182)
By demonstrating points of difference and superiority brands can access not only other target segments, but also attract consumers from other brands and industries to the brand. The points of difference are the most salient factors in choosing between various brands and by emphasising the uniqueness of the brand identity, a brand can create more brand equity and a higher perceived value in the mind of the consumers.

3. The IMC process model – the process of communicating an identity
The thesis looks upon the process of creating a brand identity and the process of communicating it as intertwined. By creating a brand identity a communicational message is also created. To demonstrate how the brand identity functions as a communicative tools it will be implemented in the IMC process model. (Pickton & Broderick, 2005:7)
The IMC process model is divided into three elements; the marketing communications context, image and brand management and customer/audience management. Due to content constrains this chapter will focus on the marketing communications context to illustrate how the theory affects the creation and communication of the brand identity. (Pickton & Broderick, 2005:7)
When applying brand identity theory to the marketing communication context, the sender becomes difficult to identify. Depending on the view taken, the sender can either be the organisation behind the brand, the brand itself or a personality, fictive or real. In this case, I will look at the brand as the sender.
In order for the message send to be believed, the sender must have credibility. The brand is, in this case, new and will not use the credibility of the parent organisation. Because of this, the brand must create credibility through its brand personality. The more expert, attractive and trustworthy the brand personality appears, the more credibility the sender will have. Due to this, it is essential that the brand personality has the features mention above.

To communicate the brand identity the brand must encode the message with signs, which can easily be decoded by the receiver. The process requires the brand to choice between an icon, index or a symbol. In doing so the brand must ensure that the choice has denotative meaning, which can appeal to all consumers and a connotative meaning aimed directly at the target audience. This forces the brand identity to contain elements that can provide both types of meaning and can function as all three types of signs. (Pickton & Broderick, 2005:48-53)

The choice of media will not be performed in the thesis. It will only be mentioned that the media, in which the message is send, should provide the necessary tools to reduce the amount of noise and ensure that the receiver can decode the message. (Pickton & Broderick, 2005:110-115)

The intended receiver of the brand identity message is the primary target audience, but due to the nature of communication other segments of the market will receive the message. This fact further emphasises, that the brand identity must be versatile enough to convey its message, not only to the primary target audience, but also contain features, which can be denoted by other segments.

Having clarified and analysed the theory used for the creation and communication of a brand identity, the thesis will now implement that knowledge on the Somersby case by choosing the elements in the identity, designing the value proposition, relationship and brand position. However, before this can be done the first part of the BIPM must be conducted.

4. Implementation of theory – the Somersby brand identity

4.1 The brand analysis – is there food for the brand identity?
The brand analysis is the initial stage of the brand identity planning model and consists of three categories; Customer, competitor and self analysis. Each serves a specific purpose of providing information and tools to effectively understand all the factors, which influence the creation of a brand identity.

In this thesis only the consumer analysis will be conducted.

The customer analysis investigates four factors; trends, motivation, unmet needs and segmentation. (Aaker, 2002:189-193) Trends are defined by Kotler as a “direction or sequence of events that has some momentum and durability... and reveals the shape of the future and provides many opportunities.” (Kotler, 2006:77)

The motivation of the consumers is to fulfil certain functional, emotional and self expressive benefits, which can be viewed in the Abraham Maslow Hierarchy of needs. (Solomon, Bamossy, Askegaard & Hogg, 2006:98-100)

The benefits are often industry related. In the market Somersby will be operating in the benefits are personal reward and relaxation, self expressive benefits and price/quality position.

The unmet needs are the focus point of brands, as they provide opportunities for points of difference.

Segmentation is the way in which the market is divided into consumers group, by either seeking similar benefits or having similar unmet needs. (Aaker, 2002:189-193)

The trends in the British market call for innovation. Consumers are experimenting with flavour, drinking methods and the occasions in which cider can be implemented. The off trade market for cider is growing and consumers are calling for cider brands that can be used for various occasions. The increase in the off trade consumption of cider is a chance for Somersby to differentiate itself from brands with longer heritage and associations with drinking in pub etc. By offering other uses and occasions for cider to be consumed, Somersby can access new market segments and fulfil unmet needs of consumers, who are looking for a different context/atmosphere for cider drinking.
The image of cider has moved from being a low class to a modern and trendy product. Because of this, cider has a premium image and the consumers expect and demand premium brands and quality.

