Investigating branding challenges, through a merger of Identity Economics, Cultural Branding & Social Creativity

A case study of Call me’s Watch Your Mouth campaign

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Executive summary

This thesis reflects recent societal changes that have influenced the discipline of branding. It does so by discussing and combining three theoretical frameworks: Identity Economics, Social Creativity and Cultural Branding. Identity Economics focuses on how norms in social categories and identity utility influence individuals’ taste and behavior and originates from the economic discipline. Social Creativity acts a tool for companies to create engaging campaigns with relevant content, especially on social media. Cultural Branding addresses how brands need to tap into and represent broader cultural notions in order to be successful. These theories each take a different outset on recent societal changes, but all evolve around the same themes being norms, identity and culture.

By combining the three theoretical cornerstones, a new analytical framework is being developed, consisting of two models that can be used to address the new branding challenges. The first model, The Interconnected Model, shows the complementarity of the theories, whereas the second model, The Hyper connected Model, puts the three theoretical cornerstones in a broader context, to highlight where the theories fit within a societal as well as an establish theoretical framework.

Thereby, the research serves two main purposes: (1) to develop an encompassing analytical framework to address new branding challenges based on the three theoretical cornerstones and (2) to test this analytical framework up against the case of the Danish telecommunication company Call me and their Watch Your Mouth campaign. Through a theoretical merger of the three theoretical cornerstones 18 hypotheses are developed. Using both primary and secondary data the analysis goes through these 18 hypotheses to test their validity according to the case study of Call me.

It is concluded that Call me managed to overcome recent branding challenges and has strengthen their position in the market by launching their Watch Your Mouth campaign. This is so because Call me takes outset in a norm in society, in order to create a powerful identity myth that people can buy into in order to gain identity utility. As consumers are taking part in the campaign they can derive identity value and the participation can thereby provide building blocks for identity creation. This is strengthened as Call me managed to leverage recent technological changes making their content sharable. Furthermore, Call me managed to be relevant to consumers as they tapped into a cultural flow in society that people wanted to be part of. As the campaign addresses a cultural flow it speaks to the community and not solely the individual, enabling the members to join in shared conversations making it easier for Call me to get their message across. The case study can thereby function as an illustrative case in terms of highlighting to which extend applying the ideas of the three theoretical cornerstones can strengthen a brand’s positioning and overcome recent branding challenges.
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Introduction

“Expect to witness a daring change in the relationship between ambitious, responsible brands and their customers in 2013. Switched-on brands that are embarking on the much-needed journey towards a more sustainable and socially-responsible future will demand that their customers also contribute, and in doing so earn the respect of even the most hyper-demanding of consumers.” (Trendwatching, 2013).

Branding is changing, so is everything around us. We live in a world where change is constant and change is needed. Branding is influenced by everything that changes in society, but first and foremost the consumers influence branding. Recent technological changes combined with the recession have given way to new consumer values and a new identity concept. We have moved from conspicuous consumption to value driven purchases and our identity is increasingly defined around the “we” instead of the “me” (Larsen C. W., 2013).

The new agenda does not only influence branding, other areas, like economics, have also undergone significant changes. As it is known that the best branding strategies are closely linked to business objectives, why not combine them theoretically as well (Kunde, 2000)? Departing from there, this thesis aims at building a bridge between the newest branding and consumer trends and the economic paradigm.

Recent societal changes have made way for a new economic term - *Identity Economics*, which stems from the behavioural economics, experience economy and information economy. Identity Economics is based on the insight that people’s concepts of self and norms have a huge influence on their economic decisions. Thereby individuals are not rational human beings, but decisions are made to enhance their identity utility\(^1\). Identity utility is closely linked to the communities that the individual is part of and the norms inherent in those communities come to influence individual decision making to a great extent (Akerlof & Kranton, 2010). This concept is also interesting in a branding context.

\(^1\) Identity utility will be explained in depth in the theoretical discussion.
Branding has also tried to understand the construction of identity and its impact on decision-making processes, but traditionally it has focused primarily on the individual (Keller, 2008). This changed as Douglas Holt introduced the notion of *Cultural Branding* (Holt, 2004). This theory concentrates on how brands can create a story telling that is relevant to consumers by tapping into cultural norms in society. Hence, this branding theory provides insights into how brands can assist consumers in adhering to norms of society. This shows a clear link between the focus of Identity Economics and Cultural Branding, which calls for further investigation.

For companies it seems the challenge remains how to activate the theoretical insights they get from their surroundings. Especially with recent technological changes disrupting traditional marketing mixes, creating an opening for dialogue and engagement on social media (Scarpelli & Jameson, 2010). This thesis will investigate the extent to which new social platforms influence the identity creation and thereby companies' branding strategies. A concrete tool for how to create successful campaign on social platforms is *Social Creativity*, "If companies want to effect a change in an individual's behaviour, we need to start by understanding the nature of their social networks. Approaches aimed at groups are more likely to be effective than ones that simply focus on individuals" (Scarpelli & Jameson, 2010). Social Creativity is a great supplement to Identity Economics and Cultural Branding, as it calls for identification, content and involvement, something that all of the theories touch upon.

On the telecommunication market, *Call me* is one of the companies that has been faced with this new identity construction. *Call me* is a small player with a market share of 2,5% of the Danish market and is owned by Telia. The telecommunications industry is characterised by being saturated and thereby extremely competitive as many players offers the same generic product. Therefore, most players communicate price and rational benefits and are adopting a similar communications strategy, which result in more than 1 billion DKK spent on marketing in 2011 (Lim, 2013). This was the outset when *Call me* adopted a completely new branding strategy in February of 2012, as they launched the campaign *Watch Your Mouth – kindness is free*. The campaign is rooted in a value-based branding strategy that focuses on a purpose instead of a product – and the success should not be viewed as a coincidence.
But how has Call me been able to successfully adopt this new branding approach? Can specific changes in our society, along with the ideas of Identity Economics, Social Creativity and Cultural Branding; help explain what made the campaign so successful? Can we learn something about what should be included in the branding campaigns of tomorrow in order to ensure a strong brand positioning? And since identity creation and the community, especially on social platforms, seem to increase in importance, how should companies deal with that?
These are some of the themes this thesis will investigate and hereby the thesis introduces the research question:

Research question

To what extent, can the ideas of Identity Economics, Social Creativity and Cultural Branding strengthen a brand’s positioning?

- How can the three concepts of Identity Economics, Cultural Branding & Social Creativity be merged into a new analytical framework?

- How can the analytical framework be operationalized through a case study of Call me’s “Watch Your Mouth” campaign?

Additionally, in order to answer the rather extensive main research question, the thesis introduces two sub-questions to help guide the analysis. The first sub-question is a purely theoretical discussion in which a new analytical framework is being developed based on the three main theories: Identity Economics, Social Creativity and Cultural branding. While the second sub-question will use the analytical framework to facilitate an empirical analysis based on the case of Call me's Watch Your Mouth campaign. This is done in order to answer the second sub research question and to clarify to which extent the three main theories can strengthen a brand's positioning and thereby answering the overall research question.
Methodology

Research methodology

This section of the thesis will discuss the methodological framework applied and how the chosen methodology enables the thesis to answer the research question. The section is divided into 4 parts. First part explains the structure of the thesis in more detail. The second part highlights the case study research method and the data collection to fulfil the analytical approach. The third section explains the research method and the fourth part discusses the analytical approach and the philosophy of science utilized—social constructionism.

Structure of thesis

The following section will outline the structure of the thesis in order to ensure that the reader understands how the various parts of the thesis are interconnected. First, the thesis introduces the field of investigation and the research questions, which is followed by a discussion around the methodological perspective related to qualitative research and a social constructivist paradigm. The second part of the thesis involves a theoretical discussion related to the three main theories utilized; Identity Economics, Social Creativity and Cultural Branding also characterised as the three theoretical cornerstones of this thesis, as they constitute the platform for the research question. The theoretical section has been divided into 3 different parts, each representing one of the theoretical cornerstones. Each of the sections will be supplemented with other relevant notions and theories to support the cornerstones’ emergence and relevance.

The theoretical discussion enables the thesis to developed two new analytical models, The Interconnected Model and The Hyper Connected Model, taking outset in a merge between Identity Economics, Social Creativity, Cultural Branding and their supplementary theories and notions. The development of this framework enables the thesis to answer the first sub-research question of the thesis. Furthermore, throughout the theoretical discussion, a total of 18 hypotheses will be developed. They will function as milestones for the analysis and will therefore be proved or
disproved in the analysis, in order to ensure that the second sub-research question is being answered as well as the overall research question.

The third part of the thesis; the analysis, is where the analytical framework is operationalized, by combining the theoretical findings with empirical data from the case study of the *Watch Your Mouth* campaign. Aligned with the theory section, the analysis is also divided into 3 parts, which also focus on each of the cornerstones and their supplementary theories and notions, but with an outset in the *Watch Your Mouth* campaign. By following the same structure from the theoretical discussion, the thesis ensures to highlight all of the themes presented in the theoretical discussion and it makes the connections to the case study easier to comprehend. The 18 hypotheses will be answered as the analysis progresses and the conclusions are made after each of the three analytical parts. Furthermore, the thesis concludes on the final findings regarding the merger of the three cornerstone theories and how they can strengthen a brand’s positioning. By operationalizing the developed analytical framework on a case study and answering the theoretical hypothesis, the case study analysis enables the answering of the second sub-research questions along with the overall research question.

The model below summarises the structure of the thesis:
The case study research method

The case study of investigation in this thesis is the telecommunication company *Call me's Watch Your Mouth* campaign. The case study will be analysed by developing an analytical framework based on a theoretical merger of Identity Economics, Social Creativity and Cultural branding. This will be combined with an empirical research approach to the case study. Combining an extensive theoretical framework with solid empirical research is done to ensure an in-depth 360-degree analysis of the case study.

The thesis employs an interpretive approach to both the theoretical and empirical aspects of the case. Additionally, the overall research method is deductive, as the thesis explores general theories and ideas and tests them on a case and moves through a sequence of ideas to arrive at specific conclusions (Fuglsang & Olsen, 2004, s. 30). We therefore employ the theories in order to understand and reflect upon the realities faced by our case study *Call me* and their *Watch Your Mouth* campaign (Andersen I., 2009). Furthermore, the case study method also has implications on the generalizability of the research findings, along with the fact that the thesis is using qualitative studies (Pedersen & Nielsen, 2001), as the main source of primary empirical evidence, which have been gathered through in-depth interviews. However, a case study method also has it’s advantages, as one can analyse and understand a more complex situation in depth, in order to shed light on more general topics and ideas. This thesis is particularly interested in discussing the notion of how Identity Economics, Social Creativity and Cultural Branding can be merged into an analytical framework, which can be operationalized via a case study in order to shed light upon how brands can strengthen their brand positioning. The thesis believes that a merger of the three theoretical cornerstones can provide new insights into future challenges and opportunities for brand’s positioning and more specifically in the case of *Call me*. The case study method can help substantiate our arguments by enabling an analysis, which explore a theoretical merger in-depth and conclude some more general findings, which gives the research an element of induction as well (Fuglsang & Olsen, 2004, s. 30).
Data collection

Several different types of data were necessary in order to fully answer the thesis’ research question and hypotheses. First, information regarding Call me's Watch Your Mouth campaign was needed, in order to understand the nature of the case and it’s results. This information was gathered through both primary and secondary data. The primary data was collected through interviews with Call me and their advertising agency Jangaard, Mark & Ko. Secondary data was gathered through media articles, online sources and Call me’s various touch points (E.g. Facebook, campaign site etc.).

To provide additional insights and a more practical take on the analytical framework, primary data, amassed through in-depth interviews, were also conducted to supplement the arguments made in the analysis. The in-depth interviews were held with two experts— Internet psychologist, Anders Colding Jørgensen, and trend analyst and CEO of the company Firstmove, Kirsten Poulsen. They were chosen based on their expertise and possibility of providing insights into Identity Economics, Social Creativity or Cultural branding. They were also chosen based on their ability to highlight related trends in society so as to strengthen the reliability and validity of the analytical framework.

The data and the research method chosen have impact as well as consequence for the delimitations, validity, reliability and generalizability of the results, which will be explained after a more in-depth discussion of the data collection and data gathering techniques.

Primary data collection

Even though a large amount of secondary data was available for the Watch Your Mouth campaign, it was necessary to conduct in-depth interviews to shed light upon issues not covered by publicly available sources, as well as to obtain qualitative insights, which were important in order to answer the thesis’ hypotheses and the overall research question. Two of the interviewees were chosen based on their involvement with the Watch Your Mouth campaign. The other two were chosen in order to provide practical input into the theoretical framework. Thus, the primary data set is made-up of 4 semi-structured interviews:
Primary data gathered

<table>
<thead>
<tr>
<th>Interviews for the case study</th>
<th>Antony Lim, Sales &amp; Marketing Director</th>
</tr>
</thead>
<tbody>
<tr>
<td>Call me</td>
<td>Mikkel Jangaard, Partner, Creative &amp; Concept Director</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Interviews for the theoretical merger (experts)</th>
<th>Anders Colding Jørgensen, CEO at Speakerscore.com</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internet psychologist</td>
<td></td>
</tr>
<tr>
<td>Futurist researcher/Trend analyst</td>
<td>Kirsten Poulsen, CEO at Firstmove</td>
</tr>
</tbody>
</table>

Below, a brief description and justification of the four interview subjects will follow.

Anthony Lim, Sales & Marketing Director at Call me, and the person responsible for the Watch Your Mouth Campaign. Lim has led the strategic work, related to the campaign and has been in charge of the internal implementation, making his point of view highly relevant.

Mikkel Jangaard, Partner and the head of creative & concept development, owns the agency Jangaard, Mark & Ko with Marie Mark. He was relevant, as they have been the lead agency for the strategic and creative development of the Watch Your Mouth campaign (Jangaard, Interview with Mikkel Janggard, Partner at Jangaard, Mark & Ko, 2013) (16:57).

Anders Colding Jørgensen, Internet psychologist and CEO at speakerscore.com has participated on a program on the radio station P1’s show, Harddisken. In this program he discusses identity creation on social media, based on the notion of Identity Economics. As this is one of the theoretical cornerstones of this thesis, he was chosen due to his ability to provide additional insights related to the theory.

Finally, Kirsten Poulsen, CEO at Firstmove, was chosen as a relevant interviewee as she has a long track record of identifying trends in society and defining them within a societal context. As this thesis investigates current societal changes and their influence on branding, Poulsen was chosen based on the knowledge she could offer related to the hypothetical statements asserted at the outset of the thesis.
**Semi-structured interview style**

The semi-structured interview style was chosen as interview approach. This was the case as it enables the interviewer, when necessary, to prompt the interviewee to provide further descriptions of a subject, as he or she sees it, thereby ensuring that the interviewer leads the interviewee less frequently (Søderberg, 2006). Furthermore, semi-structured interviews also contain a descriptive element, which was beneficial when trying to understand the respondent’s arguments about the campaign and the theoretical connections in the analytical framework, in order to get answers to the research questions and prove or disprove the hypotheses. For this reason a structured interview guide was necessary to ensure that all relevant information will be discussed in the interviews and to get a thorough understanding of our subjects of investigation. However, the interview guide will act as a baseline for the interviews, but will not necessarily be adhered to 100%. Please see appendix 1-4 for the full interview guides for the in-depth interviews.

