A Branding Strategy in the Danish Market for Turkish Textile Companies

Researcher: Daniel Østvand

Date of Submission: January 6th 2012

Supervisor: Jan Kristensen

Pages: 70

Characters: 134.738

Normal Pages: 56,14

Table of Contents

1.0 Abstract

This project is a Master Thesis from Aalborg University in International Business Economics.

The focus of the project is on how to brand companies from developing countries in developed countries more specifically how to brand Turkish textile companies in the Danish market. The subject is interesting with the Turkish economy on the rise and the Turkish textile sector being one of the biggest in the world. With Turkey already exporting a lot of textile products to the European Union and thus Denmark, it is interesting to research how Turkish brands should be branded in the Danish market to achieve valuable brand equity.

Past research found that companies from developing countries face an uphill battle when competing in developed countries. Especially the country-of-origin effect is found to be decisive and therefore further understanding of this is necessary. Based on a literature review a questionnaire and follow-up interviews will be carried out to collect the data necessary to create a branding strategy for Turkish textile companies in the Danish market.

2.0 Introduction

In the following chapter, the relevance of the research will be explained and justified and thus be an introduction to the actual research. The *Introduction* part consist of the problem field, the problem statement and a part elaborating and defining central parts of the problem statement.

2.1 Problem Field

Most literature and researches tend to focus on how brands from developed countries should be branded in emerging countries to obtain success there. It is however also interesting to investigate the opposite movement i.e. strong brands from developing countries wanting to enter markets in developed countries. According to Magnusson et al., 2008, Emerging Market Companies (EMC) face several difficulties when entering and competing in developed markets. One of the main difficulties is the country of origin effect mostly being negative.

"There is a smaller COO effect between products that are from developed countries than there are in comparisons between a more developed country and a less developed country" (Verlegh & Steenkamp, 1999; Papadoupoulos & Heslop, 2002 as cited in Magnusson et al.,2008).

The *Secondary Associations* such as the country-of-origin effect among others are considered in the mainstream marketing literature as factors a given company can "borrow" to increase the strength and value of the brand (Kotler et al., 2006, p. 287). If the effects of the *Secondary Associations* are negative it becomes important for the company to distance itself from those either by being neutral or acquire brands that have a positive country-of-origin image.

According to Magnusson et al., 2008, it is evident that companies from emerging markets "[...] face an uphill battle in their efforts to compete in the developed world" and therefore those companies need to adopt branding strategies that distort the negative *Secondary Associations*.

It is possible to increase the perception of a given country like the case of Taiwan where the Taiwanese government spends a considerable amount of money to create a positive country-of-origin image (Magnusson et al., 2008). However it is difficult for companies to directly influence the behavior of the government and therefore this is not relevant in this research.

Most researches on emerging markets have been focusing only on one country, being China and while Magnusson et al., 2008 further develops a branding strategy for EMC's based on research from Hungary and Vietnam as emerging countries, the purpose of this research is to identify important factors to create a branding strategy for Turkish textile companies entering the Danish market. First a brief literature review on branding will be carried out. According to Kotler et al., 2006 there are four established Brand Equity Models and these will be subject to an evaluation and discussion with the purpose of creating a framework useful when creating the branding strategy based on the data from the research carried out (p. 278). The literature review will be the foundation of the questionnaire and interviews carried out later in the project. The research will be a qualitative one and will be the foundation for answering how Turkish textile companies should brand themselves in the Danish market i.e. the implications for marketing managers.

The Turkish textile sector holds significant importance in the Turkish economy, Europe and the world. The annual export value of the sector today equals 6 billion USD. Turkey is the 2nd largest supplier to the EU market and the 5th largest worldwide (Sector Analysis, Turkey: Textile Sector in Turkey). Despite this, some of Turkey's largest textile companies are not present outside Turkey but given the size of the companies and their nationwide coverage, they are potential candidates for internationalization. Based on those, and similar, companies, this sector will be subject to the research in this project. (www.vakko.com.tr), (www.lkjnsdew.com)

2.2 Problem Statement

By drawing the above standings into consideration and justifying the relevance of the subject, the following problem statement covers the content and outcome of this project:

How should Turkish textile companies brand themselves towards the youth segment in the Danish market to enable valuable brand equity?

- *Creation of a branding strategy.*

2.3 Definitions and Elaboration on Key Terms/elements in the Problem Statement

This part serves the purpose of clearing up potential misunderstandings in the problem statement and thus clarifies the meaning of different terms.

2.3.1 Youth Segment

When using the term *youth segment* in this project it refers to young costumers between the age of 15 and 29. The age group is based on a decision made solely by the researcher and thus does not hold any academical justification.

2.3.2 Turkish Textile Companies

In this setting the term refers to Turkish companies, specifically producing daily life clothes i.e. not companies producing other kinds of textiles.

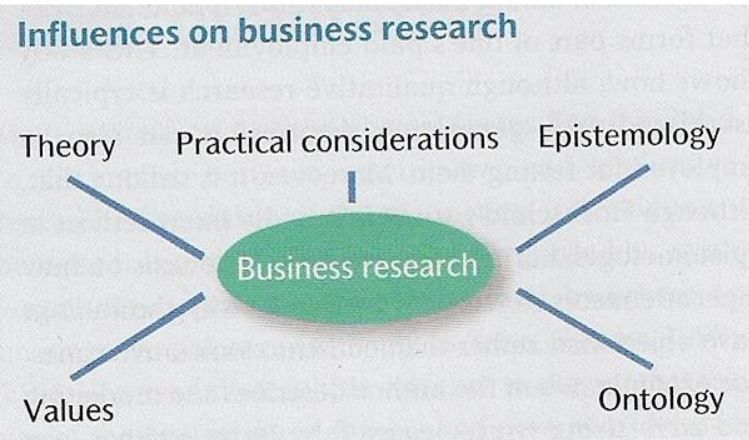
2.3.3 Branding Strategy

Branding strategy in this project is not seen as a tool for managers to directly change the perception of costumers i.e. no cause-effect relationship is acknowledged. The term *Branding Strategy*, in this project, refers to the input from the company in an ongoing interaction between the company, customers and other actors e.g. medias and others influencing the perception of costumers.

3.0 Methodology

The purpose of this chapter is to emphasize the foundation of the project and the underlying assumptions of the researcher. According to Bryman & Bell, 2007 there are several influences on business research, see figure 1 (p. 30).

Figure 1



Reference: Bryman & Bell, 2007, p. 30

The five influences are; values, theories, practical considerations, epistemology and ontology. The latter two will be outlined in part 2.1 *Paradigmatic Approach* which will also include a part regarding human nature. Hereafter a part regarding the remaining three influences will follow.

The purpose of the *Paradigmatic Approach* is to establish a clear understanding of the foundation of the research i.e. the world view of the researcher affecting the research. This is done to give the reader an understanding of the researcher's scientific approach i.e. how the subject researched is understood.

The second part, *Research Methodology*, goes into details on the actual researches of the project. The research is explained and illustrated to make it explicit to the reader how the data is collected and analyzed later on in the project. The methodological limitations of the research are also outlined.

Finally the research is critically evaluated in terms of subjectivity, replication, generalization, transparency, limitations of the selected research design, reliability, validity and concept of truth.

3.1 Paradigmatic Approach

Conducting business research and questions regarding ontology and epistemology cannot be separated since the assumptions will affect the research carried out.

According to Bryman (1988) a paradigm is " a cluster of beliefs and dictates which [...] influence what should be studied, how research should be done, [and] how results should be interpreted" (Bryman & Bell, 2007, p. 25)

In this sense outlining ontology and epistemology is crucial for the reader to understand the foundation of the research. Also human nature will be elaborated to clarify the paradigm.

3.1.1 Ontology

Originating in philosophy, ontology deals with the nature of the studied subject. According to Bryman & Bell (2007) the ontological considerations in business research distinguish between social entities being either social constructions created by the perceptions and actions of the actors involved or objective and having a reality external to social actors. The former one, termed constructionism, imply that social phenomena and the understanding are created by the interplay of the social actors. The social phenomena are thus not constant as they are always being revised and reinterpreted. The latter approach, termed objectivism, sees social phenomena as being external and fixed since they are independent from the social actors (p. 22).

Based on the subject studied the researcher has a *constructionistic* stand. With branding being the subject, it is believed that the value of brands is constructed in the minds of consumers and through interplay between actors e.g. costumers. Companies are thus not able to create a given brand by themselves as the brand is dependent on the reaction and perception of the consumers and other actors. The brand equity thus becomes a result of the ongoing interaction between costumers, the company and other actors.

3.1.2 Epistemology

The relationship between the knowledge created and the research is determined by the epistemological approach. Bryman & Bell (2007) argue that epistemology has two main approaches in business science i.e. *positivism* and *interpretivism*. The discussions evolve around the question whether or not social studies, like business research, should be studied like natural science or if social studies have characteristics that need a different approach (Ibid, p. 16).

The positivistic approach originates from natural science where it is believed that everything has a natural order i.e. that everything can be understood objectively and all conclusions are generalizable. According to positivism, the assumptions in epistemology concerns that social science not only can but also should be studied just like natural science. Only if confirmed by the human senses, knowledge can be accepted (Ibid).

Interpretivism is based on another approach, focusing on the human factors rather than external factors. According to interpretivism it is the human interactions that are causing the responses.
The interpretivistic approach emerged from the need of alternative logic to the approaches applied in natural science, as they were not regarded as useful in social studies.

One of the leading traditions in interpretivism is *phenomenology*, a philosophy focusing on how the individual sees and interprets the world. This indicates that nothing is objective as everything is understood through the perception of each individual's mindset and that perception is affected by the social sphere which implies a pre-interpretation of phenomena's (Bryman & Bell, 2007, p. 18-19).

The approach of the researcher is the interpretivistic one since the world is perceived as being subjective due to different interpretations among different actors e.g. costumers i.e. different consumers have different perceptions of brands. Also the consumers hold different opinions on what bring them value i.e. what is needed to increase brand equity.
The different interpretations of costumers mean that this research will not be able to come up with a universal branding strategy for all brands from EMC's aiming to brand themselves in developed markets but only a specific one concerning Turkish textile companies and the Danish market. Even this one will only be sector specific and might need adjustment according to the specific company.

Due to the paradigmatic stand taken by the researcher it is important to have in mind that there are three layers of interpretation. The first layer is the one of the actors involved in the phenomena i.e. customers, since they interpret the world e.g. brands differently. The second layer concerns the researcher's assumptions about the subject studied which again affect the knowledge created.

Lastly, the interpretation of the data used in the research also affects the analysis and thus the outcome of the project (Bryman & Bell, 2007, p. 21).

3.1.3 Human Nature

To understand the essence of the interpretivistic approach it is evident to elaborate on the human nature. This project focuses on how to build brand equity through interaction between customers, companies and other external factors and the essentials of human nature thus becomes important to understand.

The main streams in human nature arrived from the work of Max Webber (verstehen) and the hermeneutic-phenomenology tradition presented in Abnor & Bjerke (1997). The main point of those streams is that human nature in social science and natural science cannot be studied the same way (Bryman & Bell 2007, p. 17). According to hermeneutics, understanding a social phenomena and trying to explain nature should be distinguished. The reason is that *understanding* is neither objective nor possible to quantify, as it is a subjective process in the mind of each individual (Abnor & Bjerke, 1997, p. 46).

As already indirectly mentioned in the ontological and epistemological assumptions, the view on human nature put forward in this project is based on that social phenomena cannot be studies in the same way as natural science. Each individual has his or her own understanding and interpretation and therefore branding is a social construction between costumers, the company and other external actors who altogether create the brand equity. Brand equity is not seen as something existing beyond the minds of human beings.

Bryman & Bell incorporate the hermeneutic views in the different terms in epistemology and ontology and therefore there terminology is not used in here when explaining the view on human nature. Instead Abnor & Bjerke will be used.

According to Abnor & Bjerke the process of understanding in an ongoing process called "the hermeneutic spiral" as termed by Gadamer (1975). The idea is that the actor understands the whole through its parts. This interpretation constantly changes over time when trying to understand the social sphere around the individual.

The first phase of the spiral is the presumption phase where former experiences and prejudices are impossible to avoid as humans cannot be objective. The second phase is about explaining and understanding by reading, analyzing etc. This phase functions as a bridge between the first and third stage as it adds “meaning” to the individual. Thirdly comes the appropriation phase where the “meaning” through interpretation creates a deeper understanding (verstehen) of the given subject.
Based on this new understanding i.e. knowledge as well as new inputs, the individual gets new experiences, prejudices and assumptions and the phases thus start over in an ever continuing spiral (Abnor & Bjerke, 1997, p. 165).

The same spiral can be seen throughout this project. Initially the researcher has past experiences, prejudices and assumptions form the understanding of the subject. It is based on this that the problem arises and the problem field is based. Later in the project theories are read, data gathered and analyzed and thus adding meaning. The third phase consists mainly of the analysis and conclusion parts i.e. these are giving a deeper understanding of the subject studied. Based on this new understanding the learning process starts all over since new assumptions and prejudices arise.

3.2 Remaining Influences

Above, the paradigm of the researcher is explained. The paradigm, consisting of ontological, epistemological and human nature considerations, is only some of the influences affecting the research as illustrated in figure 1 and therefore the remaining three i.e. values, theories and practical considerations will be briefly touched upon in the following.

The values of the researcher will have a certain effect on the research in numerous ways. As described the researcher is a part of the three layers of interpretations. Decision on which subject to study, why and how, is included in the second layer and the basic values of the researcher thus has some significance in this regard. Also the interpretation of the data gathered and analyzed throughout the project will be affected by the researcher but this is fully in line with the paradigm applied.
The theories directly affect the outcome of the project and are therefore included in figure 1. However, as mentioned above, the theories are not only affecting the research, but are also affected by the values and paradigm of the researcher, since those affect the choice of theories. The applied

theories, in the literature review in this research, arrive from acknowledged and widely accepted theorists.
Lastly there are the practical considerations affecting the research. In this research the most obvious one is limited time to carry out the researches and since especially data from qualitative researches takes a lot of time to analyze there will be limitations in that sense. On the other hand, time is saved from not collecting numerous of quantitative questionnaires and making statistics on those.
There has also been a consideration regarding the case applied i.e. whether to chose a specific company or the sector as a whole. In this project the Turkish textile sector is chosen because it is less time consuming but also fewer difficulties will arise because the process will be more straightforward.

3.3 Methods

In the following part the methods applied in the researches will be elaborated. This will be done through a short discussion on qualitative vs. quantitative research methods which will be related to the paradigm of the researcher elaborated earlier.