The consumption of alcohol among women is increasing and it is expected that more women will consume cider. The market does not provide many brands with women features, which is the unmet needs of most women. Women are looking for brands that offer a different view on cider and portray values, which are different that those dominant in present brands. This is the opportunity, which Somersby must capitalise on. By appealing to the benefits sought and unmet needs of the consumers, Somersby has the chance to establish itself as superior to the dominant brands on the market. Somersby must establish the brand as the leader among consumers, whose needs are not being fulfilled and furthermore create a brand identity, which can communicate with the consumers and provide them with the benefits and needs they desire.

The target segment of Somersby will be women and other cider consumers, whose needs are currently not being satisfied by the market. The target segment will be the consumers seeking a brand offering a different view on cider as a product and as an industry. Furthermore, the target segment will be consumers, who are attracted to brands with softer values and premium quality. (Industry report Cider/perry - United Kingdom, 2008\(^3\)) (Drinking in Great Britain\(^4\) & Women and alcohol\(^5\): Institute of Alcohol Studies)

### 4.2 The identity of Somersby

Having established the target segment the process of creating the brand identity can now begin.

The second stage of the BIPM implies that in order for a brand to have texture and depth it must consider the brand as a product, as an organisation, as a person and as a symbol. The categories of these four perspectives are what eventually will be implemented in the core and extended brand identities. The usage of the correct perspectives and brand elements will help clarify, enrich and differentiate the identity in the mind of the consumer. (Aaker, 2002:78)

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\(^4\) http://www.ias.org.uk/resources/factsheets/drinkinggb.pdf

\(^5\) http://www.ias.org.uk/resources/factsheets/women.pdf
There is no fixed number of elements, which a brand must possess. Some brands only use one element, but typically the brand identity will require six to twelve elements in order for it to adequately describe the brand's aspiration. (Aaker, 2000:43)

Aaker does not provide a tool to segment which perspectives and categories should be in the core and extended brand identity. He merely provides the perspectives from which the categories should originate. In order for me to choose the elements, which will be in the specific identities I have relied on the finding from the brand analysis and various theories. The following paragraphs are based on a subjective process of evaluating which elements I deem appropriate for the brand identity and that I believe Somersby Cider can successfully communicate to the primary target group and the rest of the British consumers.

Based on the information from the brand analysis the primary target group was defined as women, who were not satisfied with the current cider brands or did not associate cider as a product with women features or with the ability to be used in a context, which they saw fitting.

To attract this segment to the brand, the identity should therefore utilize this information in the process of creating the brand identity. However, the brand must not be come a mere reflection of what the consumers want. As Kapferer states it; “a brand should not pursue the ideal consumer brand ideal since it is often incompatible and eventually will cause the brand to regress to an average brand and in the end loose its identity completely.” As consumer ideals change continuously the brands core identity must be timeless. (Kapferer, 2008:188-200) According to Kapferer Somersby must therefore not emphasise the women segment to much. By having multiple associations the brand will be able to have women as the main target, while still communicating and resonating with the rest of the consumers. Bearing that in mind, the elements chosen in the identity must also be implementable in the communicational process described in the IMC process model.

So which perspectives, categories and elements will be efficient in creating a strong brand identity for Somersby?
4.2.1 Elements of the core identity

According to Aaker one of the common mistakes when creating a brand identity is having a limited brand perspective. By having only a limited number of perspectives the brand will have lesser associations and thereby the communicative message, which the brand identity conveys will reach a smaller segment. To prevent this Somersby will follow the guideline just presented and have various perspectives in the identity.