**Interview guides and execution**

The semi-structured interview involved a face-to-face approach with only one respondent at a time. Conducting the interviews in this manner made it easier for the interviewer to ask more in-depth questions about attitudes and reasoning. Additionally, the interview was easier to control (Kvale S., 1994). The two interviews with *Call me* and Jangaard, Mark & Ko were structured very similarly because the aim was to achieve an interconnected and complimentary understanding of the case study. A combination of the two respondents’ understandings and observations of the campaign would provide a more thorough and diverse perspective on the *Watch Your Mouth* campaign, as well as the hypotheses. Hence, the external expert interviews with Anders Colding Jørgensen and Kirsten Poulsen were structured differently, as they have a different focal point. The purpose of these two interviews was to provide a better understanding of the theoretical cornerstones in the analytical framework and how they can be applied in branding to affect a brand’s positioning. A relatively open interview style allowed room for discussion and identification of important themes,
connections and ideas, which will be explored in the analysis. Therefore, the interview guide was structured around both open-ended and closed questions (Andersen I., 2009, s. 112)

Furthermore, the questions and topics discussed in the interviews were prepared prior to the interviews; however, the order of questions asked could vary according to the interviewee’s responses. When it seemed necessary for the research, additional questions were asked. Moreover, we attempted to ask questions in a neutral manner also to ensure that certain answers were not forced upon the respondents.

**Secondary data collection**

Although primary data was gathered in the form of 4 interviews—to help prove or disprove specific hypotheses, as well as to help answer the research questions—a large portion of the analysis was also based on existing data and research. Using secondary data provides depth to the analysis, which primary data used alone could not provide. The secondary data were valuable in order to get a more nuanced picture and a better understanding of how Identity Economics, Social Creativity, and Cultural Branding can and have impacted Call me’s positioning.

It was also valuable to use media articles to help illuminate how the *Watch Your Mouth* campaign has been received and how society has interacted with the campaign. The media articles span from the time when the *Watch Your Mouth* campaign was introduced in early February 2012 through present, Summer 2013. Additionally, Call me’s campaign website, their Facebook page and their internal book *The Call me way*, have been explored in order to understand the reasoning behind the company’s new positioning from its own perspective.

<table>
<thead>
<tr>
<th><strong>Secondary data gathered</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Media covered</strong> by Børsen, Jyllands-Posten, TV2, Politiken, and Ekstra Bladet, Markedsføring and Bureaubiz (winter 2012 – Summer 2013)</td>
</tr>
<tr>
<td><strong>Call me’s</strong> <em>Watch Your Mouth Website</em></td>
</tr>
<tr>
<td><strong>Call me’s own Facebook page</strong></td>
</tr>
<tr>
<td><strong>Call me’s</strong> <em>Watch Your Mouth Facebook pages</em></td>
</tr>
<tr>
<td><strong>Call me’s</strong> internal book <em>The Call me way</em></td>
</tr>
<tr>
<td><strong>Call me’s</strong> <em>Watch Your Mouth</em> You Tube channel</td>
</tr>
<tr>
<td>Magazine VI UNGE’s website</td>
</tr>
</tbody>
</table>
Research reflections

Our choice of research methods raise questions regarding the scientific character of our findings as we use qualitative data as our primary source of information and the findings are therefore a result of interpretation rather than statistical calculations which are found in quantitative studies. This means that the thesis will not be able to verify the findings in a traditional scientific sense. However, this is not viewed as a major problem as the research question is founded on branding, which can be understood by a social constructionist approach. This therefore means that it can be argued that scientific verification of the findings is not relevant, as a branding issue will never be 100% proved or disproved. However, as we are undertaking a qualitative approach to our data, it can be beneficial to initiate a discussion of the quality of research by also investigating delimitations, validity, generalizability and reliability (Pedersen & Nielsen, 2001).

Delimitations

This thesis does not look quantitatively into the consumer mind-set, feelings, and attitudes towards the Watch Your Mouth campaign. Doing this could potentially have brought around interesting insights and it could have been gathered by developing a questionnaire through a web survey. This has not been part of the scope of this thesis for many reasons. Mainly because of the fact that the research question is concerned about how the new analytical framework can influence companies in general and Call me specifically. However, the thesis does not neglect the interactive relationship between company and customer, which is why data on consumer relevant results of the campaigns have been gathered, as well as consumer insights have been generated from the in-depth interviews. Furthermore, the thesis is restrained by a page limit, not enabling a full 360-degree analysis of the situation.

Furthermore, due to the fact that most other players in the telecommunication market use the same communication strategy focusing mainly on price and product, it has not been deemed necessary to incorporate a competitor analysis section into the thesis.

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2 This will be explained in the Analytical Approach section
Validity
When discussing validity criterion, the ability to answer the research question through the methodology, and analysis and hypotheses, are scrutinized (Pedersen & Nielsen, 2001). Overall, the empirical data will be supplemented by theoretical data, which increases the validity of the findings as these are tested both by respondents in our interviews and within theory. Furthermore a deep theoretical analysis has enabled the thesis to derive a series of hypotheses. These hypotheses are systematically proved or disproved throughout the analysis. In order to prove or disprove the hypotheses, the thesis uses different approaches to ensure a high validity. On the empirical side, both primary and secondary data is used, as just explained in the previous section. This is supplemented by theoretical insights when deemed appropriate to ensure a thorough investigation into the case.

Two interviews were conducted encompassing relevant viewpoints and results from the Watch Your Mouth campaign, and two expert interviews were conducted to highlight more theoretical matters regarding the merger of Identity Economics, Social Creativity and Cultural Branding. This approach enables the thesis to prove or disprove the hypotheses and shed light on the manner in which the campaign has involved people and created a strong positioning for Call me.

Reliability
Reliability addresses the accuracy of the data produced from our research method (Pedersen & Nielsen, 2001). However, when dealing with qualitative research, this criterion is difficult to evaluate. Therefore, it has been the ambition to provide a great deal of transparency, so it is easier for the reader to know when the thesis arrives at conclusions. This is done through the use of hypotheses that highlight major theoretical points as well as empirical conclusions. Furthermore, the thesis tries to use research triangulation, meaning we will discourage one-sided analysis (Pedersen & Nielsen, 2001). This is done by compiling data from a variety of different primary and secondary sources in order to also achieve transparency and reliability. By conducting the 4 in-depth interviews, we can get a thorough understanding of both the empirical and theoretical data. Furthermore, the research has benefited from being conducted by two investigators both working
with and evaluating the collected data. Thus, despite the nature of qualitative analysis, we are aiming to ensure that our results are as reliable as possible.

**Generalizability**

While the validity criterion has an internal focus on the ability of our methodology to answer our hypotheses and research question, the criterion for generalizability is primarily concerned with the degree to which our findings are applicable to other similar situations (Pedersen & Nielsen, 2001). This is therefore concerned with the thesis’ ability to illustrate general tendencies. As has already briefly been touched upon in the case study research method section, we will have findings that are difficult to generalize, as the data is applied to a specific case organisation, thus the results take on the character of consultancy work. On the other hand, our hypotheses and analytical framework developed in the thesis are trying to seek out findings, which are more general about branding and how brands can strengthen their positioning by employing the new analytical framework. Also, the case serves as a foundation for illustrating and discussing the interconnectedness between companies and their potential gain by following the ideas of Identity Economics, Social Creativity and Cultural Branding. By combining theory and relevant research with the findings from the case study, an analytical framework can be developed, which could be applicable to other companies in order to understand how they can strengthen their brand positioning.

**Analytical approach**

As explained throughout the methodology section, the thesis works with qualitative data. In order for the reader to get the maximum out of reading this thesis, the next section will explain what analytical approach has been chosen.

**Social constructionism**

Philosophy of science is the baseline for all scholarly work. If one does not acknowledge and understand what implications a certain philosophy of science has, it becomes a challenge to draw the right conclusions. Therefore, this section focuses on which understanding of reality the thesis has and furthermore provides deeper reason for the choices of theory. The aspect of branding can find its roots in the social constructivist paradigm, which means that
the world is socially constructed. This indicates that brands are constructed and they could have been articulated differently: “(...) brands are created in the mind” (Andersen & Grandjean, 2008, s. 139). Therefore, a fundamental pillar in this thesis is that communication in itself creates changes and is not only a tool for communicating.

The outset for the thesis is therefore in line with the theory of social constructionism, as it is trying to understand perceptions and identity construction, which are social constructs. Within social constructionism truth is subjective and relative and this theory is thereby in opposition to the positivistic belief that the world can be objectively described (Andersen I., 2009).

Furthermore, in practice, social constructivism entails an acceptance of an approach where separate statements that have been analysed, must be understood as having undergone an interpretation by the individual expressing his/her subjective opinion based on an individual interpretation (Wenneberg, 2000). This makes it impossible to draw definitive conclusions, however, the thesis tries to compensate for that by relying on a broad and varied data foundation, from which general conclusions are derived. In summary, this leaves the thesis not trying to state definitive, objective truths, but to put forward a series of conclusions that will seem plausible and reliable to the reader.

**Qualitative data**

The thesis’ main source of information is qualitative data. This can be divided into primary and secondary data, as the previous section has already discussed. However, the same approach of analysis has been undertaken for both the primary and secondary qualitative data to ensure consistency and synergy between the various data.

The mode of analysis is characterised by the approach called condensation of meaning. Condensation of meaning means that a lot of statements have been gathered from various stakeholders as well as secondary sources. These statements have then been written down, structured and characterised according to the structure of the analysis (Kvale & Brinkmann, 2009). The benefits of using condensation of meaning are that it enables one to look for patterns in the statements gathered and thereby be able to draw valid and reliable conclusions.
However, one should be aware of the fact that interpretation can easily become one-sided and subjective if only one person is doing the analysis (Kvale S., 1994, s. 202). Therefore it has been paramount for the thesis that the two authors were involved in all parts of the analysis in order to avoid one-sided interpretations. This wraps up the methodological angle of the thesis, which has presented the structure of the paper, the data collection, research reflections and the analytical approach. Next part will explore the theoretical foundation of the thesis, which leads to the development of a new analytical framework.

**Theoretical discussions**

**Part 1: A changing economic paradigm and consumer**

In order to fully understand the changing economic paradigm and the changing consumer, one has to look at a broader perspective and the cultural changes in Western Societies to find the reasons for their evolution. The changes have commonly been characterised as the rise of a postmodern society. The postmodern society is a specific philosophical and scientific perspective, which is important to take a brief look at, as this perspective is seen as an umbrella encompassing all of the different theories, concepts, models and ideas that the thesis is exploring. In order to fully understand them, one must understand what defines the postmodern era, containing many different economic paradigms and their implications for marketing, as we know it today.

**Postmodern society**

As a term “postmodernism” is difficult to define as it covers a wide range of disciplines and general areas of thought, which include art, architecture, literature and technology (Demand Media, 2011). The idea of the postmodern society was academically established in 1979, with the publishing of the book *The Postmodern Condition* by philosopher Jean FranÇois Lyotard. The book started an academic debate about rethinking the principles of science and created a flow of analyses of social change, which, in collaboration with the historical context, created new conditions in society (Andersen, 2004). “Post” means to come after, and is therefore a perspective, which comes after or develops from modernistic thought, hence the postmodern society is a reaction against modernistic worldviews of
metanarratives, consensus, homogeneity, and order (Brown, 1993). Bernard Cova defines postmodernity as “(...) an era without a dominant ideology or utopia but with plurality of currents and styles” (Cova, 1996, s. 16). Hence, one of the main characteristics of postmodern thinking is that the world is a much more complex and uncertain place, where reality is no longer fixed or determined—it’s about de-structured and de-centred humanity, where ambiguity, complexity, disorder, heterogeneity and pluralism are accepted viewpoints (Brown, 1993). The world is a representation – a fiction, created from a specific point of view only, and is not a final truth but is up for constant debate (Cova, 1996). In the postmodern society, all of these concepts and ideas also have a new way of looking at consumption, thus it also impacts the discipline of marketing.

One of the main characteristics of this new way of looking at consumption is that the simulated becomes reality also known as hyper reality and is built exclusively from images, illusions and simulations, which means that reality is staged (Cova, 1996). Hyper reality is found everywhere—in malls, theme parks, computer games and the Internet—where the consumers are being exposed to a staged reality and what was originally simulated becomes real: “Indeed, there is a tendency and willingness on the part of postmodern consumers to prefer the hype or the simulation to the “real” itself” (Cova, 1996, s. 17). The point the quote makes is that all substance and death have collapsed beneath the surface, hence essence is dead and all is represented on the surface (appearances). Seeking deeper meaning is a futile quest in modernism and the consumer now seeks an image reflected in the surface of the product – The image does not represent the product, but the product strives to represents the image (Cova, 1996). Hence, consumerism changes in the sense that people no longer consume merely based on functional satisfaction (e.g. buying a car can take me from a to b) but consumption becomes meaning based and are often used as a symbolic resource, derived from its image, in constructing and maintaining one’s self image for themselves and to others (Sengupta, 2002).

Some economists and sociologists even say that we have entered the “all cultural” age where the value of meaning will prevail over material value and that the sign is becoming more real that the object, hence, production simply losses its privileged status (Firat, 1993). This creates new possibilities for companies as they pursue
more image-based marketing and starts to connect the “object” (product) with new “signs” (associated images), and thereby disconnects product from their original “functional” meanings. However, the true challenge for companies, as they pursue more image-based marketing is that “(...)The ability and willingness to (re)present different (self-)images in fragmented moments liberates the consumer from conformity to a single image, to seeking continuity and consistency among roles played throughout life” (Firat, 1993). Hence, consumers interpret products differently, imbue them with meaning, and sometimes divert them from their main purpose through every day life experiences, so the images and usage of products can never be fully controlled by marketers (Cova, 1996). The consumer becomes an active link in the production and reproduction of images and symbolic meaning, which is why consumers no longer become merely targets for products but an active producer of experiences (Cova, 1996) (Firat, 1993). Without participation, the consumer is only entertained and not experiencing. This means that participation and involvement become important components in postmodern marketing. The Internet technology and the access to rich information enable consumers to participate in more involved and tailored dialogues with other consumers and companies. This opens the door to an emerging economy in the postmodern era – the information economy.

**Information Economy**

In the information economy there is an increased focus on informational activities and it is considered another economic “phase” in what is also called the information society (Pinter, 2008). This economy has evolved with the increasing technological changes and the arrival of the Internet. In an information economy the creation, distribution, use and integration and manipulation of information become an integral part for companies’ competitiveness and also their marketing strategies (Webster, 2006). The sociologist, Manual Castells says that the information society is dominated by functions and processes, which are increasingly organized around networks that constitute the new society (Castells, 2000). Thus, one can argue that it becomes increasingly important for companies to tap into those networks to get access to valuable information, as consumers are likely to cluster their preferences for brands along 'community-based' activities on
the Internet (Ranchhod, 1998). However, at the same time the emergence of new technologies also fragments society as new products and services make it possible for consumers to obtain everything without any psychical or social interaction (Cova, 1996). Technology increases the consumer’s isolation while at the same time permitting them to be in virtual contact with the world, thus, interactivity and dialogue directly targeted at the individual is key (Ranchhod, 1998). This is also the case as consumers’ access to information minimizes the “passive consumer” and gives the consumer more power in terms of product choice and to challenge companies’ strategizing. It has been argued that the information technologies drive prices and margins toward zero and creates a commoditization of products and services, thus differentiation of products are beginning not to be based on quality, price or performance, but rather on emotions and the total customer experience with a brand (Campbell, 1999). This notion also opens the door to another emerging economy in the postmodern era– the experience economy.

**Experience Economy**

The experience economy emphasizes the fact that companies must stage rich compelling experiences to accommodate demand and build loyalty as products and services are becoming commoditized (Cuccureddu, 2011). Joseph Pine and James L. Gilmore first described the notion of the experience economy in an article in 1998. They argue that experiences are seen as a distinct economic offering, visualized in their model of the progression of economic value (Pine, 1998). They say that experiences occur when companies intentionally use services as the stage and goods as the props to engage each individual customer in a way that it creates a memorable event. (Pine, 1998). The idea of the experience economy is essentially about consumers becoming an active link in co-creating meaning through experiences; hence customization becomes a key word, as each experience is unique for each consumer.