The main differences between qualitative and quantitative research methods is that the former one emphasize on words and meaning whereas the latter on emphasize on statistical evidence and numbers by measuring (Bryman & Bell, 2007, p. 28).

The relation between the research methods and theory, ontology and epistemology can be seen in table 1 below.

Table 1	**Fundamental differences between quantitative and qualitative research strategies**	
	Quantitative	Qualitative
The role of theory in research	Deductive; testing of theory	Inductive; generation of theory
Ontological orientation	Objectivism	Constructionism
Epistemological orientation	Positivism	Interpretivism

Based on Bryman and Bell, 2007, p. 28

Based on the paradigm of the researcher outlined earlier it is obvious, based on table 1, that qualitative research methods will be used in this research. Use of questionnaires with a qualitative approach will be the focal point and the findings from the questionnaire will be further researched by interviews. In the next paragraph a quick outlook on the deductive vs. inductive role of theories will be shortly touched upon.

Researches tend to be inductive when the research strategy is predominantly qualitative, which is the case in this project i.e. the outcome of the project is based on the data gathered from the researches and then analyzed. Based on the data, the researcher seeks to develop a branding strategy for companies in a specific sector in a specific country i.e. theory development also known as "grounded theory" (www.edu.plymouth.ac.uk).

In deductive studies theories are used to create hypothesis and afterwards test them by analyzing the data collected.

One could argue that there is a deductive element in this research since it takes its starting point in theory but the initial literature review on branding, in this research, is not used to set up any hypothesis but only serves as a tool to give the researcher knowledge about the subject being studied i.e. the understanding phase of the hermeneutical spiral.

By making a literature review and discussing the applicability of the findings, the researcher aims to get an understanding of the subject and use it to enhance the research strategy applied afterwards.

Turning back to the research strategy the strengths will be argued in following but the weaknesses will also be touched upon.

3.4 Research Methodology

As mentioned this part focuses on explicitly explaining how the research is carried out in practice as well as in relation to the methodology. This is done to provide an overlook of the research visually and give a detailed explanation of each part of the project. First focus will be put on the case being the fundamental setting and structure of this project.

3.4.1 Case Study

Cases can be very different depending on the subject being researched e.g. a single organization, sector, location, event or even a person. The main emphasis "tends to be upon an intensive examination of the setting" (Byrman & Bell, 2007, p. 62m). Case studies are often associated with qualitative research methods as the case designs often favor the qualitative methods. However this identification is not appropriate according to Bryman & Bell as quantitative methods are also used in case studies.

The researcher seeks to get an in-depth understanding of this specific issue in these specific settings i.e. branding of Turkish textile companies in the Danish market. By applying a case, the outcome will become unique and thus be having an *idiographic* approach. Below the case applied in this research is described.

The Case

As mentioned in the problem field, the Turkish textile sector is Turkey's most important sector. With an annual export value of 6 billion USD, Turkey is the 2nd largest supplier to the EU market and the 5th largest worldwide (Sector Analysis, Turkey: Textile Sector in Turkey). EU comprises almost 80 % of the Turkish export (www.just-style.com).

During the years Turkey has become a very popular sourcing destination especially for European fashion brands. This is at the expense of China where rising costs as well as the geographical distance have made it less profitable to produce in China (Ibid).

With 35.000 textile companies, the size and significance of the sector means that Turkey has several large textile companies. 66 of Turkey's 500 largest companies are based in this sector and 30 of those are found in the Istanbul Stock Exchange (www.tcp.gov.tr).

An interesting aspect of the growing textile sector in Turkey is the fact that several Danish brands today produce their goods in Turkey. No specific statistic is available on the number of companies but this fact comes from the former General Consulate in Istanbul (Internship 2010).

With the often negative country-of-origin for emerging market products in mind, it is interesting to see how Turkish companies should brand themselves in the Danish market given the fact that a lot of clothes are already produced in Turkey.

One example of a successful international Turkish brand is Mavi, producing Mavi denim jeans. It took only Mavi five years to become market leader in Turkey, ahead of international well-known brands. In 1991 the company had two sales places in Turkey and none outside Turkey. Ten years later Mavi had 520 sales places in Turkey and 3220 internationally. The company internationalized in 1996 by entering the American market. Although the American companies had almost 50 % of the world market share, Mavi quickly became successful in a market characterized by high competition. Mavi quickly became one of the biggest denim jeans brand in the US. With Mavi being a Turkish name (meaning blue) and advertising campaign in 1998 emphasizing the fact that the brand was Turkish, the secondary association of country-of-origin effect did not seem have any negative effect on the perception of the brand. It might even have had a positive effect (Glokalisering af branding).

The case of Mavi shows that a small company from an emerging economy can grow into a worldwide player if the right decisions are made along the way. Therefore it is very interesting to research how Turkish textile companies should do this with the Danish market as a reference (Ibid).

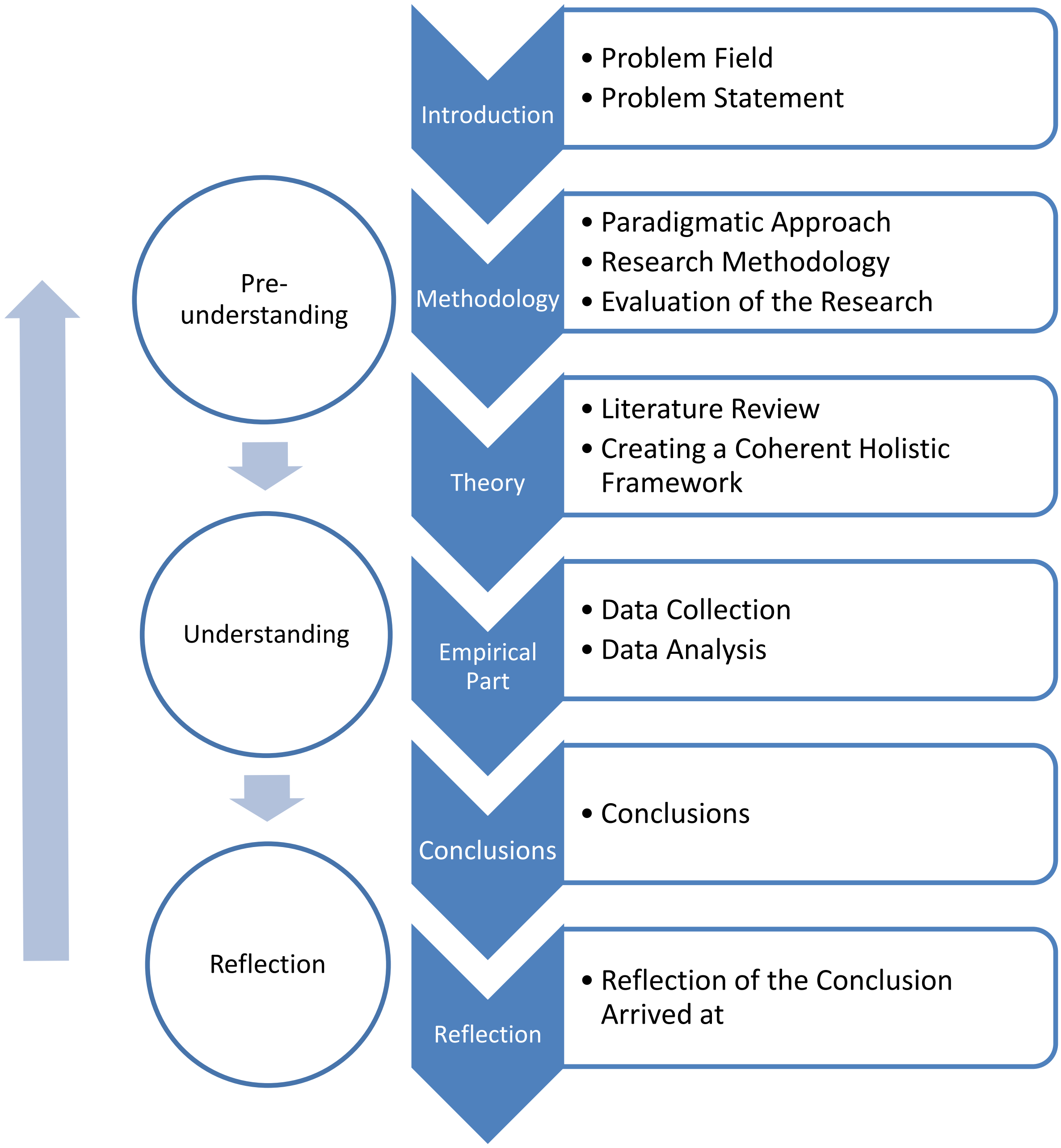
Despite the success of Mavi some of Turkey's largest textile companies are not present outside Turkey yet but given the size of the companies and their nationwide coverage, they are potential candidates for internationalization. Based on those, and similar, companies, this sector will be subject to the research in this project. (www.vakko.com.tr), (www.lkjnsdew.com)

3.4.2 Research Design

In the following, the research design will be illustrated and explained. The purpose of this part is to create a detailed outlook of the different research steps and to create guidance for the reader to make the process clear. At this point the methodological assumptions and approaches have been introduced and thus created the foundation for elaborating on the actual research to be carried out.

Below the Research Design Model is illustrated and afterwards elaborated and explained.

Research Design Model



The Research Design Model above consists of two different elements. The white circles to the left illustrate the hermeneutical spiral whereas the blue arrows to the right illustrate the research design itself. The introduction part is followed by the methodology part outlining the foundation of the research, i.e. the paradigmatic approach, but also emphasizing what is done throughout the project and also why it is done. The methodology part also contains an evaluation of the research based on different factors. The introduction and methodological part as well as the literature review in the theory part are all related to the pre-understanding stage of the hermeneutical spiral. In these stages assumptions and prejudices about the subject under study is the main element as well as information on how to study it the subject.

Based on the findings in the literature review, the creation of a coherent holistic framework takes the process into the understanding stage i.e. the creation of the framework as well as the collection and analysis of the data gives an in-depth understanding of the subject. The data collection will be further elaborated after this part.

The understanding stage stretches into the conclusion part where it switches to the reflection stage. The reflection stage is thus related to both the conclusion- and reflection part. The data analysis and conclusion serve the purpose of answering the problem statement. After arriving at the conclusion and reflecting on the outcome, the hermeneutical spiral continues and the findings give a new pre-understanding and the process can start over.

3.4.3 Research Method

In the following part the research methods will be elaborated on and explained as promised above.

The research methods i.e. the data collection consist of two parts. First a questionnaire based on the literature review will be carried out. This will be followed up by interviews which will add deeper understanding to the subject.

Questionnaire

Some critics claim that "questionnaires are not among the most prominent methods in qualitative research, because they commonly require subjects to respond to a stimulus, and thus they are not acting naturally" (www.edu.plymouth.ac.uk). From the researchers point of view this is not acknowledged because even casual questioning when interviewing also cause a stimuli and responses from the definition applied by the critics.

Despite the criticism, a questionnaire provides useful information for qualitative researchers when collecting information from a larger sample than is reachable through interviewing (Ibid). It is also with this in mind, the questionnaire in this project is carried out. By questioning the respondents in this way, the researcher gains valuable information from many respondents which are later used together with the literature review as a basis for interviewing fewer participants.

The structure of the questions depends on the outcome wanted. “If the purpose is to help discover new qualitative material, then it is better to have more open, unobtrusive and unstructured questions” (Ibid). The questionnaire is designed with open response possibilities to give the respondent the possibilities of reflecting over the question and answer it in his/her own way. By keeping it open, more depth is added and alternative responses are not missed, which is possible when having fixed responding possibilities. On the other hand questions can be misunderstood or maybe not understood at all. (Ibid).

To see the questionnaire used in the research, see Appendix 1 on the CD attached. It has not been prepared at this stage of the project because it is dependent on the researchers understanding of the theoretical area.
The results of the questionnaire can be found digitally in Appendix 2 on the CD attached.

Interview

The interviewing method is the most used research method in qualitative research. However interviewing and transcription as well as analyzing the data take a lot of time. The term *Qualitative Interviews* covers the two main types of interviewing in qualitative research i.e. the unstructured and semi-structured interview.
It is important to point out that, “in qualitative research, no single interview stands alone. It has meaning to the researcher only in terms of other interviews and observations” (Whyte, 1953, p. 22, as cited in Bryman & Bell 2007). This is achieved in two ways. The interviews are based on a questionnaire which is the foundation of the interviews. Furthermore several interviews are carried out with different respondents to make sure, that no interviews stand alone.

In the choice between unstructured and semi-structured, the semi-structured is chosen in this research. This is due to many reasons but the main one being that the unstructured interview is more like a conversation which is not optimal in terms of this research. From the literature review and the questionnaire, the researcher will already have a pre-understanding of different areas that need to be elaborated through the interviews. This means that the researcher will need to make an interview guide to make sure that all areas of brand building are covered. The complexity of brand building cause some structuring of the interview but since the two types of interviews are extremes, the interviews in this research will be somewhere in between but closer to the semi-structured extreme.

The unstructured interview design is pursued by; asking general questions, not interrupting during the responding process, and not discourage respondents to get on tangents. By doing this, the researcher aims to get a deep understanding of the perception of the respondent. Follow-up questions may be necessary to get the full picture and the researcher is thus allowed to deviate from the interview guide (Ibid, p. 472-481).

The argumentation for the interview design being semi-structured is further underlined by the fact that “if the researcher is beginning the investigation with a fairly clear focus, rather than a very general notion of wanting to do research on a topic, it is likely that the interviews will be semi-structured ones, so that the more specific issues can be addressed.” (Ibid, p. 479)

This is fully in line with the already mentioned fact that the researcher has a pre-understanding of brand building as well as what to ask from doing a literature review and sending out the questionnaire.

In semi-structured interviews, the interview guide is much less specific compared to those used in structured interviewing in quantitative researches. The semi-structured interview guide might just be thoughts of the researcher and not written words. In this project however, the interview guide will be a written one and can be seen in Appendix 3 on the CD attached.

Existing literature is mentioned as a way of creating an interview guide. Based on the literature, thoughts in different contexts can be written down. When formulating the questions it is important that they are formulated in a general way i.e. not too specific since this will close of an ongoing development of the questions and not be in line with qualitative research methods Ibid, p. 482-483).

The following basic elements are followed in the creation of the interview guide (Ibid, p. 483).