The strategic brand analysis showed that consumers where experimenting with product usage and flavours, but where still attracted to the simplicity of cider. Carlsberg Group who owns Somersby has innovation as one of their key values. (Carlsberg Annual Report, 2008:226) To meet the requirements of the market and ensure the audience of the commitment to meet their wishes and unmet needs, innovation should also be a virtue of Somersby.

Another element in the core identity is premium. The cider industry is presently viewed as modern and trendy. Due to this, most brands are sold at a premium price. By incorporating premium in its core identity Somersby will have credibility on the market and address the concerns some target segments might have about the quality of the brand. Furthermore, the premium identity will be transferable to consumers showing that premium people use the Somersby brand. Premium is similar to innovation a notion, which the organisation behind the Somersby brand can embrace, since it produces premium beer. (Carlsberg Annual Report, 2008:297) Premium can hail from any of the four brand perspectives in the brand identity system. This is the strength of the concept, as it enables Somersby and consumers to utilise it in associations and communications. There is the danger that premium will position the brand as snobbish with segments. Because of this it is important that the perceived quality and the value for money is high and that the communication sends the message that Somersby provides equal opportunities to for the consumers to feel premium.

The next element in the core identity is commitment. Commitment is chosen because it has multiple areas of use. It can originate from the brand as an organisation or from the brand as a

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personality perspective. Somersby is committed to innovation and premium, but also to the consumers and the market. Continuous commitment will show the consumer that Somersby does embrace its identity and deliver on the promises made. Commitment is also connected to safety, which is concern for many consumers.

The last element in the core identity is a product attribute from the brand as a product perspective, which can remain timeless and be present in every future Somersby product. It should be the answer to what Somersby is: fresh and fruity.

4.2.2 Elements of the extended identity

The extended identity captures the personality of the brand and expresses the features, which are too marginal or controversial to be in the core identity.

The first element in the extended identity is experimental, which is associated to innovation in the core identity. Experimental is a powerful world and illustrates that Somersby is not afraid to push the boundaries of cider and the usage of the brand. By having experimental in the extended identity the brand can access segments, which normally would not use cider, but like to experiment with new product/brands and moreover sustain the attention of the consumers by introducing new concepts to a market, which seems to engulf most new features. Experimental can not only be part of the brand as product and brand as organisation perspectives, but also be associated to the brand personality as an open person, who is not afraid to try new thing. Experimental should always be considered with the core identity in mind, as it defines what kind of experimental person or brand Somersby is.

The third feature in the extended brand identity is versatile. This word describes the brands versatile nature and the many occasions for uses and users. The brand can adapt to changing environments and challenges, while still remaining true to the core identity. Because of this, it is both a brand as product and a brand as a person perspective.

The personality of the brand is exciting, yet trustworthy. Somersby must underline that the brand is exciting, but still trustworthy and versatile enough to entrust with any assignment.
Exciting will be tied to the occasion/uses. Somersby will be synonymous with exciting occasions or simple an event consumers look forward to. All the elements of the brand identity will contribute to and be part of the personality, but the two most dominant in the communication process will be exciting and trustworthy.

Another element in the extended brand identity is fun and relationship. The brand must project the seriousness of the core identity, but also show that the brand is entertaining and will provide consumers with an exciting relationship, that continues to evolve. Similar to the identity, the relationship must emphasise the excitement of the usage and the calmness that the brand will deliver on what it promises. The relationship must be based on trust, two way communication and benefit mutually.

The last element is part of the brand as a symbol perspective and contains the Somersby logos, design etc. The element must capture the brand identity in icons, which can be decoded as part of the Somersby brand. Due to the nature of the thesis logos etc. will not be thoroughly examined or created as the process could be a thesis in itself.

4.2.3 Brand essence statement
The creation of a brand essence statement for Somersby must be conducted. Since there are multiple views on what a brand essence statement is, I have implemented both Aaker and Kapferer notions in the creation of the essence statement:
“Drinking at its’ premium.”
Drinking at its premium emphasises that Somersby is a premium brand, containing premium ingredients, owned by a premium organisation. Furthermore, it is for made for premium
people and to make people feel premium. The brand offers a premium drinking experience and a premium relationship with customers.