Furthermore, the experience economy is about creating an “unexpected” and “emotional” story that will connect people. This concept supports the idea of an even more market driven economy than manufacturing economy (Directorate-General for Education and Culture, 2009). The ability to connect to consumers are indeed linked to cultural features, thus, overturning norms and conventions where
a goal of standing out can become a powerful tool for companies. The cultural value of a product (meanings, experience, aesthetic, user interface) is, in some cases, becoming as important as its economic value. (Directorate-General for Education and Culture, 2009). Hence, it's about developing ideas, messages and metaphors that interact with society and that reach and impact the masses as well as the individual (Directorate-General for Education and Culture, 2009). This also emphasizes the importance of word of mouth (WOM) and the importance of establishing elaborated dialogues with consumers, particular in order to get increased feedback, which was also mentioned to be imperative in the information economy (Directorate-General for Education and Culture, 2009).

The section above has highlighted some of the challenges that a postmodern society and its emerging economic perspectives bring to companies and their marketing efforts. It has been important to briefly summarize them as they provide a pathway to the main theories, concepts and tools, the thesis will explore in further detail.

**The rise of Identity Economics**

The previous section highlighted some of the established and important developments within the postmodern society. However, as our society constantly evolves, new theories come to life, one of them being Identity Economics that will play an important part in this thesis. Even though the discussion of identity has been explored long before both the information and experience economy, Identity Economics is positioned as an extension and amalgamation of the two. However, it differs, as it is a more solid economic notion using various economic formulas opposed to information and experience economy.

Identity Economics have not previously been used to investigate the role of advertising through case studies and therefore proposes an interesting opportunity for this thesis to do some groundwork (Akerlof & Kranton, 2010).

The section below will explain what Identity Economics is followed by a section that explains how Identity Economics differs from other economic frameworks.
What is Identity Economics?

Two scholars from Berkeley University (USA) developed Identity Economics as they agreed that the notion of identity was missing from economics in general. It seemed that traditional theory agreed that identity was covered under the notion “taste” or “nonmonetary reasons”, but this was not sufficient for Akerlof & Kranton (2010). Before Identity Economics there existed no language for economists to describe norms and motivations and this was the reason they introduced identity and norms into economics (Akerlof & Kranton, 2010). By giving a more prominent position for identity in economics, it became possible to explain how otherwise “bad choices” from an economic standpoint can actually make sense.

Furthermore, Identity Economics introduces the importance of social context on purchase decisions, which others have also argued is missing from traditional economic theory (Kyriacou, 2010, s. 325). They manage to provide a framework for addressing the importance of the social context in both theoretical and experimental work. However, one point of critique that they do not address themselves is that the adherence to norms should probably be seen in the light of opportunity costs in terms of foregone wealth (Kyriacou, 2010). This means that if an individual is to pass up a significant amount of wealth, this person might care less about the norms of the social category and go ahead with the inappropriate behaviour anyways.

So, if there is a general consensus that non-rational parameters play an increasingly large role in economic decision-making, it can therefore be argued that an elaborated framework and language to explain these phenomena must be developed, and this is exactly what Identity Economics sets out to accomplish.

Having explained the overall basics of Identity Economics the next part will dive into the specifics of the theory by going through the four main themes of Identity Economics; social categories, norms, identity utility and identity.

**Social categories.** When explaining the meaning of social categories it is important to understand: “In the formal language of the social sciences, people divide themselves and others into social categories. And social categories and norms are automatically tied together: people in different social categories should behave
differently. The norms also specify how people of different types – different social categories, in our new vocabulary – should treat each other” (Akerlof & Kranton, 2010, s. 11). This quote shows that social categories are not invented by Identity Economics, but is a notion borrowed from social sciences, which has inspired the development of the theory. Still, what the quote is emphasizing is the fact that everyone is part of different social groups or categories, but one can also define them selves by not being part of a certain social category, as well. Tying this back to economics, it means that behaviour or a buying pattern might be acceptable in one social category, but not in another. What is deemed acceptable or not has to do with norms, which will be elaborated upon shortly.

Furthermore, it is also important to understand that a person does not belong to only one social category all the time throughout one’s lifetime. An individual belongs to many different social categories (e.g. a mom, a worker or a friend) and these social categories can change over a lifetime, but also over the course of a day (Akerlof & Kranton, 2010, s. 13). One example might be that you start the day out by being a student, but finish it off by being a worker. This would entail at least two different social categories (student and worker) and these social categories would influence your acceptable behaviour because of the different norms within those two social categories. This point leads to the next notion in Identity Economics; norms.

**Norms.** Norms and social categories are closely linked, since particular sets of norms will exist within specific social categories: “Sociologists often describe this behaviour by referring to ideals, who are real or imagined characters who personify how someone in a given social category should behave. A person who identifies with being a member of a respective social category then loses utility insofar as her behaviour differs from that of the ideal. She may also lose utility insofar as associates fail to live up to ideals—a loss that sometimes can be alleviated by a retaliatory response. (Akerlof & Kranton, 2005, s. 13). Again, the point of how different social categories have different norms gets emphasized, but also, it is now clear that norms act as the glue that ties a social category together. Norms are displayed, taught, and instilled by a series of different actors, e.g. teachers, parents, advertisers, managers etc. If a member does not live up to the norms, that person’s
utility will be impacted negatively and this can therefore act as a strong social control within groups. This also shows how norms get internalized through mechanisms of community approval and disapproval (Akerlof & Kranton, 2010, s. 22). This is a very interesting point in connection with the marketing challenges for companies, as will be elaborated in the analysis. Identity Economics also state that people who do not live up to the norms might sacrifice their personal taste in a traditional economic sense, to fit with the norms telling them they should not like a specific product or activity. Again, this power of the social categories is extremely interesting for companies and will be discussed further later on.

**Identity.** Identity is a word many people use on a daily basis, therefore, it is important to define what is meant by the word identity in this thesis. For Identity Economics the word identity encompasses identity, norms and social categories and has to do with a person’s sense of self (Akerlof & Kranton, 2010, s. 13). Identity is the third main notion of Identity Economics “(...) Identity is fundamental to behaviour, choice of identity may be the most important “economic” decision people make. Individuals may—more or less consciously—choose who they want to be. Limits on this choice may also be the most important determinant of an individual’s economic well-being.” (Akerlof & Kranton, 2000, s. 717). Therefore, creation of identity is considered partially self-chosen within Identity Economics. Contrary to much theory within the postmodern society, people are not 100% free to choose their own identity. What is limiting them is again the social context that makes certain choices conflict with the norms of their social category, “People may just try to fit in; they may simply feel more or less comfortable in different situations” (Akerlof & Kranton, 2010, s. 23). Individuals cannot modify their identity for each individual situation, but they can choose an identity to maximize expected payoffs in general, but without a certain degree of consistency it would not be doable in real life (Akerlof & Kranton, 2000, s. 741).

Summing up, identity therefore describes a person’s social category – being a woman or a man, a worker or a manager etc., but it also describes a person’s self-image, how that person feels about himself and how personal actions fit within the social category (Akerlof & Kranton, 2005).
Lastly, there is **identity utility**. As previously stated, identity utility is situation-dependent, as norms and therefore motivations change given the specific situation an individual faces (Akerlof & Kranton, 2005). People can gain identity utility when they perform activities that allow them to fit in with a group and they lose identity utility when they fall outside acceptable behaviour (Akerlof & Kranton, 2010, s. 24).

Identity Economics adds to the classic utility function, the notion that “A person’s sense of self is associated with different social categories and how people in these categories should behave. This simple extension of the utility function could greatly expand our understanding of economic outcomes. In a world of social difference, one of the most important economic decisions that an individual makes may be the type of person to be. Limits on this choice would also be critical determinants of economic behaviour, opportunity, and well-being.” (Akerlof & Kranton, 2000, s. 748). This means that the notion “economic outcomes” can be understood in a broader sense, because the norms within social categories can greatly influence the perceived utility of certain actions. Adding the social aspect to a classic utility function therefore entails a need to broaden the understanding of utility, as people seek choices that conform to their chosen identity within their social category. Identity Economics therefore “(…) propose a utility function that incorporates identity as a motivation for behaviour” (Akerlof & Kranton, 2000, s. 718).

This section of the thesis has gone through the four main parts of Identity Economics to give an overview and shed light on the interconnectedness of the ideas related to Identity Economics. In conclusion it can be stated that individuals act according to pursuing and gaining identity utility, which is defined by the social categories the individual is part of, and the inherent norms within these.

The section above should provide a solid introduction to the Identity Economics framework, enabling the next paragraph in which it will be investigated how the theory differs from other economics frameworks.

**How is Identity Economics different from other economic frameworks?**

Since the rise of a joined field of economic theory, it was assumed that the agent was predominately a rational human being maximizing its personal utility when making economic decisions. This was the view of neo-classical theory as well as
other similar theoretical approaches after that. It was not until the rise of behavioural economics that it was questioned if all economic decisions in reality were rational. Behavioural economics therefore argue, that people can make irrational economic decisions, as factors, such as psychological and behavioural variables, influence agents and this therefore calls for another approach to the understanding of decision-making processes (Camerer, Loewenstein, & Rabin, 2004).

Identity Economics accepts and supports the claim made by behavioural economics and is to some extent founded in behavioural economics. However, the theory moves beyond and redefines the understanding of what motivates people when making economic decisions. Economic decisions are to be understood in the broadest way, as an economic decision can be to purchase a certain product, but also deal with how to spend one's time, what education to choose or what identity to pursue.

Since Identity Economics is a fairly new notion, the next paragraph will briefly identify how Identity Economics differs from common economic theory in order to set the scene.

Identity Economics differs from traditional economic theory on the understanding of taste. As behavioural economics say, people have individual tastes that determine how they make decisions. Identity economists claim, that “Rather, these tastes depend on the social setting and who is interacting with whom.” (Akerlof & Kranton, 2010, s. 4). Therefore, Identity Economics takes a broader approach when understanding the individual preferences, as these are greatly influenced by the surroundings.

This brings us to the next point of differentiation; the introduction of norms into economics. The fact that taste is dependent on the social setting is because “tastes derive from norms, which we define as the social rules regarding how people should behave in different situations” (Akerlof & Kranton, 2010, s. 4). This means that it is important to distinguish between taste and norms. Taste can vary within a specific social context, because the social context influences the individual. Therefore, in order to understand individual decision-making in Identity Economics, one needs to understand what is acceptable behaviour within the social context individuals
appear in. Here norms become essential, as they guide the taste within a social context. Identity Economics did not solely invent this understanding of norms, but became inspired by Vilfredo Pareto who claimed that a lot of utility does not only depend on taste, but to a great extent on norms regarding what an individual would think was appropriate behaviour for themselves and others (Pareto, 1980).

Having introduced both taste and norms as differentiators, identity is the next subject of investigation. As the name implies identity is a cornerstone of the theory, as it is claimed that “In every social context, people have a notion of who they are, which is associated with beliefs about how they and others are supposed to behave” (Akerlof & Kranton, 2010, s. 4) and this will guide their decision-making processes. Investigating identity, as a main influencer into economic decisions is new compared to traditional economic theory and something that will be tested in the analysis. What Akerlof & Kranton (2000) try to do by introducing identity into economics is to explain different phenomena that current economics cannot explain well today.

The last major differentiator is on one of the essentials of traditional economic theory – the utility function. For traditional economists, utility functions are fixed and not situation-dependent like it is argued within Identity Economics. Utility functions can change, because norms of appropriate and inappropriate behaviour can differ across various situations and time (Akerlof & Krantom, 2005).

The classic utility function would take into account only people's motivations, but the utility function proposed by Identity Economics includes identity, norms and social categories. Therefore, psychology and sociology of identity is incorporated into a new utility function to explain economic behaviour (Akerlof & Krantom, 2000, s. 715). Thereby the theory manages to address a challenge that has existed for a long time within economic literature, that being the inability to properly explain how social and moral norms influence utility or decision theory. Introducing social norms enables the explanation of otherwise seemingly non-utility maximising choices individuals might take (Economic Record, 2011).
Implications for companies

Having defined how Identity Economics differs from other economic frameworks and having explained the main parts of the theory, it becomes interesting to investigate what implications this theory can have for companies. Identity Economics have not directly investigated the role of advertising through case studies and this provides an interesting opportunity to investigate its relevance for companies. Having said that, the theory has taken it into account: “Not only do advertisers appeal to existing norms, but they also try to create new ideals” (Akerlof & Kranton, 2010, s. 125). This is possible because identity is such a key component in decision-making: “identity reveals a new way that preferences can be changed. Notions of identity evolve within a society and some in the society have incentives to manipulate them. Obvious examples occur in advertising” (Akerlof & Kranton, 2000, s. 717). Combining these two statements it becomes evident that there is certainly some relevance of looking into companies’ advertising possibilities within Identity Economics, but it also calls for a further investigation that this thesis will undertake later on. This leads to the first hypothesis of the thesis:

Hypothesis 1: Consumer identity creation is influenced by the norms in the social context and branding can influence these

Another interesting aspect is how the identity of a worker influences companies. Identity economy introduces the notion of insiders and outsiders. Outsiders are workers who do not identify with the organisation and come to work only to receive pay. Insiders, on the other hand, are workers who derive identity from their job and through case studies it has been found that they are willing to work for a lower pay (Akerlof & Kranton, 2005) (Mowday, R. T., Porter, L. W. and Steers, R. M., 1982). Naturally, creating insiders is not easy and free of charge for companies, but over the long run they can pay workers a lower wage, since they are intrinsically motivated. In their studies the authors found: “(…) we show that a worker who identifies with his firm requires less incentive pay: the firm need not give as much reward nor as much punishment in order for a worker to do his job well. In addition, since identification with a firm can lower average wages, a firm could find
it profitable to invest in the identity of its workers.” (Akerlof & Kranton, 2005, s. 27).

This leads to the second hypothesis:

**Hypothesis 2: Companies can perform better if they manage to turn employees into insiders**

If companies can participate and modify the norm-creation in the social context and can benefit from making workers identify with the company, an interesting question arises. What if the internal and external aspect can be combined? What if companies can create and modify the norms for consumers and thereby turn them from outsiders to insiders, as they then will be less likely to switch providers or demand a lower price. This leads to the last hypothesis of this section:

**Hypothesis 3: Branding can turn consumers into insiders**

This wraps up the theoretical part of Identity Economics. Next part will take a closer look at the individual versus the communities seen from the perspective of Identity Economics.

**Definitions of key concepts & ideas**

<table>
<thead>
<tr>
<th>Identity Economics</th>
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<tbody>
<tr>
<td><strong>Behavioural economy</strong></td>
<td><em>Is the first economic theory to claim that agents can make irrational economic decisions, since factors such as psychological and behavioural variables influence them. Behavioural economics also challenges traditional economic understanding on parameters such as the unbounded willpower and unbounded selfishness.</em></td>
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<tr>
<td><strong>Taste</strong></td>
<td><em>In traditional economic theory taste is individual whereas taste in Identity Economics depend on the social setting and who is interacting with whom. Therefore taste derives from norms.</em></td>
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<tr>
<td><strong>Norms</strong></td>
<td><em>Norms are the social rules regarding how people should behave in different situations. Norms therefore influence the tastes of individuals. Norms are the glue that tie a social category together. If a person does not live up to the norms it will affect that person’s identity utility negatively.</em></td>
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Identity

Identity Economics identity encompasses identity, norms and social categories and has to do with a person’s sense of self. Identity guide a person’s decision-making process and is partially self-chosen. Identity Economics is the first economic theory to introduce the notion of identity.

Identity utility function

Identity utility function includes identity, norms and social categories, where identity becomes a motivation for behaviour. For traditional economics the utility functions are fixed. In Identity Economics the utility function can change, because norms of appropriate and inappropriate behaviour differ across situations and time.

Social categories

People divide themselves and other into social categories. People within a specific social category behave differently from people in other social categories, and are therefore adhering to other norms. An individual belongs to many different social categories (e.g. a mom, a worker or a friend) and these social categories can change – over a lifetime, but also over the course of a day.