- Create a certain amount of order on the topic areas, so that your questions about them flow reasonably well, but be prepared to alter the order of questions during the actual interview.
- Formulate interview questions or topics in a way that will help you to answer your research questions (but try not to make them to specific).
- Try to use a language that is comprehensible and relevant to the people you are interviewing.
- Just as in interviewing in quantitative research, do not ask leading questions.
- Remember to ensure that you ask or record “facesheet” information of a general kind (name, age, gender, etc.) and a specific kind (position in company, number of years employed,

number of years involved in a group, ect.), because such information is useful for contextualizing people's answer.

The interview will be recorded to make it possible for the researcher to catch the language and phrases used by the respondent. Recording thus makes it possible to transcribe the knowledge gained from the research. Another thing is that since the researcher is not supposed to follow a structured schedule of questions, it is important to be able to follow up the responses and communicate with the respondent. This is more difficult if the researcher is busy from writing down the answers.

The results of the interviews can be found digitally in Appendix 4 on the CD attached.

To pick up the changing perception and deepen the outcome of the project, it is necessary to sample across time and across information because of the ever changing perception. This is sought by having the questionnaire and the interviews held with some time in between but also by adding information in the questionnaire and the interview which could influence the perception of the respondent. This will increase the value of the researches as changes in the perception can be found and analyzed (Ibid).

3.5 Evaluation of the Research

The following part is about how to evaluate the research in terms of different perspectives. The different perspectives touched upon are the methodological limitations, subjectivity, replicability, generalization, transparency, reliability, validity as well as the concept of truth.

3.5.1 Limitation of the Interpretive Approach

The methodology i.e. the paradigm applied in the project includes some restrictions in relation to how the subject under investigation can be approached and understood. Interpretivists recognize that their construction of knowledge is influenced by their own paradigms i.e. values, goals, culture, etc. The researcher himself is seen as a measurement instrument, and is thus affecting the research.
Some scholars have argued that the real difference between positivism and interpretivism lies only in the choice of research methods rather than any substantial differences at meta-theoretical level. This means that the researchers applying the positivistic approach tend to use certain kind of

research methods, in their work such as inferential statistics and hypothesis testing. Interpretivists, on the other hand, tend to use other kinds of research methods in their work such as case studies, ethnographic studies, phenomenographic studies and hermeneutics studies (Weber, 2004).
The main limitations of the qualitative research strategy are based on criticism from positivistic oriented researchers using quantitative methods. According to Bryman & Bell (2007) some common criticism revolves around subjectivity in the research, the difficulty of replication, problems with generalizing, transparency, reliability as well as validity (p. 423-425). These areas will be briefly addressed in the following to meet the criticism addressed by positivists.

3.5.2 Subjectivity of Qualitative Research

The issue regarding "too much subjectivity in qualitative research" concerns the unsystematic way of selecting the problem area where the selection depends on what the researcher sees as significant and important. The process of arriving at the problem area is excluded and the reader is often left clueless of how the problem area arises and why the researcher limits himself to that particular area. Also the decision of which theories are relevant and how to collect data i.e. creating research questions is very much affected by the researcher himself. (Bryman and Bell, 2007, p.423). This is closely related to the three layers of interpretation mentioned earlier where the influence of the researcher is the second one of them. The criticism from subjectivity is not recognized since it is believed that the researcher believes that every research (quantitative as well as qualitative) is influenced by subjectivity and with that in mind, the criticism does not seem relevant in this project. Also several of the arguments are met by explaining and arguing the approaches and methods of the research in the methodology part i.e. clarifying the process.

3.5.3 Concerns Regarding Replication

Since no standard procedures on how to replicate results found, it is difficult to replicate the results found in this project. The difficulties are further underlined by the fact that the researcher is the instrument of the data collection. This makes the outcome a product of the researcher's preferences and assumptions. The lack of replication possibilities is not seen as a weakness because the subjectivity of the researcher and thus the research is an important element of qualitative research methods. Moreover the outcome of the research is an outcome of the process termed *the hermeneutical spiral* i.e. the understanding of the researcher changes gradually through interaction.

Since the perception of the actors change over time it is not possible to even talk about replication since the settings changes over time i.e. this research is unique at this time.

3.5.4 Problems of Generalization

As the outcome of the research and the following conclusions are limited by the preferences, values etc. of the researcher it is not possible to generalize the outcome of the project. This is due to the fact that researchers have different approaches but also because this research has a unique setting i.e. specific to the Danish market and Turkish textile companies (Bryman and Bell, 2007, p 423-425). The objective is to generate answers to that specific problem with its unique settings set up in the research rather than generalizing (Ibid).

Critics also point out that the qualitative research methods do not emphasis at being representative of the population. In this research the purpose is to create a branding strategy and then it will be up to positivist to create hypothesis based on the findings of this research. These hypotheses can then be used to see if the findings are general valid but that is not the purpose of this research.

3.5.5 Lack of Transparency

Critics also address the difficulty of understanding the process of acquiring qualitative data i.e. the methods used for example when selecting the participants in questionnaires or interviews. The reader is then left confused of how the process of data collection was constructed as well how the interpretation of the data contributed to the study´s conclusion (Bryman & Bell, 2007, p. 424). Although this is typical in quantitative research, Bryman & Bell, 2007 argue that description of how the researcher arrived to the research conclusion should not be limited to quantitative research as the "*readers have a right to know how far research participants were selected to correspond to wide range of people"* (Bryman & Bell, 2007, 424). It is with this in mind that a clear and detailed research design has been constructed. Furthermore the research method used in the data collection is described above.

3.5.6 Limitations of the Selected Research Design

There are some limitations to the chosen research design which will be highlighted in this part and related to some of the other parts of the evaluation of the research.

In relation to the transparency part, it is found that qualitative research tends to be less structured. The reason is that depth i.e. quality is sought in the research and therefore structures are seen as obstacles to getting “the whole truth” (Bryman & Bell, 2007, p. 473). However, the lack of structure also means that the process of collecting the data is less transparent and obvious to the reader. Some of this is countered by creating and attaching the questionnaire and the interview guide to the research. By doing this the understanding of the collection of data becomes more accessible. However the creation of research questions and the analysis of the outcomes are influenced by the researcher i.e. subjective.

This subjectivity is not acknowledged as a problem but potential criticism is countered by clearly explaining the approaches and implicitly including thoughts, considerations and actions in the analysis part.

The researches applied will not be generalizable and hard to replicate due to the qualitative approach. The reason is the detailed answers wanted. The open questions and detailed answers in the questionnaire and semi-structured interview make it difficult to code the answers and test hypothesis like in quantitative researches. Furthermore the sample is smaller in qualitative ones since the collection and analysis of the data will otherwise take too much time. Also the qualitative approach does not aim to generalize the outcome. The aim of this project is also to find an answer to the specific setting outlined earlier and not to generate a worldwide “truth” (Bryman & Bell, 2007, p. 474).

3.5.7 Reliability and Validity

Reliability and validity stem from the positivistic tradition, where reliability and validity of the results were based on statistical evidence either confirming or rejecting a hypostasis. Golafshani (2003) refers to Joppe (2000) to define reliability as: *“…The extent to which results are consistent over time and an accurate representation of the total population under study is referred to as reliability and if the results of a study can be reproduced under a similar methodology, then the research instrument is considered to be reliable”* (Golfshani, 2003, p. 598).

The evidence normally gained from either “measurement, repeatedly remaining the same, stability in result over time or finally measurements within a given time period” are considered as valid (Kirk and Miller (1986) as cited in Golafshani, 2003, p. 598).

In the scope of this project, validity and reliability will be established through the terms given by the methodological paradigm outlined. Using qualitative methods, interpretivism views reliability and validity as stemming from terms as *"credibility, neutrality or confirmability, consistency or dependability and applicability or transferability"* being essential criteria for quality in qualitative paradigms (Lincoln & Guba, 1985 as cited in Golafshani, 2003, p. 601). Therefore, the goal for the research in a methodological scope will not be on measuring the validity and reliability of the results, but on being credible and consistent in the application and transfer of results to third parties. The aim is to establish confidence in the findings.

3.5.8 Concept of truth

Despite having elaborated the paradigm of the researcher and evaluated the research from several perspectives, the question of the findings and their relation to the whole notion of truth remains to be clarified.

While assessing the "truth" considerations within different research approaches, Von Zweck et al. (2008) point out that, generally, quantitative approaches prefer to stay within the empiric-analytic paradigm (p. 121). While relying on the positivist tradition, this approach attempts to establish universal truths about reality that "can be discovered using objective, reductionist, and quantifiable measurements" (Higgs, 2001 as cited in Von Zweck et al., 2008, p. 121). Noticeably, the contemporary research seems to debate the reliability and "truth" in the quantitative approach. Thus, Robertshaw (2007) refers to the study of Deutsch (1998) to suggest that it may prove to be "impossible to discover all truths in mathematics", as the objective knowledge has a number of significant limitations coming from the "fallible theories, hypotheses and observations" (p. 2). The author proceeds with his argument to actually suggest that no definite 'truth' at all can ever be discovered, even given that researchers can successfully deepen the understanding of certain phenomena (see also Anderson, 1983; Hunt, 1990, 1993; Peter, 1992; Deutsch, 1998 as cited in Robertshaw, 2007, p. 2).

In contrast the research philosophy continuum and, in contrast to the quantitative approach/positivist tradition, qualitative approach, taking its roots from the interpretivistic tradition, looks at people as seeing and understanding the world and reality differently. Consequently, qualitative researchers focus on looking into and exploring multiple realities in order to "develop a deep understanding of issues" (Hammell, 2002 as cited in Von Zweck et al., 2008, p. 121). As a sense, the multiplicity of realities also suggests the existence of many “truths”, rather than a single objective one.

Von Zweck et al. (2008) refers to Kelly (1996), Koch (1996 and 1999) to suggest that truth in hermeneutics “refers only to the best informed and most coherent explanation on which there was consensus at a particular point in time (p. 129). Besides, as the interpretivism suggests, the social reality is in a constant state revision due to the everlasting interplay between social actors. Consequentially, understanding can never be regarded or treated as final and fixed “but always is expected to evolve” (Gadamer, 1981 as cited in Von Zweck et al., 2008, p. 129). As the recent article by Cordella and Shaikh (2006) reveals, referring to Wulsham (1993), “making sense of the world” rather than “discoveries about the world” is what actually represents truth (p. 13).

In line with this, no single truth can be found on how to brand Turkish textile companies in the Danish market, as the outcome will be ever changing. This is due to the fact that the interaction going on between the costumers, company and other actors will keep evolving and the perception of the costumers i.e. brand equity will change over time. The findings arrived at in this research is only one of several solutions.

A particular relevance is found in the *pragmatic theories* (James, 1976; Peirce, 1878; Rorty, 1982) on truth (Mingers, 2008, p. 85) which see truth as coming in terms of “how useful or practical a theory is - that which best solves a problem is the best theory” (as cited in Mingers, 2008, p. 85).

Adhering to the interpretivistic tradition, focus is on finding meaning and getting understanding of the researched problem in order to contribute to the knowledge and theory creation in international business research. Whereas the limitations of the approach impose constraints on the results, the value of the findings and an alternative perspective to current knowledge on the problem in question still remains important to the scope of the project.

4.0 Theory

The following chapter has three different parts, two separate brief literature reviews on branding followed by a creation of the coherent holistic framework used later in the project. The theory part works as a pre-understanding of the field of branding but also has elements of the understanding part of the hermeneutical spiral when the framework is created.

4.1 Literature Review

In the following part a brief literature review on branding will be carried out. Initially *Marketing Mangement*, 2006 by Kotler & Keller will be used to give an overview of the most acknowledged brand equity models. These will be subject to an evaluation and combination into one holistic model. Afterwards the literature review will go into brand building and add further to the holistic model. In these respects, Kotler & Keller's Marketing Management is one of the most used and acknowledged marketing books and will therefore be the focal point.

Brand equity is defined by Kotler & Keller as "the added value endowed to products and services. This value may be reflected in how consumers think, feel and act with respect to the brand as well as the prices, market share and profitability that the brand commands for the firm." (Kotler & Keller, 2006, p. 276)

However there are various perspectives on brand equity. One of these is costumer-based brand equity which is defined as "the differential effect that brand knowledge has on consumer response to the marketing of that brand", i.e. the brand power only exists within the minds of current and potential customers. This perspective is in line with the methodological approach of the researcher.

According to Kotler & Keller, 2006 there are four main Brand Equity Models offering different perspectives i.e. Brand Asset Valuator, the Aaker Model, Brandz and Brand Resonance. Below these four models are briefly touched upon.

4.1.1 Brand Asset Valuator

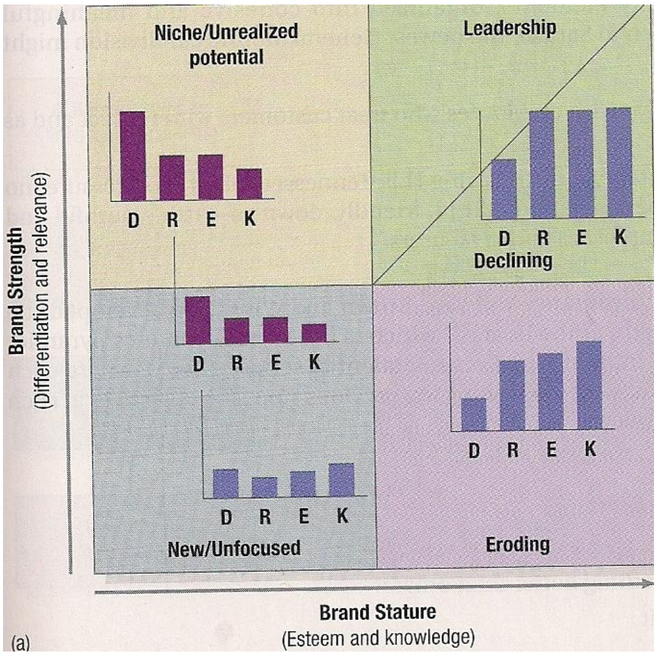
The brand equity model Brand Asset Valuator (BAV) was developed by the advertising agency Young and Rubicam (Y&R) and is based on almost 200.000 consumers across 40 countries. Four key elements are found from comparing thousands of brands in hundreds of categories. These are listed below. (Kotler & Keller, 2006, p. 278-279)

Differentiation *– measures the degree to which a brand is seen as different from others.*
Relevance *– measures the breadth of a brand's appeal.*
Esteem *– measures how well the brand is regarded and respected.*
Knowledge *– measures how familiar and intimate consumers are with the brand.*

Differentiation and Relevance together form the *Brand Strength* which can be termed *the future value of the brand*. Opposite Esteem and knowledge represent *Brand Stature* which reflects on past performance. Looking into a company's relationship between these four makes it possible to explain past and expected future performance. (Ibid)

In figure 2 below, *Brand Strength* and *Brand Stature* forms a *power grid i.e.* the four main elements of brand equity according to the BAV are put into a model where the relationships between the four elements help categorizing companies. (Ibid)
This model is useful in terms of determining the current and future status of the brand.