The brand essence is transferrable to brand extension and more important timeless. Consumers will always look for a premium drinking experience and Somersby must be associated with this concept. The core identity further emphasises the brand essence by stating that Somersby is “committed to premium innovation”. The brand essence statement can function as the theme of the Somersby brand, both internally and externally, as it is the mission of Somersby to provide customers with a premium drinking experience. Together with the core and extended identities, the brand essence statement answers the questions presented by Keller of who and what Somersby is.

4.3 Somersby Value proposition

Having chosen the elements of the core and extended identity and composed a brand essence statement, the next step is to design the value proposition and the promises, which Somersby will communicate to the target audience.

4.3.1 Functional benefits – the first step

The functional benefits are often only related to product attributes. In order for Somersby to differentiate itself, the functional benefits will not only focus on product attributes, but implement elements from other perspectives as well. Elements such as innovation, exciting and the versatile nature of Somersby are tied to the product attribute and enhance the functional benefits of the brand. The multiple elements will generate more association and enable the brand to access more segments through the communication.

“Refreshing Somersby is a modern and exciting fruity alcoholic drink for any occasion”

This benefit must then spearhead the brand identity communication, as it will be the functional benefits that will initially drive the consumers to the brand.
4.3.2 Emotional Benefits – the second step

The emotional benefits of Somersby build on the functional benefits and ads a second level to the brand customer relationship. The notion implies, that the emotional benefit is reached through the functional benefits. The emotional benefits must utilise the elements in brand identity and not provide feelings, which are undesirable or unrelated to Somersby. The emotional benefits should be versatile and contain both denotative and connotative meaning to ensure that the communication can reach different segments, while still focusing on the primary target audience.

“Somersby provides a feeling of pleasure and satisfaction with oneself while simultaneously evoking feelings of excitement and fun.”

The communication of the emotional benefits is connected to the functional. The communication must proof to the consumers that only Somersby can create these feelings. By having the feelings portrayed as a result of the functional benefits, Somersby can capitalise on both and enforce the brand identity.

4.3.3 Self expressive benefits

The self expressive benefit is the third step of the Somersby value proposition. The self expressive benefits are, in this case, interpreted as what Somersby would like to communicate through the consumers. It is important to emphasise that it is not what consumers try to portray through Somersby. The self expressive benefit is at the highest level of the Maslow hierarchy and is what Somersby want their consumers to be recognised as. It is so to speak, the Somersby personality brought to life.

“Somersby identifies you as an innovative and premium person as exciting, refreshing and trustworthy as the brand itself.”

In order for Somersby to ensure that the communication is correctly decoded, it must emphasise the self expressive benefits in the brand identity communication i.e. by having people, who are portrayed or known to have these values in the communications.
4.4 The relationship
The relationship provides and communicates the answer to the final question set forth by Keller; what about you and me? To ensure that the relationship is considered mutually beneficial and safe, Somersby must emphasise the commitment element in the brand identity to ensure that the relationship is seen as consistent, while still being experimental and innovative. This can be accomplished by having established symbols, values etc and a coherent and consistent positioning. The relationship between Somersby and consumers will reflect the value proposition, but be based on the core and extended identities. The relationship should be based on trust. The trust the consumer has in Somersby’s ability to consistently deliver on the promises made in the brand identity and the value proposition, while still providing an exciting atmosphere and premium drinking experience. The relationship should be similar to the relationship consumers would have with the friend, which they rely on when they want to have a premium time. Depending on how the relationship was initiated, de Chernatony would either call this form of relationship a marriage of convenience, compartmentalized friendship or a childhood friendship based on a nostalgic attachment influenced by the experiences with the brand. (de Chernatony & McDonald, 2001:131)

4.5 The Somersby brand position – the brand identity message
The purpose of the brand position is to enable managers to create a brand position statement, which is defined earlier as “the part of the brand identity and value proposition that is to be actively communicated to the target audience and that demonstrates an advantage over competing brands.” (Aaker, 2002:176) This statement is generated from the four categories within the brand position stage. In order for the brand position statement to be created the four categories must first be addressed.