Insiders and outsiders

Outsiders are workers who do not identify with the organisation and come to work only to receive pay. Insiders, on the other hand, are workers who derive identity from their job and they are often willing to work for a lower pay.

The Individual versus the Community

The aim of this section is to broaden the perspective of some of the notions presented in Identity Economics to explain why social categories and their inherent norms are interesting to take a closer look at in terms of consumption behaviour. This also means that one has to take a closer look at the individual versus the community in terms of reference groups and furthermore, connect these ideas with the rise of new social platforms, which the following sections will explore in more detail.

The interactive relationship between the individual and the community

As mentioned in the previous paragraph, the individual’s self-image is a strong part of one’s identity. However, even though the individual’s self-concept is considered to be distinct from other people’s self-concepts, recent evidence suggests that one’s self-concept may very much depend on social aspects of self, such as relationships and memberships in social groups (Mihalcea & Catoiu, 2008).
This is interesting as it combines the individual’s sense of self with social groups, thus making them interconnected. Tajfel and Turner (1979) call this social identity, which is a portion of one’s self-concept in relation to perceived membership in social groups. They argue that positive social identity is being reinforced by belonging to specific social groups and therefore, both Mihalcea & Catoiu and Tajfel & Turner, suggest that social identity creation is happening via categorizing, self-presentation (how you present yourself to others) and comparisons (Tajfel & Turner, 1979).

Even though the post-modern individual has a high influence on their own identity creation, consumers also increasingly seek out communities based on shared interests (Ringgaard, 2010). When being part of these communities, consumers connect their social identity with their personal self-concepts, reinforcing their feeling of belonging to different social groups. This makes consumers create in- and out-group associations to communities, in terms of whom they identify themselves with and who they do not (Mihalcea & Catoiu, 2008). (Tajfel & Turner, 1979).

Identity Economics’ term of insiders and outsiders can thereby be connected to the notion of in and out-groups associations, as identification, self-image and sense of belonging play vital roles for both consumers and employees (Mihalcea & Catoiu, 2008). When in and out-group associations occur, consumers are also acting according to the group’s social categories and those inherent norms, thus individuals alter their behaviour according to their in-group, which actually makes it harder to create an independent individual self-concept (Davis, 2009). Furthermore, the self-concept is mostly reflected by social status and identification with others, thus highlighting the point made earlier that consumer’s identity creation is highly influenced by their social context (Davis, 2009) (Tajfel & Turner, 1979) (Mihalcea & Catoiu, 2008). Indeed, individuals are affected and influenced by how deeply embedded they are in various social networks and through their belonging to social groups, lose some power over own decisions, which cement the power of communities3 (Chritakis & Fowler, 2009).

3This important notion, will be explained further in the following paragraphs and the next sections of “Technological Changes “and “Identity creation on social platforms”
Reference groups

When individuals consume to associate themselves with or as a part of specific in-groups, individuals will most likely also identify themselves with its members, which are also known as reference groups. Reference groups are typically divided into three groups: membership-, aspirational-, and dissociative groups (Solomon, Bamossy, Askegaard, & Hogg, 2010). Membership reference groups are groups to which an individual currently belongs and is a positive type of reference group (in-group), with which the individual feels psychologically involved and identifies with. An aspirational reference group is also a positive group (in-group), to which the consumer is attracted to and with which they identify, but it is a group they are not necessarily a member of, but rather aspire to join. And finally, there is the dissociative group (out-group), with which the consumer wishes to avoid being associated (Solomon, Bamossy, Askegaard, & Hogg, 2010).

Reference groups can be critical sources of brand meaning as research has also demonstrated congruency between group membership and brand meaning (Mihalcea & Catoiu, 2008). This means that reference groups can become associated with particular brands, as consumers form associations between these groups and their brand usage, and hereby make the brand image consistent with a particular group, which can be very beneficial for consumers as they seek reference groups in order to construct their self-image/identity (Mihalcea & Catoiu, 2008). Previous research consistently links self-identity to reference group influence, and shows that membership reference groups influence consumer’s attitudes, intentions and behaviour (Mihalcea & Catoiu, 2008). Furthermore, admiration can also lead to purchase intention, and recent studies also show that dissociative influence can have a strong impact on self-presentation concerns. Hence the desire to avoid certain groups, can actually also influence consumers evaluations and choice (Mihalcea & Catoiu, 2008). This also means that people often divert in order to ensure that others make desired identity inferences about them, so rather than focusing on internal drivers, the consumer who seeks communities will focus more on the reception of meaning coming from other people (Mihalcea & Catoiu, 2008). Hence, all three reference groups which represent in and out-groups can have a profound impact on consumer behaviour as the brand becomes meaningful through the process of both avoiding out-group
symbolism (associations) and seeking in-group symbolism (associations) in constructing one's possible self (Mihalcea & Catoiu, 2008).

**Implications for companies**

As stated above, the individual's reference groups and how embedded they are in social networks, have a profound impact on purchase intentions. This also has implications for marketing, as the communities seem to have an influence on the consumer and the post-modern individual might not be as individually unique as first understood. Consumers’ interest in seeking or avoiding certain group memberships, could represent interesting opportunities for companies as they should try and establish more community-oriented communication, which empower individual’s independent identity and at the same time makes the individual’s social identity stronger, by utilizing more “we” generated content. This will be elaborated later on in the theoretical discussion. This leads to the first hypothesis in this section:

*Hypothesis 4: Companies should find new ways to link their brand messages to larger groups/communities*

However, in order to truly build strong brand communities and reference groups, companies must also be able to consistently link the communities’ members together in order to enhance goodwill, loyalty and advocacy, which the next hypothesis emphasizes:

*Hypothesis 5: Companies should facilitate closer membership ties within their targeted communities*

As previously mentioned we consume in order to signal something about our self-image, but we also consumer in order to become a part of a larger collective (community). If companies should focus on building brands and emphasizing the collective and their inherent members, it is also important to build communities that resonates with consumers’ sense of self, so they built in-group associations and minimizes the risk of out-group associations, thus, focusing on creating
general positive associations to their brand in order to build a strong position. This leads to the final hypothesis of this section:

*Hypothesis 6: Companies must focus on imbuing their brand with positive symbolic meaning in order to build favourable in-group associations*

This hypothesis concludes the section of the individuals versus the community. In the following sections, this field of tension will be explained in much further details, as technological changes and the rise of social media, brings about new challenges for companies.

**Definitions of key concepts & ideas**

<table>
<thead>
<tr>
<th>The individual vs. the community</th>
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<tbody>
<tr>
<td><strong>Social identity</strong></td>
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<td><strong>In- and out-group associations</strong></td>
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<td><strong>Reference groups</strong></td>
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**Part 2: Technological changes and new social platforms**

As has been established in the previous paragraphs, communities not only influence the individual to a great extent, but they also provide possibilities for companies to connect with groups of individuals based on their relationship with different reference groups. Recent technological changes have made this easier.

When addressing these changes, the biggest impact comes with the Internet. It has managed, in just 10-15 years; to completely change the way we seek information and interact with other people (Socialsemantic.eu, 2012) (Jørgensen,
Virkeligheden, 2011). Another major technological change is the introduction of smart phones and tablets that enable increased online presence, as they are independent of location (Nielsen, NM Incite, 2012). And finally, another major technological change is the rise of social networks, which will be investigated in the following section.

Social networks are the single most popular category of digital platforms consumers spend their time on, both for PC and mobile (Nielsen, NM Incite, 2012, s. 4). More specifically, the social network, Facebook is without a doubt the most popular site and is used across age groups and countries (Nielsen, NM Incite, 2012, s. 8).

The rise of social networks has impacted marketing in two major ways: The first major theme is social word of mouth (WOM). It is nothing new that consumers are sharing information and opinions about their brand experiences, but the amount of people they can share it with due to digital platforms and social networks, has increased sharing exponentially (Nielsen, NM Incite, 2012) (Owyang, 2011). The second one is the hyper informed consumer. Again, people have always searched for information prior to purchase, but social media gives the power back to the people, as information acquired from peers has never been faster or easier to obtain. Additionally, credibility is higher for network references (Nielsen, NM Incite, 2012), combined with the fact that more knowledgeable consumers foster increased scepticism and indifference to company delivered messages (Edelman, 2013).

In order to tackle social WOM, and the hyper informed and thereby sceptical consumers, companies have to have strategies in place for how to act on social media.

This gives rise to a new kind of company – the socially founded company, where customers get exposed to an involving and engaging company. As a reward the company can create loyal customers easier and customers can also participate in the development and marketing of company products. The same is true for employees, as they can increase their loyalty to the firm and become brand ambassadors (Socialsemantic.eu, 2012). To be truly socially founded requires other departments like customer services, operations, R&D, HR etc. to take
ownerships and establish a cross functional setup to assist marketing and finally to oblige with the customer's needs (Larsen, 2013).

It indicates a need for brand touch points to be defined in a broader context, with the most impactful touch points increasingly existing outside of company control, as micro blogging, reviews, picture sharing, etc. continues to rise (Socialsemantic.eu, 2012). This introduces the next hypothesis:

**Hypothesis 7: Companies have less control of their brand’s touch points and these must therefore be redefined**

In sum, the challenge for companies is not social media, but the fact that the media is social. This means that in order to succeed in today’s arena, you need to truly understand why people act the way they do and think about human relations related to both products and processes (Socialsemantic.eu, 2012).

**Identity creation on social platforms**

The previous paragraph explained the relevance and influence of social networks for companies and briefly touched upon how it has influenced today's consumers. This paragraph will investigate deeper into how online social networks influences identity creation as we live in “A world where our social networks influence our individual behaviour more than we had previously realized” (Scarpelli & Jameson, 2010, s. 2).

The notion of a sharing economy becomes highly relevant when investigating identity creation on social media. “The sharing economy differs from the "commercial economy" in so far as money or price is not the central aim of the exchange” (Directorate-General for Education and Culture, 2009). This quote highlights the similarities between sharing- and Identity Economics. Identity Economics is also defined in opposition to the neo-classical economy, as it claims that people do not make entirely rational purchase decisions, but rather make choices based on their identity utility. In a sharing economy the means of payment
is not money, but recognition and the currency becomes *likes, fans or followers* (Engholm, 2012).

Therefore, this thesis sees the notion of the sharing economy as cementing the validity of Identity Economics and as a supplement for this theory instead of a new notion. Based on the understanding of the identity- and sharing economy framework, the next paragraph will shed light on how individuals’ identity creation is influenced by social media.

**I share, therefore I am**

Social media is enabled by the Internet and the Internet is an information sharing entity in opposition to social networks e.g. Facebook, where sharing is personal, meaning that you use mostly your real name and thereby are forced to have some degree of consistency between your offline and online presence. What this changes is that social networks become an arena for identity creation, where the actions performed or products bought/associated with, influence how other people interpret the individual and his/her identity and this will in turn influence one’s own perception of one’s self (Jørgensen A. C., 2011).

On social media, identity creation is more obvious and apparent than ever before when it used to be primarily offline. Being part of specific groups on social media, can contribute to identity creation - this point is a natural extension of the point made earlier about how consumption becomes part of in- and out-groups (or reference groups/social categories). What is added now, is the fact that social media enables an easier connection to, and influence by, specific groups.

But the sudden public creation of identity has implications, as it is restricted by the fact that it needs to be “sharable”. This authors of the thesis therefore introduce their own notion *sharable identity creation*, which means that on social media, you are not just creating your own identity, you are ensuring that when you share content, your actions fit within the norms of your social categories (or in and out groups/reference groups) because your actions are shared with the world. This means that an individual might have a preference (or taste in Identity Economics terminology), but that person might feel a need to modify that taste to fit with the norms of the social category on social media.
Previously, we used to distinguish between on- and offline life. People could be someone else online; because they could hide under pseudonyms and communicate with people they had never met. This is still true for some social networks, but for the most popular one, Facebook, one’s real name and identity is used. This changes how one communicates, as the majority of people’s connections, are people one has some degree of relationship with in the offline world. This makes the online presence as real as the offline, further emphasized by the increasing use of mobile and multitasking between being present with offline relations and online at the same time (Hardisken P1, 2013). These findings show that the borders between on- and offline life are becoming increasingly blurred.

Identity creation is therefore influenced by the blurred lines between online and offline, as we now use a social filter to interpret what we do online. Nowadays, people need to make sure that there is a clear link between their on- and offline behaviour, and online identity is used to strengthen and maintain an ideal self. This becomes evident as people share (e.g. a concert picture, but chose not to share a picture of their messy apartment) (Jørgensen, Virkeligheden, 2011). It means that we participate more actively in our own identity creation than ever before, and we are dependent on brands and experiences to help create that story. However, one should remember that what people share and don’t share might not always be conscious. However, one thing is certain, over time, what one shares and how one position themselves online, influences other people’s interpretation of an individual and ultimately how the individual’s own identity becomes shaped (Jørgensen, Derfor vil Facebook fejle med deres nye friction less sharing, 2011).

Another major component of identity creation is recognition. In the offline sphere individuals get recognition from friends and family etc. and the same actually goes for online activities. But what is sought here is recognition in terms of likes/comments/followers etc. When people share something they think it represents their identity and what they stand for, they want to get likes as this contributes to identity construction and reconfirms that they are acting according to the norms within their social categories. This underlines the notion of I share, therefore I am, as people can share content with their network, but they also define
their identity by what they do not share (or how interact with their dissociative groups).

Being as connected as consumers are today also have implications for the relationship between the individual and the group: “Digital connectivity is creating consumers who behave less like individuals and more like a community” (Brymer, 2009). This is due to the fact that messages are decreasingly received in isolation, but increasingly through social platforms where messages are evaluated, shared and commented for every member to see. As individuals are acting more like a community, their actions change. It is predicted that consumers will act more like a single organism and be activated when they can have influence. This means that information and norms existing within the community will have a higher value than information coming from the outside (Brymer, 2009, s. 5). This indicates that we are actually going back to the roots, in terms of being influenced by the community once again, like our ancestors did around the bonfire. As was also the case with our ancestors, even though we behave more like a community, there will still be one person, or a few people, who can become the voice of a whole movement: “These new digital communities are the power of one person and at the same time the power of many (Brymer, 2009, s. xi)

**Implications for companies**

This last section will address how companies should change their tasks in order to adapt to the concept of the new identity creation. Given that consumers increasingly seek building blocks to their identity through social media, it seems that companies may claim a favourable position in the market, if they manage to deliver content that contributes to the identity creation of the social category they want to target. Therefore companies need to switch from seeking likes, to be likeable – exactly like a person in real life would act if he met another person (Jørgensen, Virkeligheden, 2011). Companies need to remember that instead of using social media as a push-marketing channel, they should think about how the content they provide can help individuals build their identity and receive recognition.

Building on the statements above, companies need to make sure that the content
they share through social channels is relevant, as most customers are not receptive to sales driven messages on social platforms. Marketing should move away from a product focus to a focus on creation of true brand communities (Brymer, 2009). “While a third of people find ads on social networks to be annoying, more than a quarter of people are more likely to pay attention to an ad posted by a friend.” (Nielsen, NM Incite, 2012, s. 10). What is interesting about this quote is the fact that an individual’s network can act as gatekeepers for companies’ advertising messages. It, thus, forces companies to move away from push marketing and to think about the pass-it-forward concept when engaging on social media. This is an extremely important point that will be elaborated in the next section.

Hypothesis 8: Brands need to create a social presence that can act as building blocks for identity creation within relevant communities

This hypothesis sums up previous sections, which have highlighted the interactive relationship between the individual and the communities in an ever more connected and social world. The understanding of how these concepts can work together is relevant to investigate further, as the new social platforms and the increased importance of communities constitutes some of the major marketing challenges for companies. How to address some of these challenges will be explored in the next section.