Figure 2



Kotler & Keller, 2006, p. 279

4.1.2 Aaker Model

The Aaker model was developed by David Aaker, a former marketing professor at UC-Berkely. According to him brand equity consists of five categories of either brand assets or liabilities. They can either add or subtract value to the brand equity. The categories are listed below. (Ibid)

Brand Loyalty
Brand Awareness
Perceived Quality
Brand Associations
Other Proprietary Assets such as patents, trademarks, and channel relationships

According to Aaker, special attention should be shown to *brand identity* since it is an important concept for building brand equity. *Brand identity* is the brand associations i.e. what the brand represents and what it promises to its customers. Aaker argues that brand identity consist of "12 dimensions organized around 4 perspectives" (Ibid).

Brand-as-product (product scope, product attributes, quality/value, uses, user, country-of-origin)
Brand-as-organization (organizational attributes, local versus global)
Brand-as-person (brand personality, brand-customer relationships)
Brand-as-symbol (visual imagery/metaphors, and brand heritage)

Aaker also add two extra dimensions i.e. core and extended identity. The core identity is "the central, timeless essence of the brand [and] it is most likely to remain constant as the brand travels to new markets and products" (Ibid). The extended identity "includes various brand identity elements, organized into cohesive and meaningful groups" (Ibid, p. 280).

4.1.3 Brandz

Millward Brown, a marketing research consultant and WPP, have developed the Brandz Model i.e. the BrandDynamics pyramid. The pyramid consists of the following five objectives (Ibid):

***Presence** – Do I know about it?*
***Relevance** – Does it offer me something?*

***Performance** – Can it deliver?*

***Advantage** – Does it offer something better than others?*

***Bonding** – Nothing else beats it.*

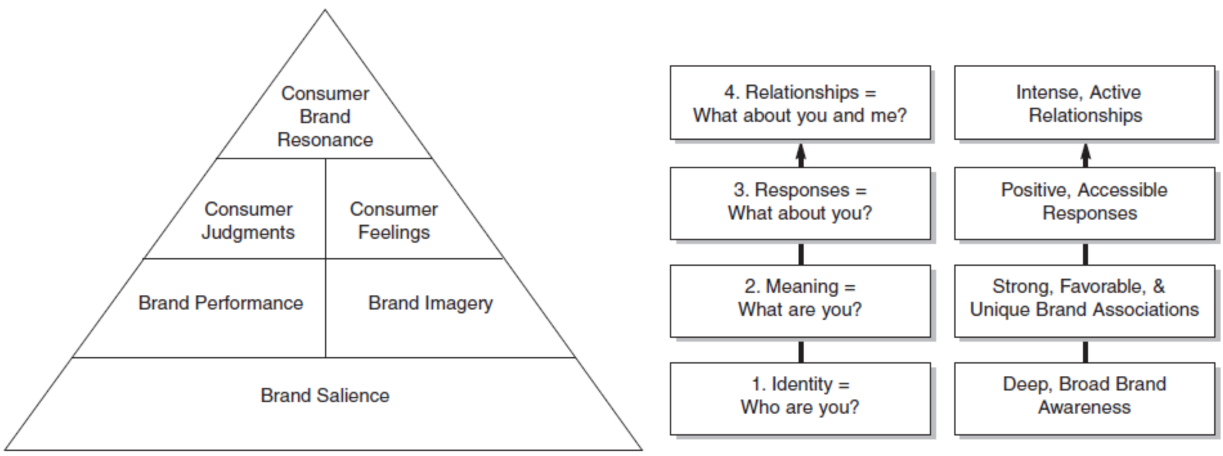
The assumption of this model is that each step is dependent on success in the prior step. The target for marketers is to have costumers at the top level since research has shown that those at the top level are willing to spend more on that specific brand i.e. are more loyal. However most of the costumers are found at lower levels (Ibid).

4.1.4 Brand Resonance

Just like the Brandz model, the brand resonance model also views the process as a series of steps. Building valuable brand equity is about reaching the top by focusing on the right "building block" at the right time.

Figure 3

Customer-Based Brand Equity Pyramid



Reference: Keller, 2001

The four steps consist of six "brand building blocks" which is outlined below. The blocks are assembled into a pyramid. Furthermore two routes are illustrated next to the pyramid i.e. the rational route and the emotional route (Ibid).

***Brand salience** – relates to how often and easily the brand is evoked under various purchase or consumption situations.*

Brand performance *– relates to how the product or service meets customers' functional needs.*
Brand imagery *– deals with the extrinsic properties of the product or service, including the ways in which the brand attempts to meet customers' psychological or social need.*
Brand judgments *– focus on costumers' own personal opinions and evaluations.*
Brand feelings *– are costumers' emotional responses and reactions with respect to the brand.*
Brand resonance *– refers to the nature of the relationship that costumers have with the brand and extent to which costumers feel that they are "in sync" with the brand.*

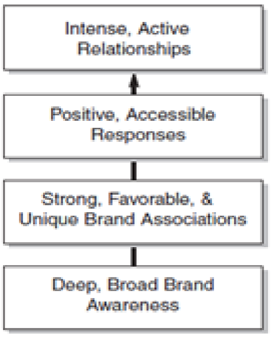
Reaching the top level of the pyramid is important, as resonance "is characterized in terms of the intensity or depth of the psychological bond customers have with the brand, as well as the level of activity engendered by this loyalty." (Ibid)

4.1.5 Creating a Coherent Holistic Brand Equity Model

The purpose of this part is to create a coherent holistic brand equity model based on the literature review which will useful in the basic understanding of brand equity.

According to both the Brandz and the Brand Resonance model, building brand equity involves a series of causal steps in pyramids eventually leading to what is referred to as either bonding or brand resonance ultimately meaning that the customer identify himself with this unbeatable brand. Although a cause-effect relationship is not acknowledged, these two models are still very much useful when understanding the process of building brand equity. The process must however be seen as an ongoing process constantly developing based on the interaction among all the actors involved. This statement means that the process in the two models can and will be reversed through interaction i.e. it is not a one way process.

Rational Route



The process in the Brandz model is very similar to the rational route from the Brand Resonance model illustrated to the right.
From the Brandz model we have the following from above:

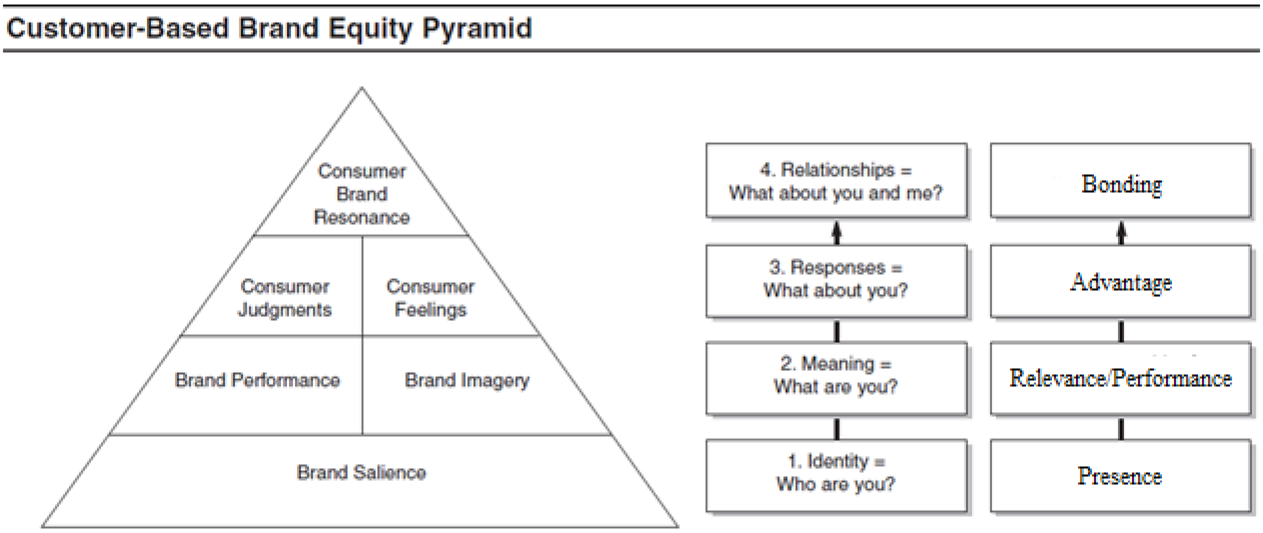
Presence *– Do I know about it?*
Relevance *– Does it offer me something?*
Performance *– Can it deliver?*

Advantage *– Does it offer something better than others?*
Bonding *– Nothing else beats it.*

Presence can be directly related to the first box referring to deep and broad brand awareness. This one is referring to the knowledge of the brand i.e. if the brand is known to the customer. This is the most basic part of the brand building process. The second box i.e. strong, favorable and unique brand associations are closely related to the relevance and performance in the Brandz model. At this stage the important things are if the product offers and delivers something to the customer.
The link between the advantage part and the positive accessible reactions is not as obvious as the other ones but it is there. The advantage part of the Brandz model goes into whether the brand offers something better than other brands. A connection to the feelings and judgment can thus be found. These stages are about the personal opinions, evaluations, responses and reactions of the customer and are thus related to the advantage part.
Finally the fifth part of the Brandz model is very much related to the intense active loyalty found in the top of the rational route of the Brand Resonance model. At this stage the customer identify himself with the brand and regard the brand as being unbeatable. The two models are combined below where the Brandz model is incorporated in the rational route.

The model below is the result of the Brandz and the Brand Resonance model combined.

Figure 4



Reference: Own creation

In the following, elements from the Aaker model will be incorporated in the framework as well. According to Aaker *brand identity* is a particular important part of building brand equity.

As outlined in part 3.1.2, *brand identity* consists of the following 12 dimensions subsumed in 4 categories.

Brand-as-product (product scope, product attributes, quality/value, uses, user, country-of-origin)
Brand-as-organization (organizational attributes, local versus global)
Brand-as-person (brand personality, brand-customer relationships)
Brand-as-symbol (visual imagery/metaphors, and brand heritage)

Several of the dimensions in the Aaker model can be found in the other models as well and thus in the combined framework based on the the Brandz model and the Brand Resonance model.

Aaker’s dimension; product scope, product attributes and the use can all be found in the existing combined framework above categorized as performance. The quality/value, country-of-origin and some other secondary associations (elaborated in part 3.1.6 below) are linked to the brand judgment dimension of the Brand Resonance Pyramid. This dimension concerns the customers’ personal opinions and evaluations which should also include secondary associations.

The brand-as-organizations dimensions involve organizational attributes such as whether the company is local or global etc. These dimensions are also incorporated in the brand judgment and feelings i.e. the advantage part of the rational route. The dimensions termed brand-as-person are related to the final stage of the pyramid i.e. resonance. At this stage the personality and the brand-customer relationship are in focus and the customer relates himself to the brand and believes nothing else can beat it. Finally the brand-as-symbol can be found in the brand imagery.

The last brand equity model, *Brand Asset Valuator* is more concerned with how to measure the brand equity rather than building brand equity. This model focuses on measuring how the brand is performing in four different components i.e. differentiation, relevance, esteem and knowledge.
The model is more useful to measure past performance as well as the future value more than giving input on how to build brand equity. With this in mind these components are not implemented in the framework of building brand equity. Kotler & Keller, 2006 identify three ways of building brand equity i.e. brand equity drivers in addition to their brand equity model. These are elaborated and incorporated in the framework in the following part. (Ibid, p. 281)

4.1.6 Building Brand Equity

The three brand equity drivers are as follows:

1. **Choosing Brand Elements** – I.e. criteria for choosing brand elements e.g. names, logos, symbols, slogans etc.
2. **Holistic Marketing Activities** – All product and/or service related marketing activities.
3. **Secondary Associations** – E.g. persons, places, things etc. external to the company.

Choosing Brand Elements

Brand Elements are used to distinguish the brand from others i.e. the elements serve to identify and differentiate the brand. The advantage of a given brand element is the customer's perception of a product if the consumer only knew about that specific one. Examples of brand elements are; brand names, logos and slogans among others (Kotler & Keller, 2006, p. 282)

Brand Element Choice Criteria

According to Kotler & Keller, 2006 there are six brand element choice criteria which are quoted in the following (p. 282):

1. **Memorable** – How easily is the brand element recalled? How easily recognized? Is this true at both purchase and consumption? Short brand names such as Tide, Crest, and Puffs can help.

2. **Meaningful** – To what extent is the brand element credible and suggestive of the corresponding category? Does it suggest something about a product ingredient or the type of person who might use the brand? Consider the inherent meaning in names such as DieHard auto batteries, Mop & Glo floor wax, and Lean Cuisine low-calorie frozen entrees.

3. **Likeability** – How aesthetically appealing do consumers find the brand element? Is it inherently likeable visually, verbally, and in other ways? Concrete brand names such as Sunkist, Spic and Span, and Firebird evoke much imagery.

4. **Transferable** – Can the brand element be used to introduce new products in the same or different categories? To what extent does the brand element add to brand equity across

geographic boundaries and market segments? Volkwagen chose to name its new SUV, Touareg, after a tribe of colorful Saharan nomads. Unfortunately, historically they were also notorious slave owners, which created a negative press backlash in the United States.

5. **Adaptable** – How adaptable and updatable is the brand element? Betty Crocker has received over eight makeovers through the years – although she is over 75 years old, she doesn't look a day over 35!

6. **Protectable** – How legally protectable is the brand element? How competitively protectable? Can it be easily copied? It is important that names that become synonymous with product categories – such as Kleenex, Kitty Litter, Jell-O, Scotch Tape, Xerox, and Fiberglass – retain their trademark rights and not become generic.

The brand element choice criteria outlined above can be divided into two categories. The first three fall into the category of being brand building whereas the latter three have a more defensive character.

Developing Brand Elements

Marketers have several choices when deciding on the brand elements. For instance if much information is not examined by costumers before purchase, the brand should be easy to recognize and recall. Other important brand elements are symbols, jingles etc. but one important one is slogans. Slogans are an effective way to reach the customers and tell what the brand is and what it represents (Ibid, p. 282-283).

Holistic Marketing Activities

Marketing alone does not build brands. Brand contact is related to any customer experience that gives information about the brand either negative or positive. It is important for companies to try to communicate positive signals to improve the perception of the consumers.