In choosing the most relevant aspect from the brand identity and its value proposition, it is important to remember that they must demonstrate an advantage and resonate with the target audience at which they are to be actively communicated. Since the primary target
audience has been established as women, it seems logical to focus on the features, which the strategic brand analysis showed where not being satisfactory satisfied. From the core identity the two elements to be communicated are the commitment of Somersby and premium nature of the brand. The two elements are to be connected to the versatility and the brand personality from the extended identity and finally, to use all the tools available, the functional, emotional and self expressive benefits from the value proposition. By choosing the specific elements above, Somersby has generated the points of difference, which will demonstrate the brand advantage. Based on the communication of these elements, Somersby will communicate the brand identity and ensure that the brand identity is correctly decoded by the audience, which it reaches.

However, to do this the brand needs a brand position statement, which will communicate all, which was established above.

The brand position is not limited to one particular strategy, but implements features from multiple, such as positioning by brand user, by attributes, by quality etc. (Pickton & Broderick. 2005:428-431) It is important to remember that the position statement is aimed at a specific target segment and not all receivers in the IMC process model. The position statement will only portray the brand identity in a way relevant to the primary target audience. Based on this, it is recommendable to have position statements for the entire market as well

The brand position statement aimed at the primary target audience for Somersby is:

“Innovative Somersby’s exciting and refreshing quality cider is the drink for premium women committed to fun relationships and occasions.”

The statement should place Somersby at the top of the ladder when women think of a refreshing alcohol drinks. By positioning themselves at the top of the brand ladder and in the upper right corner of the Chernatony & McWilliam matrix, Somersby will be a brand that offers functional, emotional and eventual self expressive benefits to the consumers. The chosen elements will then be the main features in the communication strategy, which will convey the message of the brand to the receivers.

The position statement aimed at the receivers outside the primary target audience will be more general and state that:

“Refreshing Somersby is committed to offering exciting cider with versatile usage, which always brings satisfaction and premium quality.”
The development of the brand position statements marks the end of the brand identity process in this thesis.

5. Conclusion

This thesis set out to establish how Carlsberg could create and communicate a brand identity for the Somersby brand on the British market. This mission proved more difficult than anticipated. The analysis of the BIPM and the IMC process model combined with the implementation of theory, the creation of the Somersby brand identity and brand identity message showed that the process of creating and the process of communicating a brand identity are difficult to separate. They are in fact intertwined and interdependent. Any change in the brand identity creation process will affect the brand identity communication process and visa versa. Each particular element in the brand identity is a communicational message in itself. If innovation was removed from the core identity of Somersby, it would affect every aspect of the brand identity and brand identity message. If innovation was removed, the brand identity message could not be send in an innovative way, the brand personality could not be innovative, neither could the brand’s consumers etc. A similar affect would occur if the brand message was not innovative. Because of this, the answer to the problem statement is not as concrete as expected.

This thesis has analysed the major branding theories, combined them with a sender receiver model and motivational theory and used the findings to choose the salient elements in and the communication of the Somersby brand identity. In doing so, it has shown how the objective set forth in problem statement can be performed. However, based on the theory of branding, there is no way to know if other salient elements, benefits etc. would have been more effective in this process. Based on this, it is fair to say that the creating and communicating of an identity can not be done objectively.

To summarise this thesis has based on acknowledge branding and communicational theory created a brand identity and shown how it can be communicated. It has shown that creation and successful communication relies on the understanding of the consumers unmet needs, motivation and the alignment of brand elements and benefits to create a recognisable brand identity. The communication of the brand identity must be based on both denotative and
connotative symbols and be aimed at specific targets segments to ensure that the brand identity, which Somersby has created, is decoded by the consumers.

“A brand identity for Somersby on the British market can be created and communicated by viewing the concepts as one coherent and continuous process. By doing this, all aspects of the process will be interdependent, ensuring that the identity will be recognised, not as a set of intangible and tangible elements, but as an organic entity, which consumers can relate to.”

6. Bibliography