Definitions of key concepts & ideas

<table>
<thead>
<tr>
<th>Identity on social platforms</th>
<th>Sharing economy</th>
<th>Sharable identity creation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sharing economy</td>
<td>Is when money or price is not the central aim of an exchange. The means of payment is recognition and the currency becomes likes, fans or followers.</td>
<td>The identity creation is no longer personal, but happens increasingly in online forums. Therefore it creates an even bigger pressure to ensure that actions fit within the norms of the social categories, because actions are shared with the world.</td>
</tr>
</tbody>
</table>
**On- and offline life**

We can no longer clearly distinguish between an on and offline life, because the boundaries between the two are melting together.

**Recognition**

Online recognition embodies itself in terms of likes/comments/followers. Online recognition contributes to identity construction as likes/comments/followers confirms that the individual are adhering to the norms of a given social category.

**Relevance**

Relevance is key on social platforms as customers are less reception to sales driven messages here. Relevance makes people share company posted content and this in turn increases the perceived relevance by other peers.

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**Social Creativity – a tool for engagement**

There seems to be a need for companies to address the previously mentioned challenges and perhaps in an even more holistically way. The second theoretical cornerstone of the thesis is Social Creativity, an approach to community building that the global advertising agency DDB has developed, which has the potential to address some of the aforementioned challenges. This will be investigated further in the following paragraphs, along with various other theoretical papers and the authors’ own thoughts and ideas, in order to explain the key terms of Social Creativity in more details.

**Why Social Creativity matters**

With an increasing interactive relationship between the individual and the communities due to rapid development of social media in an ever-changing hyper connected world, the social networks of individuals have become more powerful than ever. These notions, which have been explored in the previous sections, are considered to be the *raison d’être* and relevance of Social Creativity in this thesis. Social Creativity can be regarded as a tool, which embraces change and is a “viral phenomena” which occurs within the communities, as messages/content/products are being shared and transformed throughout social networks (Scarpelli & Jameson, 2010). Thus, social media platforms are one of the best places to create Social Creativity, as content is constantly produced and shared within networks.
In the book “Connected: The Amazing Power of Social Networks and How They Shape Our Lives,” Christakis and Fowler analyse how behaviours and moods can spread through a network. They also suggest that people’s immediate networks are highly influential. For example, they look into how people are more likely to be overweight, if they also have overweight friends. The behaviour simply becomes the social norm. This is very interesting to connect to Identity Economics, as this framework underlines the point that people tend to follow the norms in their networks in order to obtain identity utility. This means that people make choices, which conform to their self-image in various social categories within their networks (Akerlof & Kranton, 2010). All of the above strongly suggests that in order for companies to change consumers’ behaviour, they will have to understand the nature of their targeted audience’s social networks and their inherent norms. This has already been emphasized in a previous hypothesis, which also indicates that approaches aimed at groups are likely more effective than the ones, which simply focus on the individual (Scarpelli & Jameson, 2010) (Chritakis & Fowler, 2009). Due to this, Social Creativity can be considered a highly relevant tool for companies, especially when trying to modify norms and behaviours throughout the networks. In the next section, a closer look will be taken the different aspects that constitute Social Creativity.

**Participate, play and pass-it-forward**

Social Creativity is based on three important terms and phases: *Participate, Play* and *pass-it-forward*. These three terms encompass the idea that Social Creativity is about going from traditional mass communication and information to active consumer participation and thereby exemplify the need for brands to go from mere *talkvalue* to *sharevalue*, which will be explained in more detail later. The DNA of Social Creativity is all about crafting a message that does not just touch the individual, but should be inherently social (Scarpelli & Jameson, 2010). This means that companies must focus on messages and content, which connect people with people and also people and brands, so that the content can build brand communities (Scarpelli & Jameson, 2010). Hence, content must encourage people to participate, play and pass-it-forward, which will be elaborated upon in the following sections.
**Participate:** The first step of Social Creativity is participation. First and foremost, this means that the consumer must somehow be exposed to the content, which means that targeted communication channels are absolutely vital in order for participation to happen in the first place. Furthermore, it is not just enough to be exposed to the content - in order to get people to participate and hopefully “play” with the content; it must somehow create a reaction. A reaction can come from many different parameters such as level of interest, perceived importance, understanding of the content and problem recognition (Solomon, Bamossy, Askegaard, & Hogg, 2010). Furthermore, positive brand associations can also be highly beneficial in order to elicit participation, which has also been highlighted in a previous hypothesis. This also indicates that one of the most important elements in order to participate is identification. As mentioned, identification often derives from positive associations and affinity towards the brand, which come from a congruency between consumer behaviour, self-image and product image (Vaázquez & RõÅo, 2001). This leads to the following hypothesis:

*Hypothesis 9: Participation requires positive brand associations*

Identification becomes important in all aspects of Social Creativity, as it is the platform for participation, play and passing-it-forward. Westbrook (1987) suggests that consumers will ultimately be more inclined to recommend a brand, if they associate the brand with highly relevant emotional experiences, which in turn indicates that a strong emotional consumer insight could be an important element in order to make Social Creativity happen (Westbrook, 1987). This will also be explored further in the analysis.

**Play:** The second phase of Social Creativity is *play*, which happens after consumers have decided to participate. Engagement and involvement are key components in this phase in order for consumers to play with the content. Engagement offers the consumer a chance to “amplify” the brand, where “amplification” is the process, through which a consumer is personalizing the relevance of the content to their life (Pitta, 2012). This also means that the content/message should be relevant and is a
critical part of this phase. Before engagement the customer will most likely ask the question: “What’s it in for me?” And they need to be able to connect it to an answer straight away. If the content is not relevant to them, they might not identify with it and play along (Johnson, 2013). Furthermore, one could argue that in order to increase relevance, the content should be linked to a companies’ core business in order to gain credibility and authenticity. A company cannot just generate content which is relevant for their consumers, but it must also be relevant and close to their core business to truly generate meaningful Social Creativity. Hence, companies should focus on creating content, which matches their brand DNA, which will be investigated further in the analysis and leads to the next hypothesis:

Hypothesis 10: Companies can create engagement by being relevant to the consumers and their core business

Involvement and relevance are central parts of Social Creativity and when consumers actively participate in the value-creation, it will give people a deeper sense of connection to the brand and also ownership, which in turn make them more likely to go from consumers to actual advocates. Content should therefore create a reaction and have a clear social interface (Scarpelli & Jameson, 2010). This can be done through customization and inviting consumers to participate in co-creating value to increase involvement and relevance for customers. Co-creating value could happen as companies invite consumer to engage with products and design processes or when companies make it possible for consumers to contribute their own personal (customized) touch and interpretation to brand messages, or simply focus on “gamification”: funny, interactive games with the brand (Ramaswamy, 2008). It is indeed challenging for companies and forces them to interact in new creative ways with their consumers. Furthermore, companies must always ask themselves, what is relevant and appropriate for my brand? If they succeed, it can be highly beneficial since successful Social Creativity spreads positive WOM. This encompasses the last phase of Social Creativity; passing-it-forward, which will be discussed next.
**Pass-it-forward:** The more content says something about the consumer in their inherent social networks, the more likely it is that the consumer will pass-it-forward (VaĂžquez & RõĂ­o, 2001). As mentioned in the previous section, “Identity creation on social platforms”, a new shareable identity creation seems to take place in social networks, which indirectly communicate that one’s identity is now being exposed and created by the content one shares in their respective networks. This also creates major challenges for companies, as they, more than ever, need to make sure that there is congruence between their product/content/messages and their own brand DNA and the desired self-image of their customers, along with a positive adaptation from desirable reference groups. If so, the chances of passing-it-forward and generating positive WOM, are more likely to happen. However, as mentioned, this is not easy, but will be highlighted and exemplified in the analysis. However, in order for the final phase of Social Creativity to come alive, the content must have some sort of *share-value* and not just *talk-value*, which cements the importance of communities in Social Creativity. This also means that content must somewhat enhance credibility, social status or exemplify inherent norms and social categories of the sender in the communities. Content should say something about who the consumers are and what they want to be (Scarpelli & Jameson, 2010). Companies can focus on this in various ways by crafting content/messages/products, which are clever, innovative, funny, emotional, charitable or just useful. It’s about making sure that the content appeal to a shared interest group rather than just an individual, which can encourage “collaborative learning” and thereby affect networks in positive ways (Peppler, 2011). This leads to the next hypothesis:

*Hypothesis 11:* Consumers will be more inclined to pass content forward when it has *share-value*

**Implications for companies**

On social networks it is all about whom you are connected to and this changes the way consumers are influenced “(...) if we want to effect a change in an individual’s behaviour, we need to start by understanding the nature of their social networks. Scarpelli & Jameson, 2010, s. 3). Of course this has implications for companies’
marketing as it becomes more and more important to realize that “Approaches aimed at groups are more likely to be effective than ones that simply focus on the individual” (Scarpelli & Jameson, 2010, s. 3). This is so, as the social networks, media and technological changes have re-established people as the ultimate communicators and participants in the brand value-creation. For companies this also means that they must share and provide engaging and relevant content to their targeted communities to become a significant part of their customers’ identity creation, when they share, comment and leave reviews. This is very important, as it has never been easier for one person to influence and affect other people’s perception of a given brand. The thesis argues that Social Creativity is what is needed for companies to gain a strong positioning in the ever-connected world, which leads to the following hypothesis:

**Hypothesis 12: Companies can benefit from creating Social Creativity, consisting of participation, engagement and share ability in their campaigns.**

This hypothesis sums up the section about Social Creativity and it’s raison d’être regarding its use as a marketing tool for creating a strong position in a hyper-connected world. The next chapter will introduce the third and final theoretical cornerstone of the thesis – Cultural Branding.

**Definitions of key concepts & ideas**

<table>
<thead>
<tr>
<th><strong>Social Creativity</strong></th>
<th>A “viral phenomena” which occurs within the communities, as messages/content/products are being shared and transformed throughout the social networks. The “content” should match the brand’s DNA.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Social Creativity</strong></td>
<td><strong>Talk value to share value</strong> Content must somewhat enhance credibility, social status or exemplify inherent norms and social categories of the sender in the communities. The content should say something about who the consumers are and what they want to be.</td>
</tr>
<tr>
<td><strong>Participate</strong></td>
<td>First step of Social Creativity. The consumer is being exposed to the content and in order to “participate” that</td>
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<td><strong>Part 3: Cultural branding</strong></td>
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<tr>
<td>Branding has, like many other disciplines, discussed the construction of consumer's identity and the impact on decision making processes for a long time; however, traditionally it has primarily been focused on the individual. This was emphasized to an even greater extent with the rise of the postmodern society, where the individual was liberated and you could be everything you ever wanted – turning many brands into lifestyle brands providing building blocks for the individual’s identity construction. However, as economics evolved, branding did as well and in 2004 Douglas Holt⁴ introduced the notion of Cultural Branding. Cultural Branding is the third theoretical cornerstone of this thesis. Cultural Branding emphasizes how brands over time can become icons by creating stories, which are relevant to the consumers by building upon cultural norms. Holt states that: “The most powerful iconic brands are prescient, addressing the leading edges of cultural change” (Holt, 2004, s. 9). Hence, it is an approach, which considers the</td>
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⁴ Douglas B. Holt is a professor in marketing at Oxford University and is an expert in branding strategies. He is also the co-founder of the consultant company “The cultural Strategy Group”, which specializes in Cultural Branding strategies. In 2004 he published the best seller “How brands become icons” and established Cultural Branding as a brand management tool for developing strong brands (Holt, 2004).
individual consumer in a larger context and thereby goes beyond traditional branding theories. Cultural Branding is interested in how brands in order to be successful, need to tap into broader cultural notions than individual preferences and talks about how brands can be used by consumers to adhere to the norms of society and explore and develop their own self-understanding (Holt, 2004). This also means that a brand’s story telling must seem relevant, and should satisfy a wish or a specific lifestyle-need for the consumer. Hence, the philosophy of Cultural Branding is relatively simple: Brands should focus on becoming symbolic representations of meanings and attitudes, which consumers find valuable in order to understand themselves and the changes in society (Hansen & Schnack, 2010). Therefore, the basic assumption is that consumers value brands increasingly not just for what they do, but what they symbolize (Levy, 1959) (Mihalcea & Catoiu, 2008). This has especially evolved in the post-modern society and as such brands are more and more becoming a collective reference point for identity creation and “As such they are one of the most dominant institutions in consumer society” (Hansen & Schnack, 2010, s. 1). Cultural Branding is particularly interesting to look closer at in terms of its three notions: norms, identity myth and identity value. These will be explained in the following sections.

**Norms, identity myth and identity value**

**Norms:** Holt is exploring how brands via Cultural Branding can become an icon just as “(…) a person (…) regarded as a representative symbol, especially of a culture or a movement (…)” (Holt, 2004, s. 1). Therefore, a brand can become an icon by creating symbolic associations to a culture or a movement in society over a period of time. A culture and movements within subcultures are built around social categories and norms, which is also highlighted by Identity Economics. A brand must look at the inherent norms in society in order to become an icon, which can have profound impact on its competitiveness (Holt, 2004). Therefore, it is the norms within a given culture, which creates the framework for a cultural foundation, which the brand can be built upon. Hence, norms can be regarded as a “set of axioms and strategic principles that guide the building of brands into cultural icons” (Holt, 2004, s. 11). Furthermore, norms (informal and formal) are also
important to adhere to for companies as they gain legitimacy by acting according to the norms in society (Strandgaard, 2004). Thus legitimacy is also considered one of the most valuable resources for a company as the consumer trusts legitimate companies and buys their products without too much scepticism (Strandgaard, 2004). Therefore, the search for legitimacy, by addressing inherent norms, can be seen as an important part of companies’ overall strategizing but also as a critical point for their brand equity and commencement of becoming an iconic brand. Hereby, it can be stated that an awareness of norms becomes one of the most important elements in Cultural Branding.

**Identity myth:** In Cultural Branding, story-telling is referred to as an identity myth, which is a simple story that resolves cultural contradictions – a story that consumers can use to address identity desires and anxieties (Holt, 2004). Therefore: “the value of a particular myth resides not in the myth itself, but in the alignment with society’s incipient identity desires” (Holt, 2004, s. 9).

The changing role of branding and the idea that brands no longer merely fulfill functional benefits, but should also address relevant symbolic meaning for the individual, has for many years been addressed by Maslow’s hierarchy of needs. Maslow’s hierarchy of needs explains what motivates people and how people have needs states, which different things allow them to achieve. This is done through a five-staged pyramid, beginning with the basic physical needs such as foods, health and sleep. As people progress up the pyramid, needs become increasingly psychological and social and at the top of the needs hierarchy one finds self-actualization (Mcleod, 2007). It can be argued that nowadays brands need to be centred on self-actualization, the highest need-level in Maslow’s pyramid. By doing so, companies have to create their own identity myth, which is relevant in a given societal context. As a brand performs it’s myth over time, the consumer will eventually perceive that the myth resides in the brand’s markers (e.g. logo, name, design) and when they use the products, for example, they will experience a bit of the myth. The myth thereby becomes part of the brand’s associations. By creating a myth around a brand, companies can legitimize their focus on a specific matter (E.g. the Danish brand, Neutral, has created a myth around the fear of allergy and is

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5 This will be explained in the following section, which highlights the emergence of CSR 2.0
thereby addressing a collective anxiety). The myth that a company is addressing has to be legitimized and are often set in what Holt calls populist worlds, which he defines as: "(...) places where the public assumes that people's actions are motivated by belief instead of interest." (Holt, 2004, s. 59). If a brand succeeds in legitimating its myth, thereby giving it authenticity and credibility, it can obtain cultural authority: “a brand asset based on the nation’s collective expectations that the brand can and should author a particular kind of story.” (Holt, 2004, s. 125). When a brand has cultural authority, it has the legitimacy to introduce new myths later on in the same context, which will most likely give the new myth the same kind of legitimacy as previous myths (Holt, 2004). Therefore, myth creation also plays a very central role in Cultural branding, as it contains the stories, which the brand is built up around and represents the symbolic meaning, which makes the consumers chose the brand above another. “In Cultural Branding, the story itself must be the center of strategy, because the quality of the myth, not some set of abstractions, drives the brand’s identity value” (Holt, 2004, s. 63). This leads to the third notion in Cultural Branding - identity value, which underlines that the most influential myths address people’s identities.