Nowadays marketing programs are much more complex and brand contacts are created in many ways e.g. online, event marketing, sponsorships etc.

No matter which tools used, three new important themes are highlighted when designing holistic marketing programs i.e. personalization, integration and internalization. (Ibid, p. 284)

The last decades has made it possible to **personalize** marketing, since the expansion of the internet has made it possible for companies to reach customers. Personalizing the marketing is about involving the consumer and creating active relationships between the consumer and the brand. This idea is based on the fact that no two consumers are alike. (Ibid, p. 284)

Due to the new marketing approaches, traditional marketing-mix e.g. the "4-Ps" is not enough to describe modern marketing. "**Integrating marketing** is about mixing and matching marketing activities to maximize their individual and collective effects". (Ibid, p. 285) A variety of activities are needed in integrated marketing in order to strengthen the promise of the brand. Especially marketing communication is important when it comes to brand building. **Brand awareness** and **brand image** are important in this sense and the communication can be evaluated in terms of if it affects these (Ibid, 286).

Six main ways of communication makes up the *marketing communication mixi* which is esential in terms of building brand equity i.e. (Ibid, p. 536).

1. **Advertising** – Any paid form of nonpersonal presentation and promotion of ideas, goods, or services by an identified sponsor.
2. **Sales Promotion** – A variety of of short-term incentitives to encourage trial or purchase of a product or service.
3. **Events and experiences** – Company-sponsored activities and programs designed to create daily or special brand-related interactions.
4. **Public relations and publicity** – A variety of programs designed to promote or protect a company's image or its individul products.

5. **Direct marketing** – Use of mail, telephone, fax, e-mail, or internet to communicate directly with or solicit response or dialogue from specific customers and prospects.
6. **Personal selling** – Face-to-face interaction with one or more prospective purchasers for the purpose of making presentations, answering questions, and procuring orders.

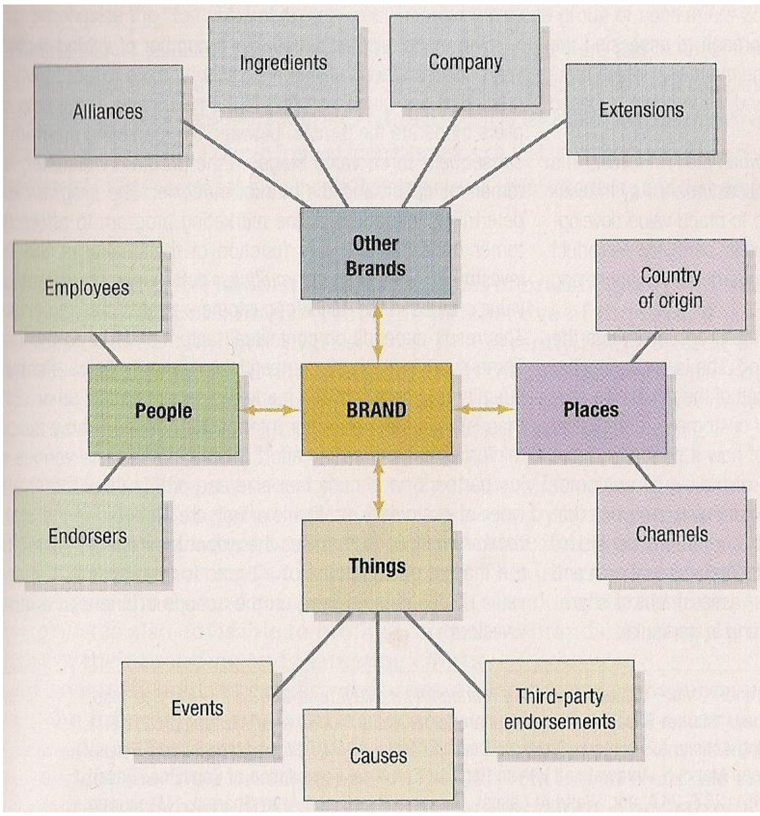
The third way of building brand equity, **Internalization**, is related to the internal processes of the company behind the brand. It is getting increasingly important how the employees of a company affect the brand perception. Therefore internal branding has become important to make sure that the employees actually understand and represent the brand in the way the marketing management want it. Internal training is an important way of reaching that goal. (Ibid)

Secondary Associations

Secondary associations are the third way of creating brand equity i.e. "brand associations may themselves be linked to other entities that have their own associations, creating "secondary" brand associations e.g. country-of-origin (Ibid, p. 287).

A range of different secondary sources of brand knowledge can be seen in figure 5 below.

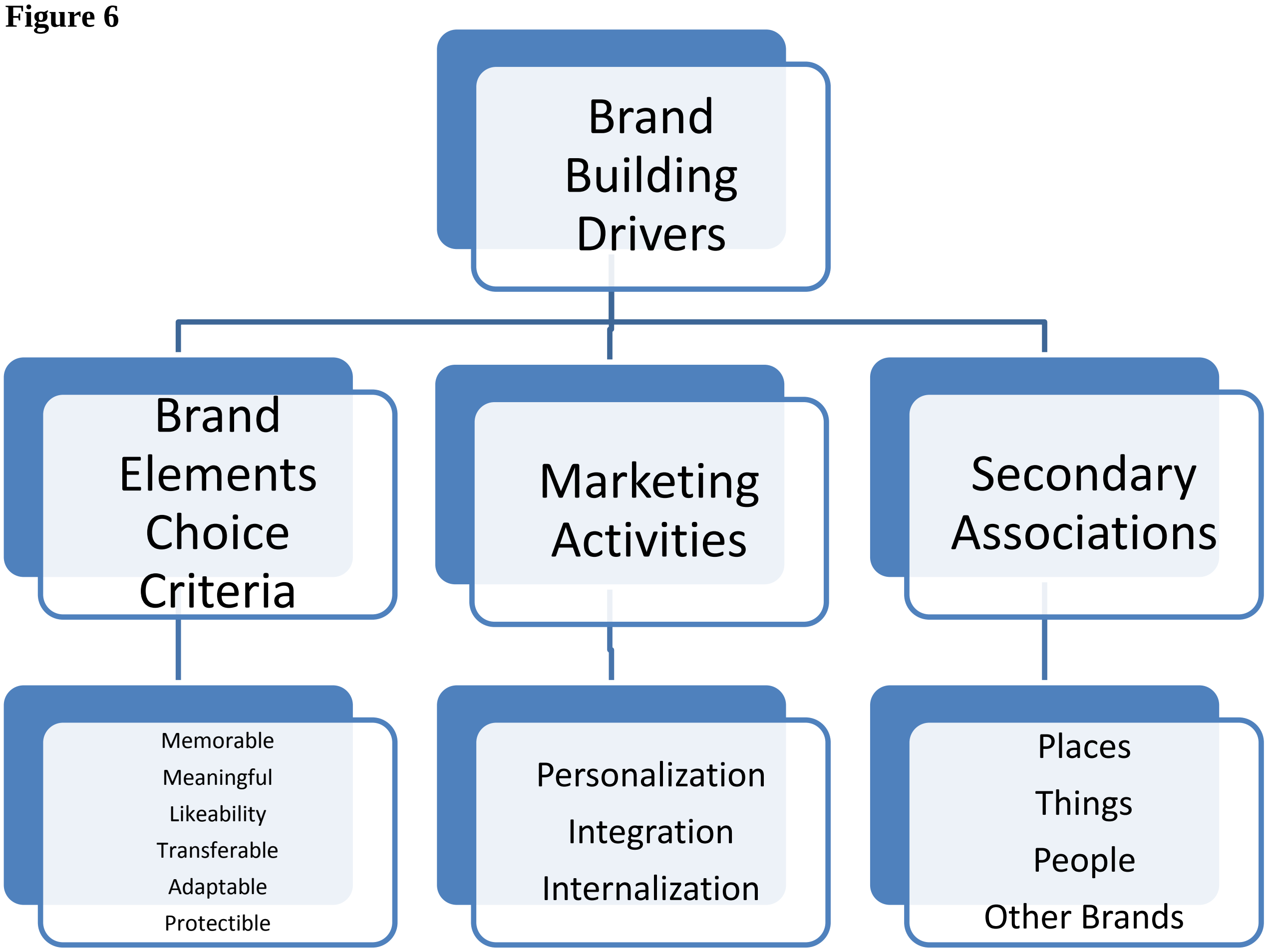
Figure 5



There are four sub categories from which the brand can "borrow" positive perceptions i.e. Places, People, Things, and Other Brands. All of these are divided into further sub categories.

Below model six has been made to give an illustration of all the three brand equity drivers just outlined. These will be used as a basis for creating the questionnaire now that they have given a pre-understanding of the subject.

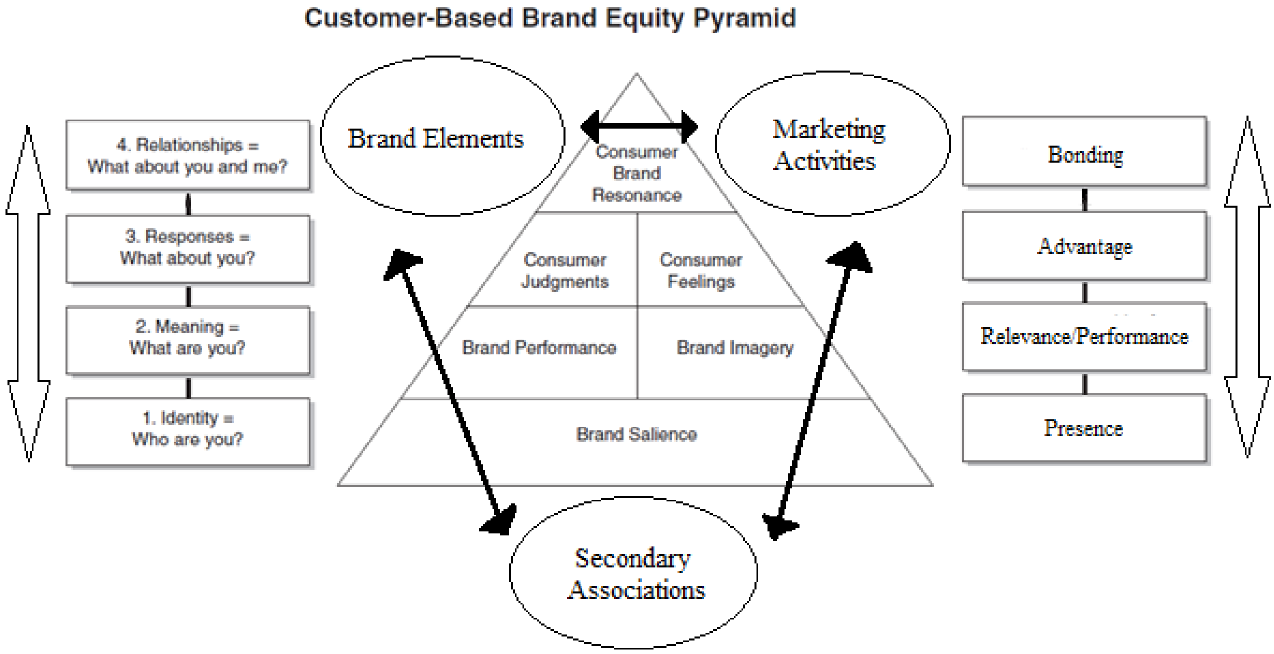
Figure 6



Own creation based on the literature review

With the model above illustrating the brand building drivers, the model below contains the main elements of the different brand equity models as well as the brand building drivers above.
From the literature review the following holistic framework, useful for the data collection and analysis, has been developed.

Figure 7



Reference: Own creation based on existing models and developed models in this research

The model above has been further developed. The pyramid in the middle represents the steps in the brand building process. The reason why the three brand building drivers suggested by Kotler et.al, 2006 is not incorporated in the existing model is that the purpose is different. Basically they are all about building brand equity and although various elements in the brand building drivers are found in the pyramid, the drivers offer a different perspective on the brand building.

The driver concerning a holistic marketing program offers suggestions on how to make sure that all the marketing aspects are covered. The *Brand Elements* and the *Secondary Associations* driver include various aspects that are already covered in the discussion above. However the drivers offer more details and have a broader focus which is for instance seen in the three "defensive" brand elements. Based on this, the brand equity drivers are added to the combined brand equity model.

The pyramid thus represents the stages of the process of reaching the level where the customer identify himself with the brand and regard it as unbeatable. The process is reversible and through interaction, the brand equity, created in the mind of the customers, is constantly developing. This is illustrated by the two-way arrows added to the rational end emotional route.

Added to this is the brand building process of the brand equity drivers. As the pyramid primarily illustrates the process, the drivers will serve more as the primary holistic brand building tool of this research and thus be the foundation of the data collection in this research. Just like the process of brand building, arrows have been added between the drivers to illustrate the fact that building brand equity is ever changing and that the drivers are interdependent. The brand elements and secondary associations are communicated through the holistic marketing program i.e. the drivers cannot be separated from one another and should be seen as a whole with the drivers overlapping each other. The brand building driver part of the model will from now on be referred to as the **BBD part**.

This concludes the literature review and the following chapter will be based on the literature review and the model developed based in it.

5.0 Data Collection

In the following part the data collection will be carried out and elaborated. Like in the research design, the Data Collection chapter will also be divided in two i.e. a part concerning the data collected by the questionnaire followed by a part concerning the data from the interviews.
After the data collection has been carried out, described and evaluated the *Analysis* will follow.

5.1 Questionnaire Data

The questionnaire, see Appendix 1 on the CD attached, applied in this research consists of 34 questions. As it was outlined in the research methods, the questionnaire consist of open questions to give the respondent the opportunity of answering the way he feels after interpreting the question. The lack of answering opportunities in the questionnaire gave interesting but also some deficient answers. The deficiency of the answers is followed up by the interviews whereas the experience gained and lessons learned are touched upon in the reflection part.

5.1.1 The Structure of the Questionnaire

The 34 questions in the questionnaire is a product of different parts of the theory of Kotler et.al, 2006 *Building Brand Equity* i.e. figure 7, the BBD part of the framework developed in the literature review.

Question 1-3 serve as an introduction and provide some basic knowledge about the respondents for the researcher i.e. age, gender etc. Question 4-10 are about different questions in different contexts but some of them are based on the brand elements.

From then on, the focus of the questions revolves around the BBD part of the framework. Question 11-15 is related to the three brand building elements; *Memorable, Meaningful* & *Likeability*. The latter three, i.e. the defensive ones are not touched upon due to their relevance in “defending” an already existing brand rather than how to build it.