Identity value: If brands succeed in creating a strong identity myth it will ultimately derive identity value as well. This means that the brands become a vessel of self-expression, and a building block for identity creation, as the brand is imbued with stories that the consumers find valuable. By infusing the brand with relevant myths (stories), it can help consumers express who they want to be, which can be very powerful for companies “Costumers who make use of the brand’s myth for their identities forge tight emotional connections to the brand” (Holt, 2004, s. 9). These bonds often occur when a myth stimulates people to reconsider accepted ideas about themselves. However, it is important to be aware of the fact that the identity value created by a brand’s myth, entirely depends on how well it fits a particular historical context, ie. social categories (Holt, 2004). A Cultural Branding strategy will therefore emphasize the cultural context and the consumer’s desire to express their self-identity matching the cultural context. Therefore, “Cultural Branding applies particularly to categories in which people tend to value products as a means of self-expression (...)” (Holt, 2004, s. 5). A powerful
myth which can create identity value can also create a so-called cultural halo effect, which means that other aspects of the brand such as the brand’s quality perception, distinctive benefits and status value are perceived more positively by the consumers (Holt, 2004). The next paragraphs looks closer at Cultural Branding and its implications for branding.

**Implications for companies**

Cultural Branding can provide new and interesting opportunities for companies’ branding strategies in the postmodern era, as the theory looks at branding in a much broader cultural context to become a brand icon. By doing so, the brand’s value resides in the specific elements of the brand’s cultural expression, thus communication plays a vital role in expressing cultural content. By focusing on Cultural branding, companies must, first of all, find their own identity myth and build their brand around it. It is important that the identity myth is directly engaging the challenging societal issues of today and is communicated over a longer period of time. This leads to the following hypothesis:

*Hypothesis 13: Companies should create an identity myth embedded in a relevant cultural context*

If companies are able to perform myths/ a story telling, which either address identity desires or anxieties, they can successfully create strong emotional bonds with consumers. This is so because the myth can derive identity value and therefore, be used as building block for self-expression. The identity value can come from ritual actions, which are the processes through which the consumer experience the myth: This leads to the next hypothesis:

*Hypothesis 14: Companies should create a myth, which can derive identity value for the consumers and encourage them to think differently about themselves*

By doing so, a brand can function like a cultural activist (Holt, 2004). This means that a brand focuses on cultural knowledge, thereby addressing the leading edges of cultural change. For the brand managers, this means that in order to create relevant myths, they must get close to the nation and: “Managers must be able to
spot emergent opportunities and understand their subtle characteristics” (Holt, 2004, s. 215). This leads to the final hypothesis of the section:

Hypothesis 15: Companies should try and create new cultural flows and affect norms and ideals in society

However, this is indeed a challenge for companies and is something, which can take a long time for most brands to accomplish.

Definitions of key concepts & ideas

<table>
<thead>
<tr>
<th>Cultural Branding</th>
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<tbody>
<tr>
<td><strong>Identity myth</strong></td>
<td>A simple story built around cultural contradiction, which seeks to help people understand who they are.</td>
</tr>
<tr>
<td><strong>Identity desires &amp; anxieties</strong></td>
<td>The so called cultural contradictions about existentialistic questions, worries about life and desires, which are most likely embedded in the ideals and norms in society</td>
</tr>
<tr>
<td><strong>Identity value</strong></td>
<td>The brand’s value resides from its ability to become a building block for identity creation. The value derives from how well the myth creation can be used for self-understanding and helps consumers to express who they would like to become. It’s about understanding identity value in a mass culture context. The identity value becomes the primary source of brand preferences than the actual product’s attributes.</td>
</tr>
<tr>
<td><strong>Cultural knowledge</strong></td>
<td>In order to build relevant myths - marketers must assemble Cultural knowledge, rather than knowledge about the individual.</td>
</tr>
<tr>
<td><strong>Cultural activist</strong></td>
<td>By focusing on cultural knowledge marketers can become Cultural activists: addressing leading edges of cultural change</td>
</tr>
<tr>
<td><strong>Icon brand</strong></td>
<td>A brand, which derives identity value and is on its way to approaching the identity value of a cultural icon</td>
</tr>
</tbody>
</table>
| **Cultural icon** | Cultural icons are symbols, which people accept as representing important values. Oxford English Dictionary defines a cultural icon as: “a person or thing regarded as a representative symbol, especially of a culture or a movement; a person or an institution considered worthy of admiration or respect” (Soanes &
Cultural halo effect
The positive impact of a high level of identity value on brand markers such as quality perception, distinctive benefits and status value of the product.

Ritual action
The processes in which consumers are experiencing and connect to the identity myth.

The rise of CSR 2.0

Cultural Branding is among other things centred on norms, a key notion in this thesis. Norms influence, and are interrelated with, morals and ethics, two notions that are highly relevant in the postmodern society. One example of how companies are influenced by the surrounding culture and try to tap into collective anxieties is the concept of Corporate Social Responsibility (CSR). CSR is also considered a challenge for companies, as implementing CSR initiatives, companies’ will have to address the concerns people have about e.g. climate change, health and societal issues – themes that very few companies thought they had any responsibility for a few decades ago (Bonini & Mendonca, 2011).

There are many opinions about CSR and its relevance, but one cannot deny its existence (Lii, Wu, & Ding, 2013) (Bonini & Mendonca, 2011). The importance of CSR rose along with the new political consumer, whose attitudes and ethics influenced their purchases, and increased the pressure on companies to contribute positively to society (MandagMorgen, 1996). However, the thesis is not interested in investigating the notion of CSR, but rather wants to uncover the recent trend in using CSR as a part of the business model and as an effective way of branding both the internal and external environment of a company. The aforementioned ambition can be summed up in the notion of CSR 2.0 that will be introduced in the following.

CSR 2.0 is about integrating responsibility into the business model of firms, instead of CSR just being an add-on, like donating water to Africa even though the core business is not related to water or Africa. In CSR 2.0 the products become the enabler of CSR and it is increasingly targeted at customers (Visser, 2010, s. 8). Another major part of CSR 2.0 is stakeholder involvement as customers increasingly become part of the CSR efforts, which indicates that companies are
beginning to use the insight that most people will want to take part in something that makes the community a better place (Kolster, 2012). As customers under CSR 2.0 can participate in the companies’ good deeds, they potentially get building blocks to help with their own identity creation and can also fit in with the prevailing societal norms. “CSR functions as a key component of a firm’s marketing communications by delivering values that meet the consumers’ expectations while improving corporate performance and reputation and worthy causes at the same time” (Lii, Wu, & Ding, 2013, s. 16).

Implication for companies

Even though companies should be aware of accusations of green washing6 (Visser, 2010), the quote above highlights some interesting opportunities for companies that of course only can be realised if they are honest about their achievements. CSR 2.0 is focuses on stakeholder participation, meaning that, from a marketing point of view, companies are getting one step closer to the customer. A way of communicating this new trend is called goodvertising and is centred on advertising that cares. Goodvertising is about creating world-bettering communication and innovation, but it needs to be sustainable also in an economic sense, because if it is not, it will last in a capitalist society (Kolster, 2012). One example is the fact that Pepsi quit their celebrity endorsement program and Super Bowl sponsorship to instead use the $20 million to establish a fund to support community projects around the world. “More people have voted for projects pitched to “Pepsi Refresh” than voted for the last US president” (Kolster, 2012, s. 6). This shows how CSR 2.0 influences deeper into the organisation and also change the way companies will need to communicate in the future. This leads to the first hypothesis of this section:

Hypothesis 16: Companies should focus on a purpose-oriented CSR strategy, which is also linked to their core business.

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6 Green washing occurs when a company uses more resources claiming to be "green" through advertising and marketing than actually implementing business practices that minimizes environmental impact (Greenwashingindex, 2013)
In order to create a purpose-oriented CSR-strategy, companies will need to find a shared conversation that they can meaningfully tap into. Instead of creating something and trying to force consumers to play along, companies will need to find a cause that meaningfully supports their brand. As stated previously people are sceptical towards commercial messages, so companies can benefit from adopting a NGO mind-set, e.g. creating a Small Business Day like American Express did (Kolster, 2012). Furthermore, this fits well with the notion of identity myth creation introduced by Holt in the previous paragraph when he says that in order for companies to succeed, they will need to involve themselves in relevant societal issues in order to be relevant for consumers.

Employees as a valuable resource

The section above looked at the emergence of CSR 2.0 and a more purpose-oriented strategy, called goodvertising, while this section will investigate the importance of internal alignment and buy-in for CSR efforts, but also for branding strategies in general.

CSR is not just something companies should do to keep external stakeholders satisfied, but also has major potential for creating internal pride. “When employees perceive their organisation to be associated with a strong reputation and prestige in the eyes of outsiders, they often feel proud to belong to that organisation (...)” (Cornelissen, 2008, s. 198). It has been investigated that if companies are driven by a higher purpose, it can create a strong culture that in turn create highly motivated employees that can excite customers and then generate higher profit (Kassow, 2013). Having highly motivated employees, or insiders—as they are referred to by Identity Economics, can make or break a brand.

The service profit chain proposes a similar argument, as it says that there is interconnectedness between profitability, customer loyalty and employee satisfaction, loyalty and productivity. The theory states “Value is created by satisfied, loyal and productive employees” (Heskett, Iones, Loveman, Earl Sasser, &

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7 Small Business Saturday is initiated by American Express to encourage people to “shop small all year and help keep your community thriving”. Through the “buy local” initiatives, consumers have helped local businesses more than double their average revenue (American Express, 2013).
Schlesinger, 2008, s. 120). There are many different things that can make employees satisfied, loyal and productive, and one of them is also culture as emphasized in the above by Krakow and here “The culture is talked about all the time, and we live it” (Heskett, Iones, Loveman, Earl Sasser, & Schlesinger, 2008, s. 123). Employee satisfaction is also made up of the feelings employees have towards their job and colleagues, as well as by the way people serve each other within the organisation (Heskett, Iones, Loveman, Earl Sasser, & Schlesinger, 2008). This supports the claim that a higher purpose that can guide a culture creation can be paramount in creating a strong link between the internal and external environment. Alignment between the internal and external environment is crucial as company transparency increases and discrepancies between what is going on inside the organisation and what is communicated to the outside world can harm the company (Kunde, 2000).

**Implication for companies**

The challenge for companies is to create a strong culture, as this can lead to satisfied employees that ensure customer loyalty. Developing a CSR initiative that is part of the business model as proposed by CSR 2.0 can potentially be the glue that ties the internal and external parts together. This leads to the first hypothesis of this section:

*Hypothesis 17: Working for a higher purpose create satisfied employees that leads to customer loyalty*

In order to create high employee satisfaction based on a higher purpose, it is important that there is synergy between the internal and external environment of a company. The following paragraph will investigate into the importance of internal and external alignment.

If a company is not aligned with what it communicates externally and how that is experienced internally it can create huge backlash. Especially with recent technological changes, the boundaries between internal and external are increasingly becoming blurred (Cornelissen, 2008, s. 196).
A company not being aligned creates internal discrepancies for employees, and they might therefore not experience a strong sense of pride, and the company might miss out on great auto communicative opportunities. Therefore this thesis finds it imperative to investigate the alignment of the internal and external environment. Douglas Holt’s Cultural Branding theory, offers great insights into how companies can tap into a societal myth to create a strong brand positioning, but seems to neglect all the internal “unsaid” stories and values, which also can have a huge impact on the brand externally. Cultural Branding does not take account for how the internal environment, and employees, in particular can make or break the brand. Therefore this thesis feels a need to strengthen Holt’s framework by turning to Hatch & Schultz in order to understand the implications of internal and external alignment.

Hatch & Schultz introduce a corporate branding model in which they argue that in order to establish successful corporate brands, vision, culture and image should be aligned. Strategic vision refers to the central idea behind the company that embodies and expresses top management’s aspirations for what a company should achieve in the future. The organisational culture is made up of the internal values and beliefs that makes up the heritage of the company and communicate this meaning to its employees. Culture is how all employees feel about the company they work for. Corporate image is the outside world’s overall impression of the company including customers, shareholders, media, the public etc. (Hatch & Schultz, 2003).

By using these three elements as the foundation, Hatch & Schultz argue that corporate branding requires integration between the internal environment of an organisation and its external stakeholders. It is therefore insufficient to solely cater to the needs of external stakeholders, which the theory of Cultural Branding focuses on. The point made by Hatch & Schultz is supported by Bergstrom, Blumenthal & Crothers (2002), as they address the importance of internal branding. They find that internal branding is made up of three things: “communicating the brand effectively to the employees; convincing them of its relevance and worth; and successfully linking every job in the organisation to delivery of the brand essence” (Bergstrom, Blumenthal, & Crothers, 2002, s. 135).
Whereas Hatch & Schultz take on a strategic approach to the importance of the internal environment, Bergstrom, Blumenthal & Crothers investigate it from a more operational point of view. Thereby a combination of the two approaches provides a solid starting point for investigation in the analysis. This leads to the last hypothesis of this section:

*Hypothesis 18: Ensuring internal buy-in is crucial for a branding strategy*

This sums up the section about the emergence of CSR 2.0 and the important aspect of internal buy-in, which hereby end the entire theoretical discussion.

### Definitions of key concepts & ideas

<table>
<thead>
<tr>
<th><strong>CSR 2.0</strong></th>
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<tbody>
<tr>
<td><strong>Political consumer</strong></td>
<td><em>The political consumer is a consumer whose attitudes and ethics influence purchase behaviour. This consumer is demanding that companies contribute positively to society or else they might boycott them.</em></td>
</tr>
<tr>
<td><strong>CSR</strong></td>
<td><em>CSR is a concept whereby companies integrate social and environmental concerns into their business operations and in their interaction with their stakeholders on a voluntary basis.</em></td>
</tr>
<tr>
<td><strong>CSR 2.0</strong></td>
<td><em>CSR 2.0 is a responsibility that inflicts the business model of firms, and should thereby ensure a strong link between core business and the CSR initiatives. The products become the enabler of CSR and this is targeted at customers but also regulators. Stakeholder involvement is crucial, as customers should become part of the CSR 2.0 efforts.</em></td>
</tr>
<tr>
<td><strong>Goodvertising</strong></td>
<td><em>Goodvertising is centred on advertising that cares. It is about creating world-bettering communication and innovation, but it also needs to be sustainable also in an economic sense.</em></td>
</tr>
<tr>
<td><strong>Shared conversation</strong></td>
<td><em>Is when companies succeed in finding a cause that can meaningfully support their brand and customers want to be part of without companies trying to force them to participate.</em></td>
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</tbody>
</table>
Development of a new analytical framework

The three cornerstones of the theoretical discussion, Identity Economics, Social Creativity and Cultural Branding have now been presented, along with several other supplementing theories and notions addressing the changing consumer and branding paradigm. The aim of the thesis is to create an understanding that encompasses how these three theoretical cornerstones can be merged into a new analytical framework, which can highlight some of the challenges and branding opportunities available to companies. Furthermore, the new model will underline the theories complementarity and interconnectedness, and will present a better understanding of why some companies are able to create a successful branding platform. The mobile company Call me's “Watch Your Mouth” campaign is the subject of investigation in the analysis and is therefore the case study for operationalizing the frameworks presented in this part of the thesis.

Model 1: Basic model. Developed by Spork and Næsborg

Based on the analytical findings the thesis has developed its own models embedded in an analytical framework that will be presented in the following sections. The first model, which the thesis introduces, is the basic model, which presents the three theoretical cornerstones and how they are about to be merged into an analytical framework.