Question 16-24 is about the *Marketing Activity* driver of the BBD model and involves question uncovering how to build holistic marketing activities. Lastly there is question 26-34 which revolves around the *Secondary Associations driver* and aims to research which secondary associations that affect the textile sector but also how.

During the questionnaire additional text will be used to introduce some of the questions, to give the respondent additional information to see how the perception changes based on new knowledge i.e. interaction. An example of this is the questions regarding country-of-origin effect, a part of the *secondary associations driver*. First general questions are asked to understand the respondent's attitude towards country-of-origin. This is followed up by information about the Turkish textile sector and another question to see if the perception of the respondent changed. This is an outcome of the methodological research of the researcher as adding information during the questionnaire creates an ongoing interaction.

5.1.2 The Data Collected

In the following, there will be a chronological review of the data collected from the questionnaire. During the review there will be an evaluation, as the conclusions derived from each question will be based on the understanding the researcher gets from the answers. Due to the open questions there are no identical answers but specific categories need to be derived to make it useful for the analysis. Although the questions are based on specific parts of the BBD part of the framework, it is important to note that some of the question and answers are useful in more than one way. Answers will therefore be used in different context if suitable.

As mentioned the first three questions are introduction to the questions with more relevance to the sector and the BBD part of the framework. The respondents are aged between 15 and 26 years and all fall within the age group this research are focusing on i.e. the youth segment between 15 and 29. From the answers it does not seem like the age, gender or educational background holds any influence when it comes to brand building in the *youth segment*. Two equally sized groups of males and females were chosen as valuable information from both genders was expected but it does not seem like this made any difference. Neither does the educational level since it does not seem to have any importance from a company's point of view. The educational level of the respondents can be categorized into three main groups i.e. elementary school, high school and university level.

Question four to ten is somehow also a part of the introduction but the focus changes into being related to clothes. For instance question 4 is useful for understanding how often the segment, under study, purchases clothes. This information is useful from a branding/marketing perspective since it is useful knowledge in terms of creating advertising e.g. how often advertising is necessary to make a memorable brand. From the responses given by the participants it is concluded that clothes are bought once a month. A few respondents answered several times a month whereas others bought less than once a month. The conclusion however is that clothes are bought once a month.

In question five and six the respondents are asked which brands they know. The purpose of this question is not so much to actually know which brands that are known but for the respondents to recall these brands By doing this, it is easier to ask afterwards about the knowledge of those brands. Several of the brands in the answers are repeated from one respondent to another. 36 different brands are recalled but the knowledge of these is limited to the price level, country-of-production and advertisement campaigns.

Question seven deals with what the respondents appreciate when purchasing clothes e.g. knowledge, reputation, price etc. The three main factors are price, quality and design but the brand is also mentioned as an important factor. The importance of no negative histories related to the brand is also suggested by one respondent.

The respondents are asked what their clothing style means for them personally in question eight.

Three main categories are found from the responses i.e. the clothes have to be functional, reflect the personality and feel comfortable i.e. giving self confidence. This question is followed up by a question (question nine) asking which factors affect the decision of not purchasing specific clothes.

Like in question seven price, quality, design and a bad reputation are significant when purchasing clothes.

The last of the initial questions, number 10, is related to the price vs. quality trade off when purchasing. There are three main opinions on this subject i.e. some prefer price over quality, others have opposite preferences. It is however evident that price and quality must match.

From question 11, the questionnaire is based on the BBD part of the framework with question 11 to 15 being related to the brand elements. Question 11 is about how to recall clothing brands i.e. the memorable brand element. The respondents are asked what it takes for them to recognize a specific clothes brand. The answers are quite clear i.e. the name and the logo, but the style of the clothes is also suggested by some as being the main factor of recognition.

Question 12 and 13 are related to the *Meaningful* driver. The first one asks if there are any specific factors that make a brand more or less credible and the conclusion from this question is that price and quality have to match just like some of the past questions. Reviews from other customers and bad reputation are also factors that can influence the credibility. Question 13 was not formulated in a way that made it easy to understand and therefore the responses were not useful.

With question 14 and 15 being related to the *Likeability* driver several answers were very much related to answers from some of the past questions. In question 14 the respondents are asked what they find attractive about a given brand and when it would make sense for them to purchase it. Once again price and quality and the match between the two of them seem important. Functionality and design is also factors that are important when purchasing clothes.

Question 15 asks about what the respondents would like to signalize through their choice of clothes. It is important for the respondent to signalize that they are wearing modern styled clothes as well as individuality and comfortability i.e. confidence.

In the following part question 16-25 will be the focus point. These revolve around the *Marketing Activities driver* of figure 7. The first question, number 16, is basically about where the clothes are purchased i.e. the sales channels used. A physical store is important to all the respondents but a few also purchase clothes online. It is however evident that the option of trying the clothes on before purchase is important. This knowledge is important not only from a marketing perspective but also when choosing the sales channels of the brand.

Question 17-21 deals with the personalization part of the *Marketing Activities*. Question 17 however does not differentiate much from earlier asked questions and the answers are not very useful.

The importance of advertises, which is asked for in question 18, gives the researcher an understanding of whether the respondents are aware of advertises directed towards them. The answers are however different. Some respondents are very much aware of advertises when purchasing clothes whereas others are not aware or pay attention to advertises when purchasing. Offers in advertises are listed as a way of getting customers to visit the stores whereas another respondent emphasize that online blogs has an effect on which clothes to purchase.

In question 19, it is asked where the advertisements are seen or noticed. The main categories from the responses are the windows of the stores, bus stops, online, magazines and online blogs. These answers are very useful in terms of targeting the advertisements through the right channels.

Question 20, dealing with the advantages necessary to change from a known brand to a new one, gives similar answers as some of the past questions i.e. match between price and quality, design, a good reputation, low prices or high quality. This is followed by a question asking how these advantages should be presented to the customer. Here advertises are noted as a possibility of creating awareness and then the customer can seek the clothes by himself. Blogs and personal experience are also mentioned as good ways of presenting advantages.

The integration part of the *Marketing Activities* is the background of question 22-24 where number 22 asks about the influence of sponsoring larger events in regards to the choice of brand. This does

not seem to have any significance but can be useful to create awareness. It is also noted that idols' use of a specific brand can have some influence. Question 23 and 24 deals with sales and marketing personalized the individual respondent. These questions are useful both when discussing the personalization and integration parts of the *Marketing Activities*. The two of them cannot be separated as personalized marketing is a part of the integrated marketing. There is a positive attitude towards personal sales when it comes to sales presentations, samples, fashion shows etc. as long as it does not become too intrusive. It is an acceptable way of presenting the brand and creating awareness. When it comes to direct sales such as telephone, email and TV sales it is not popular, except mailing lists it is not wanted. The mailing lists are however acceptable from chosen brands.
Question 25 is focused on the internalization of the *Marketing Activities* and asks how important the daily life of the company behind the brands is when making purchase decisions. It does not seem to hold any importance unless it is breaking news. The behavior and interaction with the employees in the stores are however very important in terms of choosing which store to shop in.

This brings us to question 26-34 that involves the last brand building driver i.e. *Secondary Associations*. The questionnaire only focuses on *People*, *Places* and *Things*. The reason for not including *Other Brands* is that it seems pointless to ask if another not existing brand would be perceived better than those that are the subject of the research i.e. not specific brands. The first matter investigated is the *People* where the main focus is on famous people and idols. Question 26 and 27 ask about which effect it has that famous people and idols are wearing a specific brand respectively. The conclusion is that this does not have any important influence. It is primarily something that can be used to create awareness of a given brand. Family, friends and people close to the respondent is much more important when making purchase decisions.
Similar to question 22, number 28, generate answers stating that large events such as sport events, social events etc. does not have any big influence on the purchase decisions made. Social events can however have some positive influence of the perception of the brand just like parties and clothing related events can have.
Question 29-34 deals with the places part. The main focus of this part is on the country-of-origin effect because of the importance of this effect mentioned in the problem field. With past studies emphasizing the importance of the country-of-origin effect for brands from developing countries it becomes important to deepen the understanding of this issue in relation to the Turkish textile companies.

In question 29 the importance of the country-of-origin effect, as well as the country-of-production if different from the country-of-origin, is researched. It is found that neither the country-of-origin nor the country-of-production is important in terms of clothes. One of the reasons that the country-of-production is not important is that the working conditions are perceived as bad in most countries. Based on this it is interesting that question 30 gives some different answers. In this question, the respondents are asked what they expect from less developed countries and most of the respondents note that the quality and design are worse in less developed countries. It is however also noted from some respondents that the quality is good and that high price indicate high quality. It is however difficult to come up with clear conclusions but it seems like the country-of-origin has some but not much significance.

In question 31 and 32 the focus is specifically on the Turkish textile sector. There are different opinions supporting that both good and bad quality clothes are produced in Turkey. However some of the respondents change their perception about Turkish textile brands after being introduced to the fact that Turkey is a huge production country for clothes and the fact that MAVI is a Turkish brand. This again indicates that there is a country-of-origin effect but it is not very important. There are also opinions supporting that all countries with large clothes production have similar production methods i.e. that there is no difference.

In question 33 it is asked what it would take for the respondent to purchase a Turkish brand. The answers are similar to past questions i.e. price and quality have to match. Also knowledge about the clothes needs to be given as well as selling it in well-known stores.

Question 34 has already been somehow covered but serves as a follow-up question. It is researched what kind of sales channel should be chosen. Like in past question a physical store is very important whereas a webpage will be an advantage.

5.2 Interview Data

In the following, the data from the interviews carried out will be presented. The interviews are made to follow up the questionnaire and add further depth to the research. The number of participants is reduced to three after having 12 in the questionnaire due to the fact that carrying out the interviews, transcribing them and analyzing them is even more time consuming. The focus is on collecting as much in-depth data as possible from few participants rather than quantifying the data from many participants.

The interviews carried out are between 21 and 32 minutes. The same interview guide was used for all three interviews but different responses, and thus follow-up questions, formed different interview patterns. All of the interviews have been recorded and transcribed and the records and transcripts can be found in the Appendix 4.

The interviews are initiated by asking the participants their name and how often they purchase clothes. After that the interviews take us through the areas not covered by the questionnaires as well as areas where further understanding is needed.

One of the first questions asked is regarding the knowledge about the brands purchased at the purchase time. It is found that the knowledge of the brands is very limited; one respondent even states that most purchases are impulse purchases. The knowledge is either based on the country-of-production from price tags or information from advertisements such as the name of designers etc.

It is also asked by the interviewer what the brand names mean and the opinion about the fact that the name does not indicate that it is clothes that are being purchased. The name does not seem to have any importance when purchasing the clothes. This is in line with the fact that emphasis is put on design, quality and price rather than specific brands. However the purchase decisions are still based on prior experiences and some brands are preferred over others in that sense. There are different opinions on which influence brand names related to designers have on the decisions. It is still evident that design, price and quality is more important than a designer related name but the use of designers is very useful in terms of creating interest for the brand.

From the discussion on the relevance of the brand name one of the respondents highlight the importance of slogans as well. It is important that all the elements of the brand play well together i.e. name, slogan, reputation etc and that the brand is consistent from a design, quality and price perspective. It is important that the brand does not represent both low quality and high quality at the same time i.e. inconsistency.

Related to this, are also the statements involving the credibility of a brand i.e. what makes the brand credible and attractive. It is found that the link between design, quality and price is very important. These are the main factors when purchasing clothes. The presentation of the clothes is also important e.g. whether a brand is located next to brands of less quality in a store or if it is located next to brands of the same quality. The exchange policy is also an important element when choosing the stores to purchase in.

The contemporary fashion is important to some of the respondents but it is highlighted that the fashion idols and celebrities are wearing, are often very expensive. This is followed up by an explanation of high-street stores i.e. that is brands copying the fashion of last year and then selling it at more reasonable prices. These stores are H&M & Topshop among others. These stores are mentioned by several respondents as being places where they purchase clothes. Although the prices are an important factor the fashion and designers is more or less important as well and one respondent highlights it as being an important inspiration source.

Another respondent highlights the importance of the signals the clothes are sending. Certain brands are perceived as being better than others and sending more positive signals. Especially between friends and family members this is an important part of purchasing clothes i.e. purchasing the right brands or type of clothes. The respondents also emphasize that the opinion of friends and family is much more important than those from designers, celebrities and other famous people. This is also outlined by the fact that it is not uncommon to purchase clothes together with friends and family members to have their opinions.

Given the fact that the opinion of friends and family members are important, it was asked how that would affect the purchase decision when it comes to unknown brands. It was emphasized that when purchasing an unknown brand the customer would take a risk in terms of what the opinion of others would be but that the main purchase factor was the customer’s own opinion i.e. if the customer find an unknown brand that is perceived cool then that is reason enough to purchase. This indicates that the friends and family around are important in terms of brand perceptions i.e. purchase decisions. However the personal opinion of the customer seems to be the main driver when deciding on clothes to purchase.

As an introduction to understanding how to create a holistic marketing program, the respondents are asked where they purchase clothes just like in the questionnaire. This is done to determine the sales channels and deepen the understanding to target the marketing program.
Physical stores are preferred over online shopping. The reason for this is that the option of trying on the clothes, having it evaluated when trying it on and touching it to feel the quality, is important when purchasing. It is also easier to do shopping with friends and family as well as returning the clothes when the purchasing is physical.
However, online purchasing is used as well. One respondent tells that sometimes the internet is used to find inspiration and then the physical stores are used to check out the clothes and try it on. Then he sometimes goes back online to purchase the clothes because it is cheaper. It is however also pointed out that the product range online does not meet the one in the physical stores.

When it comes to advertising, different channels are mentioned i.e. online, blogs, television, magazines, bus stops and in the windows of the stores. The most important one is in the windows of the stores since this is also the main purchase place. However magazines are also highlighted as a credible way of advertising for clothes due to the additional information provided in those advertises. Advertises are also noticed in web pages and television but is not considered as important sources of inspiration.
One respondent highlight online blogs as an important source of inspiration. The most used blogs are run by people who have become known for their interest and knowledge about fashion. They make reviews about new clothes, their own personal style and what they find interesting. The purpose of the blogs is to share experiences and opinions and create interest among the subscribers.

In addition to the marketing program, the use of mailing lists is also researched. Different opinions on this issue were found but it was evident that the most important part of advertising with emails is that the communication should be initiated by the customer and it should be easy to unregister again.
Emails with information on new collections, offers or deals were regarded as an interesting and useful way to personalize marketing by some whereas others did not like the idea. One respondent also highlighted the fact that in theory it was a good idea but in practice too many emails were send which made it annoying.