The following section will clarify concepts surrounding the emergence of the two new analytical models by addressing the interconnected ideas and themes presented in Identity Economics, Social Creativity and Cultural branding.
**Norms**

The first interrelated theme of the three theoretical cornerstones is *norms*. Norms play a central part in all of the theories and is therefore interesting to investigate. In Identity Economics, norms are a very important part of one's identity construction, as norms are considered the rules regarding how people should behave in different situations and, therefore, govern behaviour and decision-making processes. Furthermore, Identity Economics argues that norms act as the glue that ties a social category together. If one takes a closer look at Cultural branding, norms also play a very interesting part as they are perceived as being culturally defined. Cultural Branding argues that norms are important to be aware of and incorporate into branding strategies in order to become an iconic brand. Hence, Cultural Branding looks at norms in terms of investigation, exploration and spotting of new emerging opportunities for creating a powerful identity myth addressing cultural norms. Finally, norms can also be considered to play an important role in Social Creativity, as a mutual understanding of norms and behaviour bind people together and make them more likely to share all sorts of things amongst themselves.

Therefore it can be concluded that norms play a vital role for each of the three theories. For Identity Economics it lays within the social category, for Cultural Branding it is culturally defined and for Social Creativity it is related to sharing within groups.

**Identity**

The second interconnected theme, which encompasses all the three theoretical cornerstones, is *identity*. Identity is the central part of Identity Economics and is considered to be a person's sense of self. Additionally, it is understood that a person's identity will guide one's decision-making processes. This is explained by the notion of *identity utility function*, which is tied to identity, norms and social categories. The Identity utility function incorporates the idea that if a person does not live up to the norms in a specific social category that the person's identity utility will be impacted negatively. The utility function can therefore act as a control mechanism for social behaviour within groups. Similarly, when a person acts according to norms it affects their identity utility positively. Cultural Branding
also addresses identity as the theory states that brands should provide *identity value*, which resides from the brand’s ability to become a building block for identity creation. Furthermore, Cultural Branding also focuses on the *identity myth*, which is a brand’s simple story built around cultural contradiction, which therefore seek out and help people to understand who they are and thereby enhance identity value for consumers. Finally, Social Creativity’s three pillars, *participation, play* and *pass it forward* are built around *identification*. When people share it helps them express who they are and who they would like to become and make them reinforce their belonging to specific groups.

In conclusion, all the theories use identity as a crucial theme. For Identity Economics, identity is what guides the decision-making process, for Cultural Branding high-performing brands should provide identity value and Social Creativity is founded on the notion of identification.

**Culture – collectivity**

The final interconnected theme is *culture/collectivity*. Culture can be understood as the frame, which set the stage from where the norms are being acted out.

In Identity Economics, culture is being conceptualized in the notion of social categories. As people divide themselves and others into social categories, people behave accordingly to the social categories, of which they are a part. A person can belong to many different social categories during a lifetime and in the course of one day (e.g. a mom, a worker or a friend). Identity Economics also focuses on collectivity, as it is the surrounding norm tied to social categories and therefore the environment people live in, which affect one’s identity and decision-making processes. Obviously, culture plays a crucial role in Cultural branding, as it sets the stage for norm creation and development of a relevant identity myth addressing collective anxieties and desires in society. For strong iconic brands it is important to stake out a provocative and valued positing in the national culture and being on the edge of the culture by understanding it’s emerging norms. Cultural Branding focuses on collectivity, as it is an approach, which focuses on the masses and the cultural context in which people live, much more than it focuses on the actual individual. Furthermore, one can argue that Social Creativity evolves around social behaviour and norms, which are culturally embedded, as they are about crafting a
message, which can be shared among people and since shared understanding often derives from a mutual cultural understanding. Furthermore, Social Creativity also focuses on the social context and a collective mind-set, as it is through the masses that the individual become interesting to reach.

Hence it can be concluded that all three theories have culture as their point of convergence, as Identity Economics has culture guiding the development of social categories, Cultural Branding is founded on the very notion of culture, and Social Creativity is trying to unveil the cultural understanding of a group. This leads to the development of the *Interconnected model*.

![Model 2: The Interconnected Model. Developed by Spork and Næsborg](image)

*Each cornerstone theory is represented by a circle in the Interconnected Model above. Within each circle, all the notions introduced around the three cornerstone theories are presented. The central convergence point of the Interconnected Model is the three*
interconnected themes; Norms, Identity and Culture (visualized in the middle of the model), which represents the thematic overlap between the theories, which has just been highlighted.

**The model’s supplementary theories /notions**

The three major theories; Identity Economics, Social Creativity and Cultural Branding are not the only theories used in this thesis. To provide depth and breadth to the analysis, other supplementary theories and notions have been used. These can be grouped according to each of the three theoretical cornerstones. In order to understand how a theory like Identity Economics can emerge, one needs to understand what kind of society we live in. Introducing the post-modern society as the societal framework enabled the thesis to explain how Identity Economics could stem from that. By introducing supplementary theory, the main points of Identity Economics could be strengthened with the help of other theoretical notions. Among others was the introduction of Social Identity as a supplement to the general understanding of identity for Identity Economics. Social identity is a part of one’s self-concept that is influenced by the membership of social groups. By being part of a specific social group one acquires positive social identity. This is similar to the notion of identity utility as one is gaining identity utility by behaving according to norms. Another supplement is the notion of in-and out-group associations and reference groups, which are similar to social categories. With in- and out-group associations, people want to be part of specific groups to highlight a certain identity characteristics with which they wish to identify as well as they are not part of other groups to highlight other identity aspects. For reference groups, these groups are people with whom the individual identifies and share values, much like the social categories in Identity Economics.

Then there is Social Creativity. As with Identity Economics, a societal framework can also be connected with Social Creativity, namely sharing economy. Sharing economy can be summed up in the sentence *I share therefore I am*, meaning that what people share is a strong contributor to identity. This fits the outset of Social Creativity as it is about playing, participating and then passing it on (meaning: sharing). To strengthen this idea, the term sharable *identity creation* was
introduced, in which it was explained how the idea of identity creation is happening online and in public whereby campaigns that succeeds in creating Social Creativity will have a significant advantage. The analysis will dive deeper into how Social Creativity can actually be created and supported by the concepts, relevance and recognition, which have already been introduced as important parameters. Social Creativity is about creating content that people want to engage with and share with their friends. In order to do so, companies should ensure that the content is relevant to the people with whom they speak and that by sharing with friends the individual can gain recognition.

Finally, as was done with the two other theories, Cultural Branding can also be put into a societal framework. This was done through the introduction of the political consumer and CSR. The rise of this new consumer, whose attitudes and ethics influenced their purchases, and increased the pressure on companies to contribute positively to society. CSR grew out of the notion that companies are accountable for their social and environmental impact. As CSR matured, the idea of CSR 2.0 emerged where, ideally, CSR is no longer an add-on function, but an integrated part of the business model. These notions support Cultural Branding as they stem from the collective anxieties, concerns and desires and builds on greater cultural streams in society. CSR can be seen as such a stream that companies can tap into. The last supporting notion for Cultural Branding is goodvertising, which is understood as a tools for how companies can use both Cultural Branding and CSR actively. As goodvertising is centred on advertising that cares, it takes the leap from potential noise to advertising with a cause/purpose that people can buy into and want to be a part of. Furthermore, the internal perspective is highlighted as well, as the purpose is to be able to create internal buy-in and create a connection with the employees as well.

The goal of the paragraph above was to ensure that the reader understands why the thesis is not solely focusing on the three theoretical corner stones and to highlight their interdependences as supplements and not new theories. This leads to the development of the Hyper Connected model.

To ensure there is depth and breadth of knowledge in the new analytical framework proposed in this thesis, many complementary theories and notions are introduced. In order to provide an overview of their connectedness, the complimentary theories/notions are being presented in the Hyper Connected Model. The model is presented above and demonstrates how all of the complimentary theories and notions, presented in the thesis, are connected to each of the three theoretical cornerstones.

**The theories are complementary as well**

As illustrated in the models, the three theoretical cornerstones are supplementary as well. The fact that they supplement each other, further strengthens the argument for a combination of Identity Economics, Social Creativity and Cultural
Branding, in order to create a new analytical framework for understanding brand success and overcome recent branding challenges.

The link between the internal and external environment, is where the theories particularly compliment each other. Identity Economics addresses the internal perspective when it introduces the notion of insiders and outsiders in companies. The other two theoretical cornerstones are mostly externally focused and lack an internal focus on brand success; hence, Identity Economics will be used to investigate the internal perspective. The thesis argue that both the internal and external perspective on brand success is very critical, and is also highlighted by Hatch & Schultz, whom explain that in order to succeed with a branding strategy, a company must align both the internal and external perspective.

This concludes the theoretical section, which has explored various new theories, notions and themes that have been accumulated into a new self-developed analytical framework, consisting of the two analytical models; the interconnected model and the hyper connected model. This framework will function as a milestone for the analysis, which will commence after a brief situational analysis in the following section.
Situation analysis

The Danish telecommunication market got liberated in the nineties, which kick-started the development of what has come to be a highly competitive industry today. Since 2000 the price on mobile subscriptions has decreased by 70% and is now among some of the lowest within the EU, as a result of years of intense price wars. The price wars peaked between 2000-2004 where new players like Telmore, 3, CBB and Tele 2 entered the market, offering prices below market conditions at that time and shook the whole industry (Friislund & Marthdal, 2013).

There are a total of 5 mobile operators in Denmark, but more than 30 mobile providers. The 3 biggest operators make up 88% of the market, with the biggest player being TDC, who owns Telmore, Fullrate and Onfone and have a market share of approximately 44%. Telenor is the second biggest operator with a market share of 26% and owns the brands CBB Mobile and BIBOB. These two companies are followed by Telia, which has a market share of 18% and the brand Call me (Erhvervsstyrelsen, 2012).

Numbers from 2011 tell a tale of a saturated market, where there were 144 mobile subscriptions per 100 inhabitants in Denmark, equivalent to more than 8 million mobile subscribers in the country (Erhvervsstyrelsen, 2012, s. 5). This means that few new customers enter the market, and that forces the companies to instead try to acquire customers from competitors. This has led to the telecommunications industry spending a total of 1 billion DKK, in 2011, on marketing to move customers around (Lim, 2013). The marketing spend, as well as pressure on cutting prices compared to competitors, has influenced most players—in general the market is bleeding (Stenvei, 2013).

Choosing a telecommunications company is a low involvement decision for many people, as the product is deemed generic and a necessity for most. Furthermore, the risk and complications of changing from one provider to another has been greatly decreased over the last couple of years, removing one of the obstacles for forced loyalty (Andersen & Stelling, 2011).

The fact that most players in the market offer a generic product makes it challenging to differentiate based on the product offering (Stenvei, 2013). Some
players have therefore tried to extend their product offerings to try and create a competitive advantage, e.g. Telia is including a Spotify subscription in some of their subscriptions (Telia, 2013). Furthermore analyses have showed that brand preference is low and price has become the main decision driver in the category. This means that brand building has not been high on the agenda, due to the fact that most campaigns have solely communicated about price and functional benefits (e.g. 5GB data, 4G connection etc.).

The industry has now reached a point where they almost cannot cut costs further, leading telecomm companies to a need to think about finding and establishing alternative roads to success (Windeløv, 2012). This is exactly what Call me started to do in February 2012, when they launched their Watch Your Mouth campaign. Call me has a market share of 2,5% and is owned by Telia, thus, they are a part of the 3rd largest mobile company in Denmark (Lim, 2013)

Call me was originally Debitel, a brand that had many unfavourable associations, like bad customer service as well as cellular service. Therefore, in the summer of 2011, prior to the launch, Call me spent a solid amount of time and resources moving away from these unfavourable associations and created a product portfolio that they could be proud of internally (Lim, 2013) (0:29).

As Call me managed to get their product offering sorted out, their point of parity thereby came into place and they became ready to roll out the new campaign. The campaign had a long development journey and, in many ways, came to matter more to Call me than a typical campaign of the past, as it became the kick-start of the turn around for the Call me brand. Both management and employees were highly engaged in the development phase, to ensure getting the organisation on-board. Therefore it ended up more as a business strategy than solely a marketing campaign (Lim, 2013) (41:19).

The campaign is an attitudinal campaign aimed at acquiring a position in the market as a telecommunications company with a stance. The campaign was developed around the insight that 77% of Danes thought that public discourse had changed for the worse (Callme, Om os, 2013) and this thereby became the main insight for the campaign development. Pursuing such an insight in a market that is
almost solely communicating tactical price messages, is very unique and it is clear that Call me took a chance introducing their new branding universe.

The campaign was built around one word: trust. Trust in terms of trusting the employees, to thereby be able to infuse trust in customers, thus, creating trust among people in society. The essential role employees played in the campaign, highlights the strong internal element of the campaign, which will be further investigated in the analysis.

The campaign itself was a 360-degree campaign that used all media, but also went through untraditional channels, which the analysis will outline. However, the fundamental and guiding proposition of the campaign was the quest for “etiquette when speaking” and to stimulate debate around how people speak to each other. So far the campaign has generated good results in terms of increased customer loyalty, decreased employee turnover, and has in turn led to an increase in overall revenue.

The following analysis will use the new analytical framework presented by the thesis to try and explain the extent to which Call me’s Watch Your Mouth campaign has strengthened their brand positioning and overcome recent branding challenges.
Analysis
Part 1: Identity Economics & Call me

(Hypothesis one: Consumer identity creation is influenced by the norms in the social context and branding can influence these)

Call me launched the Watch Your Mouth campaign based on the insight that the public discourse has changed. According to Identity Economics, our behaviour is influenced by the norms inherent in the social categories to which we belong. It can be argued that the insight that 77% of Danes though that the public discourse had changed (Lim, 2013) (6:16), indicates that norms within several social categories have changed. Call me wanted to take action to modify this norm by creating a counter-norm to change behaviour for the better. If Call me wants to change the public discourse, they will have to change the norms, as norms are the social rules about how people should behave in different situations (Akerlof & Kranton, 2010). Call me did this by developing a campaign that used a wide range of touch points to influence and potentially change this unwanted norm. This was done through TV spots, articles, debates etc. (Call me, 2013). By undertaking this approach it can be understood that Call me tries to create in and out-group associations. First by addressing the unfavourable norm in society, and then by taking a stand to change it and establish a counter reaction, Call me tried to change the norms, espoused by Sales & Marketing Director, Anthony Lim: “We have started a movement. At least that is what we strive for” (Lim, 2013) (13:33). Movement creation can be seen as a way to create in and out-group associations; either you are part of the movement and the new norm of watching your mouth, or you are not. A concrete example that shows how much people wanted to join the group is to look at how successful campaign badges are\(^8\). As soon as Call me posted the badges on their webpage, the demand was instantaneous (Lim, 2013) (12:48). This is just one concrete example of in-group behaviour. This shows that individuals clearly want to signal that they are part of the movement. However, they did not do it all by themselves. They set the agenda, but other stakeholders followed suit, e.g.

\(^8\) Call me developed a badge with the statement “Watch Your Mouth” to support the campaign
when the organisation “Kirke & Medier”\(^9\) gave *Call me* an award, which they give to an organisation, working to promote ethical messages (Ellegaard K. F., 2013). This means that the messages of *Call me* got a lot of support and thereby legitimacy, making it easier for them to try and change the norms in society. This gives support for the fact that branding has the potential to influence norms in society, as is the case for *Call me*. But it is also important to take the notion one step further. From theory it is clear that norms influence our identity creation, as we need to live up to certain norms within our social categories in order not to lose identity utility. As *Call me* establishes this new norm, it has the potential to influence individuals’ identity creation, as they will now need to live up to the new norm: “If you are not living up to the norms within your group, people are tuning out from you. This means that you are being punished for not living up to the norms” (Jørgensen A. C., 2013) (9:46). This quote highlights an important part of the theory of identity utility. If *Call me* manages to create and maintain the relevance of this norm, individuals will need to adhere to it in order not to lose identity utility. A concrete example of this is how the campaign has influenced schools. Teachers bought into the campaign’s message and brought it to the students. Most students also bought into it, starting to create videos and sharing them across the country (Tal Ordentligt Film Studios, 2013). As a class of students can be seen as a social category where norms obviously exist, creating a norm where students are “watching their mouths”, creates a pressure where students thereby will lose identity utility if they speak badly to each other and are, more or less, forced to modify behaviour. This is supported by another quote saying, “Identity creation is of course influenced by norms, we measure who you are by what you do” (Jørgensen A. C., 2013)(7:37).