Another thing researched was the sales process in the physical stores and how this affected the purchase decisions of the respondents. It is preferred that the salesperson is approaching and accommodating when the store is entered. The salesperson is a very important part of the purchase decision since they have knowledge about the products, fashion, and style. That person can also be helpful in terms of sizes and putting together different products that goes well together. The appearance and behavior in general seems very important in purchase decisions and the clothing style as well as the look of the sales person is highlighted as decisive factors.

Based on answers from the questionnaire regarding the reputation i.e. the conditions in the sector e.g. working conditions, the respondents are asked about these and the knowledge about them. The main conclusions are that there is not much knowledge about them. Bad working conditions for instance are considered as a decisive factor in purchase decisions but since there is not much information about it, it does not have any impact unless negative stories hit the media. Information like this is not searched for by the respondents who act passively in that sense. One respondent mention the importance of not having negative stories about the brand since it will affect the purchase decisions and that the word will spread by mouth among friends and family.

It seems like there is a perception that the working conditions are bad in most companies in the sector and that it is impossible to make a difference unless specific knowledge about problems are put forth.

Following this, it is asked if it would have any impact if a company branded itself as being social responsible i.e. having good working conditions for its employees etc and if the respondents were willing to pay a higher price because of this. There is some uncertainty about this, as it seems like the respondents are willing to pay a higher price but it depends on how much and since the price is an important factor, it would probably not succeed. One respondent even state that although she would feel uncomfortable knowing that a brand is having bad conditions for its employees, she does not need to have 100 % good consciousness. This indicate that it is more a question of not purchasing a brand with negative stories attached and if no negative stories arise there is not much attention paid to the issue.

It seems to be more relevant for the company to be associated with charity or aid organizations. Several respondents highlight H&M’s fashion against aids campaign. However one respondent suggest that the campaigns somehow should be related to clothes for them to make sense. However neither the internal or external social responsibility is decisive in purchase situations.

Although stated earlier that famous people did not have much impact on the perception of brands, it seems that sponsorships and the use of well known sports idols have some impact in terms of what clothes that are cool and trendy. One respondent mention the fact that Adidas sponsors his favorite football team and this was decisive when he was deciding between Adidas and Nike. He also mentions that the clothing style of David Beckham, a famous football player, was inspiring, as he believed that David Beckham always wears fashionable clothes. This indicates that sponsorships and the use of famous people can be influential.

The last subject researched in the interviews is the one concerning the country-of-origin effect. According to the studies of Magnusson et al., 2008, "it is evident that companies from emerging markets", as cited in the problem field. This statement is also further researched in the interviews to deepen the understanding of this issue since it seems important.

When it comes to clothing the respondents know the country-of-production. The reason for this is not that they find it interesting but that it says so in the label inside the clothes i.e. the one also explaining how it should be washed. It does not have much importance where the clothes are produced. However one respondent state that if the clothes are from countries like China and other developing countries, he is more aware of the quality because he expects more differentiated qualities from those countries. The other two state that the country does not have any impact. However one of those respondents also mention that, although it might be naive, she believes that the working conditions etc. are better at Danish brands e.g. the Bestseller Group.

The conclusion is that the country-of-production does not have any impact at the purchase decision whereas the country-of-origin can have some impact. It is however important to remember that design, quality and price are the most important factors when purchasing clothes.

6.0 Analysis

In the following part the theory and the data will be subject to analysis with the purpose of creating a branding strategy for Turkish textile companies in the Danish market. The analysis will be divided into three parts i.e. coherent with the three brand building drivers outlined in the literature review.

6.1 Brand Elements

From the brand building theory it is found that brand elements i.e. brand names, logos, slogans etc., have six choice criteria i.e. three brand building and three defensive. Most of the brand elements are product specific i.e. it is not possible to come up with sector specific answers. When choosing brand elements, it is important for the company to generate lists of possible brand names, logos, slogans symbols etc. The results of this list can be used in human brainstorming sessions or focus groups where the perception of the suggestions can be understood. The final decision will therefore be based on an interaction between the company and target customers.

Although it is not possible to come up with specific suggestion on brand elements when the research is sector specific, some findings from the questionnaire and interviews will however be presented and analyzed below.

From the questionnaire it is found that the 12 respondents recall 36 different brands where several of them are repeated from one respondent to another. This suggests that the brand recognition is significant but at the same time the knowledge about the brands is limited. The factors making the brands recognizable are the name and logo but also the style of the clothes. From one of the interviews it is also found that slogans are an important part of the perception of a brand. It can be concluded that especially name and logo but also slogans, are the most important brand elements in the textile sector.

The interviews provided useful information for the generation of a list of names. For instance it is found that customers do not have much information about the brands. The knowledge of the brands is limited to information from advertises e.g. designers and country-of-production. This means that the brand should be easily recognized and recalled because only a few factors are decisive when clothes are purchased i.e. price, quality and design which are important to take into consideration. The respondents claim in the interviews that the name is not important when they purchase clothes but other responses in the questionnaire show that the name is important to recognize the brand.

Therefore it is important to come up with a name that is easily recalled and is associated with design and a match between price and quality.
Another important factor in the brand perception is that the quality level is consistent i.e. that all clothes hold the same quality cause otherwise the brand name will be associated with low quality as well and this will affect the perception of any clothes of higher quality.

6.2 Holistic Marketing Activities

The holistic marketing activities are in the theory divided into three main areas i.e. personalization, integration and internalization. The same structure will be used in this analysis.

Initially before going into the three main areas of the marketing activities, the sales channels and the purchase frequency will be touched upon since none of these is specifically related to one of the three marketing areas. However this information is useful in terms of selecting the right marketing mix as well as the frequency of the marketing.

The sales channels used for purchasing clothes are limited to physical stores and online shopping.
With physical stores preferred as the sales channel over online shopping, it is important to target marketing activities to reach the customers and thus interact. The stores are preferred because of the possibility of fitting the clothes; evaluating design and quality, shopping in groups i.e. with friends or family and the option of easily returning the clothes if necessary. Another reason why the stores are preferred is that the product range in the stores is bigger than online. However the online sales channel must not be underestimated since it is used for purchases to save money as well as inspiration.

An important element of designing holistic marketing activities is to know how often clothes are purchased. This information is relevant in terms of creating the right marketing mix that will create positive ongoing brand equity in the minds of the customers. The purchase frequency is from several times a month to several times a year. Clothes are not purchased often and therefore it is important that the brand awareness and the brand image do not decrease over time i.e. the brand must be remembered despite not being recalled often from purchase situations.

6.2.1 Personalization

In a world with rapidly growing possibilities of personalizing marketing, especially online, it has become very important for companies to address this by creating marketing activities that can easily be individualized. Based on this, the researcher asked several questions, where the respondents come across advertises, to understand the advertise channels but also how advertises affect the purchase decision as well as the sales channels i.e. where the clothes are purchased.

Only answers related to the personalization part of the marketing activities will be presented here whereas the rest will be subject to analysis in the part 5.2.2 *Integration*.

Mailing lists and **online blogs** are highlighted by some respondents as being good ways of creating brand awareness. Mailing lists that customers sign up for can be useful in terms of informing the given customer about relevant stuff. It is however important to note that it is important that the mailing system is not too intrusive (number of mails) and is easy to unregister from. Mailing lists is a good way of involving the customer, trying to create an active relationship through consistent interaction. The structure of the mailing lists i.e. the type of information the customer can choose to be contacted about should be closely related to answers about what the respondents think about marketing directed to them personally. In that respect new collections, sales presentations, samples and fashion shows are all mentioned as being positive ways of doing marketing. The possibility of choosing these as interesting factors in the mailing list and thus receive specific information on these will help personalize these. This information will thus be directed to target customers i.e. those interested.

Blogs is another way of getting customers actively involved. By subscribing to a blog, the customer is sincerely interested in following and participating in debating about the brand. Most of the time blogs are run by regular people who have become famous and get an "expert"-status from blogging about one or more brands. By being representatives for the brands, the blog owners can interact with customers and potential customers about information demanded by the subscribers. Blogs thus become a useful tool for a company to indirectly but actively provide information to its followers and thus have an ongoing interaction. Although the control of a blog is not within the company, the company should still actively search out for well-known and respected bloggers, as well as potential bloggers, to establish contact with them, offer free clothing samples and access to fashion shows and sales presentations etc. in return of independent blogging. This has the potential to lead to increased involvement from some customers.

It is also noted from responses to other questions, that personal experience with the brand as well as shared experience from others are important when purchasing clothes. Blogs will thus be an alternative to the mouth-mouth experience sharing.

In relation to the creation of mailing lists and blogs, it is important to notify about the fact that only some respondents mention these as being really useful and interesting and this way of personalizing the marketing is only a small part of the marketing activities. The creation of mailing lists and blogs can however be a good way of reaching customers engaged in clothes and fashion. The same respondent also highlights designers as being interesting and a good way of creating interest around a brand. Personalized marketing can thus be a good way of creating active relationships with this kind of customers whereas other respondents put more emphasis on mass-market marketing such as store windows, bus stops and magazines.

6.2.2 Integration

With physical stores being the main sales channel, it is important to look into how to brand the clothes in there. Not surprisingly, are the **store windows** mentioned as an important source of inspiration and exhibition of the clothes.

This way of marketing and selling products is referred to as *Personal Selling* in the theory part i.e. a process where individual customer service and presentation of the clothes are possible.

It is important to present the clothes in a way that creates interest i.e. on mannequins and on the sales representatives. This visualizes the clothes and makes them more attractive to customers passing by or entering the store. The presentation inside the store is also important in the sense that clothes of different quality or with different signals should not be mixed up. The mixed signals will devalue the perception of the brand.

The sales process in the stores is highlighted as being a decisive factor in the choice of store and in the purchase decision. The sales person must be approaching and accommodating. Furthermore the appearance is important as well i.e. the clothing style and look of the sales person. The sales person is also important when it comes to inspiring customers, providing information about the clothes such as combining different products with reference to fashion, style and the fitting.

So-called high street stores i.e. stores selling for instance last year’s fashion, is a good way of reaching the customers. In this way the customers can purchase clothes at a lower price than when they are fashionable and much more expensive.

The first part of the marketing communication mix consists of advertising i.e. non-personal presentation of the clothes. Means of making mass-market advertising found in the research are; online, magazines, TV and bus stops. The one highlighted in the interviews as being the most important one is magazines. This is considered a credible source of inspiration because advertises are full pages and they provide additional information about the clothes. Therefore it is important for Turkish textile companies to advertise in popular magazines such as “M” among others.

Although not highlighted as important advertisement channels, marketing should also be applied in online web pages, at bus stops, and in TV. These are also mentioned as places where the respondents notice advertises from clothing brands and therefore it is important for the company to target these channels. Advertises from these channels will be useful in terms of establishing awareness and interest in the minds of the customers.

Sales Promotion, Events and Experiences is another useful tool in marketing communication. This is something the company should pursue as the respondents have a positive attitude towards sales promotions, samples and fashion shows.

The marketing tools outlined above have already been touched upon in the personalization part above but only from the point of view where they are used in mailing lists to personalize their reach.

Direct Marketing is also researched in the questionnaire but is not a suitable way of marketing in this sector. The respondents are not interested in direct marketing of any kind except the mailing lists mentioned above. Even the mailing lists must be initiated by the customers and must not be too intrusive.

6.2.3 Internalization

The internalization part of the branding strategy has two different perspectives i.e. the one in the store selling the brand and the one in the production.

The conditions in the production have some influence but only when the customer gets information about any negative stories in the media. If no information about how the working conditions among others are provided, it does not have any influence on the purchase decision.

It is not suggested here that the Turkish textile companies should not care about working conditions etc. but rather that it is not something that changes the perception of customers unless they are negative and the stories hit the media. There could be some effect from pointing out good working conditions etc. since customers are willing to pay extra for this but it is uncertain how much. The thing is that even with so called "fair trade" products, the respondents are still very much focused on price, quality and design and therefore the "fair trade" dimension will only be a secondary factor in purchase decisions.

More important is the sales in the stores. Here the appearance of the sales person is very important because he is a decisive part of the sales process and a representative for the company.

The behavior, look and outfit must match the signals the company wants to send but also price, quality and design i.e. the most important factors in purchase decisions.

With the statements above in mind, it is important to hire young and energetic sales persons that are truly interested in clothes and fashion. These should be actively involved in the branding strategy of the company to be able to put it into practice. It is also important to make sure that the employees are updated on modern fashion and have the competencies to give advices about the clothes i.e. sizes, products that go well together etc. It is also important that the employees are open-minded in terms of constantly having an ongoing interaction with everything related to clothes i.e. customers and other actors in the textile sector. The interaction with the customers is important in this sense. Only by constantly interacting with relevant actors (including customers) and thus revise the perception, can the employees pass on advices on to other customers and thus have an ongoing interaction.

The branding perspective related to the sales in the stores is not only related to the internalization part of the holistic marketing activities but also the secondary associations i.e. employees in the *People* category. The reason for this is that the employees are a part of the sales process i.e. the internal marketing effort and at the same time customers can associate the brand with the persons and their behavior in the stores.

6.3 Secondary Associations

Associating the brand with the employees can be one way to distinguish the brand from other popular brands i.e. to make special settings in terms of the presentation of the clothes as well as the appearance of the employees. With the sales process highlighted as a decisive factor in purchase decisions this is to be taken seriously. Specific guidelines for hiring employees should be created and education should be provided to make sure that the employee to customer (E2C) branding is standardized. Due to different employee perceptions of the branding strategy and different interactions between employees and customers it is important to have a constant interaction between the marketing department of the company and the sales persons to make sure that the brand information is delivered the way that is desired. This is also important in terms of renewing and updating the brand.

Another part of the *People* secondary associations applied in this branding strategy is famous people. This section is divided in two i.e. designers and idols.
Designers are a good way of creating interest about the brand. The company should engage contact with some well-known designers like other popular brands, to create interest about and attention to the brand. Where the effect of the relation between the designer and the brand name is questionable, the use of designers to create specific collections and thus create interest that way around seems to be the way to reach customers that are more into clothes and fashion. These customers are also the ones with knowledge about designers, fashion blogs and generally the ones following the trends in fashion.
In this branding strategy idols as they are categorized above, cover football players as this is the only category mentioned by the respondents. This category might cover other categories of idols but no information has been provided about it and it would need a more in-depth research on this specific part. Nevertheless some information is provided. One respondent highlight David Beckham a world famous former football player as being known for always wearing trendy clothes and this indicate that the use of well renovated idols can affect the interest and perception of a brand. Therefore it is important for the company to research this further to approach idols to create interest about the brand.

Regarding the *Things* part of the secondary associations, it is found that it can have a positive influence. The answers are divided in two i.e. no effect and some effect. It is stated by some respondents to the questionnaire, that parties and charity events will have a positive impact on the purchase decisions. From an interview it is also found that sport sponsorships are useful. Not much information is provided about parties or charity events but from the interview it is found that two participants highlight H&M’s fashion against aids campaign. The Turkish textile companies should find similar charity causes and create a campaign that will give them a social profile. It is important to find some relation between the campaign and clothes for it to be meaningful.
As mentioned, the companies should also focus on sports related sponsorships since this will have a positive effect on some customers. It could be either sports teams or single sports idols. The sports

team and/or sports person chosen depend really depend on the budget of the company and also it should be taken into consideration that rival fans can perceive the sponsorship negatively.

Lastly the analysis focuses on the *Places* part of the secondary associations. From the problem field, country-of-origin is found to be negative for brands from developing countries. With an in-depth focus on this part of the branding strategy, it is found that neither the country-of-origin nor country-of-production has an important influence on purchase decisions. Several respondents have assumptions that all clothing productions have equally bad working conditions and that the quality are equal and therefore it does not have any impact where the clothes are from. When this is said, there are also one respondent that highlights that he pays extra attention to the quality when the clothes are from less developed countries and also it is highlighted that the expectations to for instance Danish brands are higher than foreign brands. This indicate some country-of-origin/production effect but it does not have any primary influence on purchase decisions as emphasis is put on quality, price and design when clothes are purchased i.e. if the quality is good enough, the country-of-origin and or country-of-production does not have any reel impact on the decision.

With this in mind, the country-of-origin/production and will not be incorporated in the branding strategy. In the problem field is it found that Mavi, a Turkish jeans producer did not experience any negative impact from choosing a Turkish name (Mavi means “blue” in Turkish). The company grew into the market leader in Turkey in five years and into one of the biggest denim jeans companies in USA despite the fact that US companies had almost 50 % of the world market share.

This together with the findings in this research suggests that country-of-origin/production does not have much influence in the textile sector.

Turning back to the frequency part of the debate it was found that purchases varies between a couples of times a month to less than once a month. This is important in terms of the main advertisement channels i.e. the stores as well as blogs, mailings lists, TV, bus stops and magazines.

With the frequency in mind, the stores should be updated and reorganized regularly i.e. one or more times a month, to try to meet the purchase frequency of the customers. This should be followed up by mailing lists providing relevant information about changes. All of this should also be followed up by advertises in TV, at bus stops and in magazines to reach as many (different) customers as possible.

In the research it is found that brand loyalty is not high that it is about price, quality and design. If a customer sees a new brand and these criteria are met, the customer does not hesitate to purchase an unknown brand. This indicates that the brand loyalty is not high and that it can be difficult to reach the higher levels in the interaction process in the pyramid in figure 7. On the other hand 36 brands are identified from 12 respondents in the questionnaire and another participant in an interview state that some brands are preferred over others simply because of the signal of the brand. This indicate that there are some brands that are preferred not only because of quality and design but simply because the brand is more trendy. This indicates that it is possible to reach the top stages of the pyramid through interaction with the customers in the different ways outlined in the analysis.

This marks the end of the analysis part. In the following part the final conclusions of the research will be delivered to answer the problem statement. This will be followed by a reflection part which will end the hermeneutical spiral and then that process can start all over.

7.0 Conclusion

The following part answers the problem statement given below.

How should Turkish textile companies brand themselves towards the youth segment in the Danish market to enable valuable brand equity?

- *Creation of a branding strategy.*

To answer the problem statement, the conclusions from the analysis will be presented. The conclusions will be the final product i.e. the branding strategy of Turkish textile companies.
Like the analysis, the conclusion i.e. the branding strategy of the Turkish Textile companies will consist of three parts i.e. brand elements, holistic marketing activities and secondary associations.

The brand elements are product specific i.e. it is not possible to come up with sector specific answers. From the research it is found that names, logos and slogans are the three main brand elements. This means that these three should be the focal point when a company generates lists of possible brand elements. The perception of the suggestions in the lists should be researched by human brainstorming sessions and focus groups.

When choosing brand names it is important to come up with suggestions that are easily recognized and recalled since customers do not have or seek much information about the brands purchased. The decisive purchase factors are price, quality and design. Quality consistency is important to retain brand equity in the minds of customers.

The holistic marketing activities consist of three parts i.e. personalization, integration and secondary associations.
When personalizing marketing activities, it is important for Turkish textile companies to create mailing lists and blogs as this will involve the customer, trying to create an active relationship through consistent interaction. Important elements to incorporate in the mailing lists are information about new collections but also information about sales presentations, samples and fashion shows since these are good ways of reaching the customers. Blogs are external to the company but an important way of reaching customers with interest in clothes and fashion.

The physical stores are the most important sales channel and also the main inspiration source. Therefore the sales process in the physical stores is the most decisive part of the integrated marketing and internalization. The sales person must be approaching and accommodating. Furthermore the appearance is important as well i.e. the clothing style and look of the sales person. The sales person is also important when it comes to inspiring customers, providing information about the clothes such as combining different products with reference to fashion, style and the fitting. The hiring of sales persons for the stores is thus an important part of the branding. Sales persons should be truly interested in clothes and fashion but they should also undergo education to make sure that they can be actively involved in disseminating the branding strategy. It is also important to make sure that the sales persons are updated on contemporary fashion and trends to make them capable of interacting with the customers and help creating positive brand equity.

Several mass market advertising ways are mentioned by respondents as useful. Magazines are the most important and credible one since it is possible to provide alternative information as well. Online web pages, TV and bus stops are also good ways of creating interest around a brand. Direct sales are not relevant in this sector. Only informative mailing lists are acceptable direct advertising from the customer's point of view. Also sales presentations, samples and fashion shows are all good ways of creating interest that should be pursued.

Another part of the internalization is the daily life in the production company of the brand. However information about the conditions is not sought by the customers. The customers are acting passively but if negative stories about for instance the working conditions arise and hit the media, it will affect the purchase decision. Unless negative stories arise these information does not have any influence on purchases.

The third part of the branding strategy is the secondary associations. Three important dimensions are found i.e. people, things and places.

Associating the brand with the employees is very useful in the textile sector. Like touched upon above, the sales persons in the physical stores are decisive in purchase decisions. Guidelines and training programs should be created to standardize the employee to customer (E2C) branding and make sure that it is consistent with the branding strategy of the company. Constant communication between the marketing department and the sales persons are important to overcome different perceptions of the branding strategy among the sales persons.

Designers and idols are other people that are useful to borrow secondary associations from. The choice of designers and idols depends very much on who the specific company wants to address.

It is important for the company to emphasize on secondary associations from the *Thing* category. Parties and charity events are perceived positively by respondents. From two different interviews H&M's fashion against campaign is mentioned. It is important for the company to create similar campaigns as it will have a positive effect on the perception of customers. However it is also highlighted that relevance between clothing and the campaign are necessary for it to be meaningful.

Sports sponsorships should also be a part of the branding strategy as it is effective to create awareness and preferences. The specific choice is however important in more than one way since it might also repel some customers.

Lastly the *Places* category provides an in-depth understanding of the country-of-origin effect. Neither the country-of-origin nor the country-of-production has any important influence due to a perception that all countries have equal working conditions as well as quality levels. When this is said, there are also examples that extra attention is paid to the quality level when the clothes are from less developed countries and also it is highlighted that the expectations to for instance Danish brands are higher than foreign brands. This indicate some country-of-origin/production effect but when deepening the understanding it does not have any significant influence as the main factors in purchase decisions are price, quality and design. The quality perception is based on personal evaluation of the clothes rather than being based on the country-of-origin/production.

With a purchase frequency varying from several times a month to less than once a month it is important to have regularly updates, reorganizing of stores and information sharing with the customers to make sure that the brand recognition and recalling do not decrease over time. This is even more important because of the rather low and high brand loyalty found from the research. Although some brands are perceived unbeatable, it does not take much for customers to change brand i.e. if the price, quality and design are good the change occurs easily.

8.0 Reflection

The reflection part is the last stage of the hermeneutical spiral. In this part the project and the outcome will be addressed with the purpose of suggesting further research i.e. the continuation of the hermeneutical spiral.

The background of this project is based on the researcher's interest in researching how companies from developing countries should brand themselves in developed countries. With a prior knowledge about Turkey as being a huge textile production country and that most of its textile export is going to the European Union, a sound problem field was found. Past researches had found that the country-of-origin effect was one of the biggest difficulties for companies from developing countries to overcome. This pre-understanding of the problem field was further researched and as a part of creating a branding strategy is was also found that the country-of-origin effect was not important in the textile sector. Therefore the findings not only created a branding strategy for Turkish textile companies but also further enhanced the understanding of the country-of-origin effect in relation to branding.

8.1 Further Research

With not much prior knowledge about the specific subject researched, new facts, knowledge and aspects occurred during the research. As it was not possible to cover every aspect in one research some of the potentials for further research will be briefly touched upon in the following.

Different secondary associations are highlighted as being useful for creating awareness of the brand. However in-depth information about these were not gained in the researches and these will thus need to be further researches to understand the full value and use of them. These are the use of famous people i.e. idols and designers as well as the use of parties and charity events. It is also important to deepen the understanding of the preferences of customers within each of these categories to make the branding strategy even more specific.

Another part of the branding strategy that needs further research is the sales process in the store. It is necessary to go more into depth with this as it is one of the most important parts of the branding process as well as the sales process. Therefore research regarding the sales process in practice is needed. Related to this is the employee to customer (E2C) branding part of the branding strategy i.e.

the *People* part of the secondary associations. It is important to research i.e. create a strategy on how the employees i.e. sales persons should actively brand the clothes in the way desired. The E2C branding strategy should be a sub-strategy in the holistic branding strategy of the company.

The subject researched in this project should be further researched with other research methods. Although this research is based on qualitative research methods and thus not generalizable it would make sense to apply other research methods to determine if the findings in this research are general valid before effectuating the strategy.

The researcher does not see one paradigm as being superior over others but different paradigms as being useful in different contexts. The paradigm applied in this research was considered the best option because of the lack of prior knowledge. Now that the research produced findings i.e. knowledge, it is possible to set up hypothesis in a positivistic study and thus test if the findings are general valid or only specific to those respondents used in the researches of this research.

However it is important that the researcher still find interpretivistic studies more useful when researching the specific parts of the branding strategy outlined above i.e. E2C branding etc. This is because prior knowledge is lacking and therefore it is difficult to set up hypothesis from the beginning.

8.2 The Learning Process

Some mistakes were made throughout the process and these will be addressed here as they are a vital part of the learning process of the hermeneutical spiral.

With limited prior experience about forming questionnaires, the questionnaire applied in this research did not turn out the best way. Most questions produced useful answers and gave knowledge to the researcher that was unknown prior to the questionnaire. However a few questions were not understood and others misunderstood. Also there was a feeling among some respondents that some of the questions were repeated in different ways. Although the potential of misunderstood question etc. is an obvious part of questionnaires with open questions, some of these difficulties could have been met by testing the questionnaire first i.e. having some people external to the creation process reviewing it before sending out. This would have given the researcher the possibilities of adapting the questionnaire. This however was not thought about during the process but will be an important lesson for similar situations in the future.

Another mistake made in the research was the misunderstanding of the researcher about the brand element criteria. Although the presentation of the brand element criteria indicates that they were not misunderstood, a misunderstanding arose while creating the research designs after the literature review. Instead of treating them as criteria they were perceived as actual brand elements and some questions were therefore formed in ways that made them less useful than they would have been otherwise. This is also one of the reasons why the brand element criteria part of the analysis is deficient. However most of the questions based on the misunderstood brand elements still provided useful information in other ways.

9.0 Reference List

The reference list are divided into four categories i.e. books, articles, websites and publications.

9.1 Books

Arbnor and Bjerke (1997) “Methodology for the creation of business knowledge”; Sage Publications Inc.

Bryman, Alan & Bell, Emma (2007), “*business research methods”*, 2nd Ed., Oxford University Press

Kotler, Philip & Keller, Kevin Lane (2006), *”Marketing Management”*, 12th Ed., Pearson Prentice Hall

9.2 Articles

Cordella, A., & Shaikh, M. (2006). From Epistemology to Ontology: Challenging the Constructed Truth of ANT. Working Paper Series 143. London School of Economics and Political Science.
is2.lse.ac.uk/WP/PDF/wp143.pdf

Golafshani, N. (2003). Understanding Reliability and Validity in Qualitative Research. The Qualitative Report, 8, 597-607.
www.nova.edu/ssss/QR/QR8-4/golafshani.pdf

Keller, Kevin Lane (2001), *“Building Customer-Based Brand Equity: A Blueprint for Creating Strong Brands*, Marketing Science Institute, Cambridge

Magnusson, Peter; Haas, Sarah M. & Zhao, Hongzin (2008), *“A Branding Strategy for Emerging Market Firms Entering Developed Markets”*, Journal of International Consumer Marketing, Vol. 20 (3-4), pp. 95-107.

Mingers, J. (2008). Pluralism, Realism, and Truth: The Keys to Knowledge in Information.

Robertshaw, G. (2007). Epistemological limitations in quantitative marketing research: implications for empirical generalizations. Journal of Empirical Generalisations in Marketing Science, 11 (2).
members.byronsharp.com/empgens/Empgens%20Dec07.pdf

Von Zweck, K., Paterson, M., Pentland, W. (2008). The Use of Hermeneutics in a Mixed Methods Design. The Qualitative Report, 13 (1), 116-134. Retrieved on May 12, 2010 from www.nova.edu/ssss/QR/QR13-1/vonzweck.pdf

Woods, Peter (2006), *Qualitative Research*, Faculty of Education, University of Plymouth
Retrieved on September 17th, 2011
www.edu.plymouth.ac.uk/resined/qualitative%20methods%202/qualrshm.htm

9.3 Websites

www.vakko.com.tr
www.lkjnsdew.com
www.just-style.com/analysis/spotlight-onturkeys-apparel-industry_id111043.aspx
www.tcp.gov.tr

9.4 Publications

Glokalisering af branding, Syddansk Universitet
www.brandbase.dk/vidensbasen/symbolokonomiske-nyheder/magasiner/Brand_Base_News_10.pdf

Sector Analysis, *Turkey: Textile Sector in Turkey*, Foreign Ministry of Denmark
http://markedsinformation.um.dk/~/media/Files/Publikationer/Markeder%20og%20sektorer/Tyrkiet/Tyrkiet%20Sektoranalyse%20Textile%202010.ashx