But one should remember that *Call me* would not be able to make people do anything. “*Call me* is attaching their brand to something that most people can agree on. They are trying to take ownership of something that people like already and can agree on” (Jørgensen A. C., 2013)(12:00). The quote highlights an important restriction one should remember and hereby the first hypothesis of the analysis.

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\(^9\)Kirke & Medier is a viewer and listener organization established in 1926 with the purpose of ensuring that ethics and decency in the media landscape while also broadening the message of Christianity (KLF, 2013)
has been proved correct: *Consumer identity creation is influenced by the norms in the social context and branding can influence these.*

Firstly, the section above proved that branding has the potential to influence norms, by discussing when *Call me* specifically addressed a norm they wanted to change in order to get consumers interested in their brand. Second, creating a movement or a group around a new norm can influence identity creation, as the individuals who partake in the *Watch Your Mouth* campaign will derive identity utility if the social category they are part of buys into the new norm. Furthermore, strong in-group associations can be formed, as people who pledge the campaign can be set apart for people who are not supporting it.

**Insiders & outsiders**

*(Hypothesis two: Companies can perform better if they manage to turn employees to insiders).*

A big part of Identity Economics also involves how companies can increase their performance, a notion that also initiated the campaign by *Call me*. Identity Economics divides employees into insiders and outsiders. Insiders are the employees who identify and buy into the organisation and its goals, whereas outsiders are employees who work mainly to receive salary and are not strongly committed to the organisation (Akerlof & Kranton, 2010). For a telecommunications company the most important asset in terms of human resources is the call centre employees. These employees come to represent the brand when customers are dialling in, meaning that these employees can make or break the brand. *Call me* was in a situation where they had a high employee turnover in this department, similar to the industry as a whole, as well as a low customer satisfaction (Lim, 2013)(40:12). This could indicate that *Call me* was facing a situation where they had a lot of outsiders in their organisation, not understanding what the goal of the organisation was or really buying into the purpose of the company.

This situation kick started the *Watch Your Mouth* campaign. *Call me* had worked with developing a strategy centred on trust. This was not done in a traditional way, where top management decides on the strategy and then informs the employees;
on the contrary, employees took part in strategy development. An example of this is when the call centre employees themselves wrote the statement and book *The Call me Way* that outlines five organisational values that support the notion of trust (Lim, 2013) (38:31). In the book the employees reflect on what trust means to them in their daily work and management has not edited it.

As it has not been clearly defined by theory how companies should create insiders, this thesis will argue that the actions undertaken by *Call me* represent a good way of potentially turning employees from outsiders to insiders. The importance of committed employees is emphasized in the following quote: “we could not have succeeded with the campaign if our employees were not on-board” (Lim, 2013) (14:34). What this shows, apart from the fact that most successful campaigns need to be embedded internally first, is that creating insiders is extremely important for companies. The change becomes even more evident as Anthony Lim states: “Our employees believe that we make a difference now. Not just in terms of our products and prices but that we also make our customers happy and satisfied. This creates a stronger bond among employees and customers.” (Lim, 2013) (40:55). Thereby, it seems that by investing time and money engaging primarily the call centre employees, *Call me* has created insiders, which in turn has benefitted the company.

Employee turnover is at its lowest ever (Lim, 2013) (40:12), benefitting the company by bringing down recruitment costs and decreasing the loss of tacit knowledge that always occurs when employees exit an organisation (Christensen, 2007). Furthermore, “If our employees are happy and satisfied they also serve our customers better” (Lim, 2013) (45:17). This has resulted in the fact that customer loyalty has increased by 24% as well as recommendation rate has doubled (Jangaard, 2013) (28:43). Thereby the thesis can prove the second hypothesis that *Companies can perform better if they manage to turn employees to insiders.*

**Consumers as insiders**

(*Hypothesis three: Branding can turn consumers into insiders*)

*Call me* succeeded in turning their employees into insiders as established in the section above. To add to that, the theoretical part raises the question of whether the notion of insiders could be applied to consumers as well. The idea is that if
Consumers became insiders they would be less likely to switch telecommunications providers and would be willing to internalize the values of the brand to a greater extent than outsiders. As previously stated, an insider in an organisation will not solely be driven by monetary compensation, and will buy into the values proposed by the organisation. Exploring this concept from an external perspective, could entail that costumers, if they were insiders, would not be driven solely by price and could be in favour of the claims made by Call me. Looking to the case of the Watch Your Mouth campaign, many of these factors are present.

“Customers no longer ask about product and price as much as before and now, we get calls from people who want to sign up with us, solely because of the campaign. Hence, our products almost become irrelevant.” (Lim, 2013) (7:30). This quote indicates that Call me has managed to some extent to change the driver for choosing a telecommunications provider, which previously was very price focused. This shows that Call me changes from a very rational claim (cheaper price) to an emotional one (changing the public discourse), “We are hitting a right spot and the campaign has an emotional impact on people instead of using rational arguments” (Lim, 2013) (8:09).

In order to fully understand how Call me succeeded with this emotional approach and potentially started to create insiders, it is beneficial to look to the interview conducted with Kirsten Poulsen, CEO of Firstmove: “For many years we got identity through consumption. From 2006 the first movers start to change: they stop and reflect. They have consumed themselves to death and now they need something else. This is when they start turning their back on consumption, and thereby consumption is no longer the primary identity creator. And that is a huge change – a paradigm change (Poulsen, 2013) (0:36). This indicates that Call me might has succeeded because they have less communicative focus on their product and thereby consumption, but instead they focus on a purpose. They have chosen a value-based approach that can contribute positively to new identity creation. This makes it clear that it is not just any branding approach that could accomplish what Call me is: “It is much more interesting to look at values. Which values are driving behaviour? And on a more concrete level, which lifestyle values are important to use? Brands need to tap into these values of society in order to be successful” (Poulsen,
This quote supports the value based branding approach that Call me has applied, stating that understanding what concerns people on a societal level is crucial for success\textsuperscript{10}.

In order to identify insiders, the employee turnover were used to determine if the employees of Call me could be called insiders. The same can be applied for customers. During the campaign, Call me managed to increase customer loyalty by 24\%, as well as they doubled the recommendation rate: “The campaign has affected customer churn positively” (Lim, 2013)(7:30). These facts indicate two things; first, that the customers are staying longer, which is impressive in an industry known for its lack of customer loyalty. Second, the recommendation rate indicates that customers are increasingly proud to be Call me customers and want to share that with their peers. Examples of this can be found on the Facebook page where comments like these are posted: “Why is the public discourse too harsh? Why are so many people using their elbows? It is free to watch your mouth” (Pedersen J. L., 2013) and “I really like Watch Your Mouth, best wishes Krista” (Jørgensen K., 2013).

This is a further support for the fact that it seems that Call me has managed to turn some customers into insiders. Thereby, the thesis is offering one way of measuring insiders in terms of loyalty, both internally and externally.

The section above enables the analysis to partially prove the third hypothesis \textit{Branding can turn consumers into insiders}. Overall, the theory does not provide a solid framework for determining insiders, nor does it provide any explanation for turning consumer to insiders. However, when applying the measures for employees, many of the same conditions seem to apply to consumers as well. The campaign managed to move consumers from a price focus to a value focus, which made them increase their loyalty to Call me, which in turn could indicate the Call me managed to turn consumers into insiders.

The individual versus the community

Call me tries to change the way people speak to each other through the Watch Your Mouth campaign. This was enabled by an insight, which told them that the public discourse had changed for the worse.

\textsuperscript{10}A point that is also extremely important for the Cultural Branding section, which will be elaborated on later.
The campaign is actually called “Watch Your Mouth – kindness is free”. Initially, Call me and their agency worked with the shorter title; Watch Your Mouth, but testing showed that it was perceived too finger pointing (Jangaard, 2013) (7:43). Therefore, they added the kindness is free to change the title from an imperative to a truth. Thereby, it becomes a statement instead of blame and this makes it easier for people to accept (Jangaard, 2013)(7:43).

“We communicate to the individual person, when we say, “watch your mouth – kindness if free” (...) We hope that people will reflect upon our message and would like to make a difference by changing their behaviour. Or at least think about the way they are speaking to other people” (Lim, 2013) (9:00). This statement indicates that Call me addresses the individual and want the individual person to make a change in their behaviour. Especially using the word “your” emphasizes the individual aspect: “When we communicate to people we want the individual person to take responsibility”. (Lim, 2013) (10:07).

So Call me did not intend to talk to a community or create one, they just wanted the individuals to change their way of speaking. Therefore, the outset of the campaign was a very traditional one, where the company addresses the individual to get the brand message across. However, as also stated in the theory section, something seems to have changed in society: “The individual versus the community has always been changing with different streams throughout time. Now we are away from the individualistic period and in the community period” (Poulsen, 2013) (10:05). This quote indicates that in order for a company to be really successful with its branding strategy today, it should target the community more than the individual. Further emphasis is given to this statement, as we have experienced a shift from me to we in general, where successful marketing is focused on value generated in a greater context and where the individual gain is not the centre of attention (Larsen C. W., 2013). Going one step further, even consumption for the sake of consumption is going down, making way for a more purpose driven approach to buying into brands (Poulsen, 2013). So even though Call me set out to address the individual, this was actually not what made the campaign so successful: “one of the main reasons for success has been the fact that people were able to identify with the campaign, but also that they became part of a movement. It was not a movement from day one, but it has evolved into a strong movement today” (Jangaard,
The reason for not trying to create a movement from the beginning is that “It is extremely difficult to create a movement. It is extremely hard to create a campaign that creates engagement with people” (Jangaard, 2013)(13:27). So despite what Call me and their agency set out to do, what made the campaign a success was the fact that it managed to create a community. The community gave individuals the power to stand up and say that they wanted to watch their mouth, “If one person is not afraid to stand up and say we should speak nicer to each other, then others might agree. They would then feel a stronger community around the notion “watch your mouth”” (Lim, 2013) (33:48).

Reference groups and the community

(Hypothesis four: Companies should find new ways to link their brand messages to larger groups/communities)

The consumers who took part in the community that was created around the campaign, can be understood as viewing the community as an aspirational reference group or a positive group (in-group), they aspire to become members of. People concerned about watching their mouth can be seen as a reference group. According to theory, reference groups can be associated with particular brands, as is the case when people start to make a connection with watching your mouth and Call me. As consumers use reference groups to construct their self-image, Call me can benefit from providing consumers with an aspirational reference group. When consumers are becoming members of such a group as Watch Your Mouth, consumer thereby connect their social identity with their personal self-concepts and this can enforce the belonging to the community (Mihalcea & Catoiu, 2008). Currently on Facebook, almost 22,000 people like the page and almost 2,000 people are talking out it, which is quite high numbers on a page owned by a company (Call me, 2013). Also, there are many examples of people posting “kindness if free” and getting lots of likes in return (Bennedsen, 2013) which again emphasizes the community vibe on the site.

Furthermore, when in-groups exist, out-groups will also appear. This means that people, who do not buy into the Watch Your Mouth community, become a part of an out-group in relation to the people who do buy into it. This again enforces the
interconnectedness of the community, as they can be defined opposed to the out-group (Solomon, Bamossy, Askegaard, & Hogg, 2010). According to theory the avoidance of certain groups can influence consumer evaluations and choice. This is evident when Call me experiences that people call them up to sign up for its service, because they have seen the Watch Your Mouth campaign. Furthermore, it is also part of the success of Call me, that it is so hard to disagree on the stand they take, that consumers will find it hard to reject the statement when confronted with it.

The benefit for Call me thereby exists in the fact that: “If you want to create conversation it is less risky to get involved in something that is more distant than ourselves personally. A campaign that would focus on very personal matters, have a greater risk to alienate some people or make them feel accused. Talking to the community makes it easier for people to buy into the concept” (Jørgensen A. C., 2013)(14:11). This statement reinforces the points made above, that Call me’s success was actually largely because they managed to create a community in which people could pledge their support and feel good because they take part in trying to improve society, e.g. when an individual posts: “Thank you so much for inviting me to this group. What a wonderful initiative. I have made my own interpretation: speak from the heart” (Holst, 2013) and she is answered by another member of the community: “Yes, you are right. We all need to be reminded how great importance equal dialogue has. Lets communicate from the heart” (Thomsen, 2013). These quotes reinforce what is on every ones lips at the moments; engagement and conversation: “If you want to create conversation, this is easier if you move it away from the individual and towards the community” (Jørgensen A. C., 2013) (15:05).

In conclusion; by tapping into a societal issue, Call me found a new way of linking their brand and the organisation ’s overall purpose, to a group that made sense for the consumer. By being part of the Call me community, people gained something for their own identity. This enables the section to prove hypothesis four of the thesis; Companies should find new ways to link their brand messages to larger groups/communities.
Membership ties within the community

(Hypothesis five: companies should facilitate closer membership ties within their targeted communities)

As established above, Call me did not set out to create a community. However, the community creation ended up being one of the main success factors in the campaign. As the campaign matured, Call me further developed the community. This was done through a series of initiatives to target various subgroups within the broad community. One example is the Watch Your Mouth – kindness is free schools project (Call me, 2013). Call me chose schools due to a variety of reasons, one of the most important things being the fact that instilling good habits at a young age is beneficial for society, as well as the fact that the public discourse tends to be even harder in schools compared to other places (Lim, 2013). Also, Call me teamed up with the trade union HK and created the Watch Your Mouth – on the job again to focus on a subgroup within the community (Call me, 2013). HK did an internal survey asking their members about the tone of voice they experienced on the job. Results showed that 60% have experienced a harsh tone of voice on the job, and 79% experiences that the tone of voice influences their productivity. Furthermore, 73% state that having a good tone of voice is very important for their job satisfaction (Epinion, 2012). This shows that the subject was highly relevant for this specific group and this kick started the initiative where positive reinforcements were used to try and change behaviour, e.g. nominating a Watch Your Mouth Sheriff through the Watch Your Mouth – on the job Facebook page (Watch Your Mouth - On the job, 2013). Partnering up with other organisations, like Call me did with trade union HK, can increase the legitimacy and affect the efforts put into the cause, which might be beneficial for Call me on the long run (Larsen C. W., Be authentic or nobody cares, 2013). Also, targeting various groups within the overall community enables Call me not only to become even more relevant to members, but to also broaden their campaign to influence many other groups or social categories within the society.

Another aspect of the community around the Watch Your Mouth campaign is the influence by reference groups on individual’s behaviour. As previously stated,
people are concerned about how they are perceived by their surroundings, as they can modify their behaviour in order to enforce that other people make the desired identify inferences about them. This means that people are not only driven by optimizing their own desires, but modify their behaviour to fit in (Mihalcea & Catoiu, 2008) (Akerlof & Kranton, 2010). This could indicate that people, whether or not they agree with Call me, will feel a pressure to become part of the campaign, in order for their surroundings to make desired identity inferences about them.

Therefore it seems the campaign uses two tactics. Firstly, it provides people backing in order for them to stand up and speak nicely themselves, but also influence others: “If one person is not afraid to stand up and say we should speak nicer to each other, then others would might agree. They would then feel a stronger community around the notion “watch your mouth”. (Lim, 2013) (33:48). Secondly, it can create a pressure to “force” people to join the cause, since they might potentially lose identity utility if they do not.

In conclusion, Call me therefore succeeded in creating a movement that turned into a community and that used positive reinforcements to change behaviour. People wanted to participate in the movement, further strengthened by the fact that Call me addressed subgroups within the campaign to create even closer ties to its members. The fact that people are actively interpreting the content themselves, also indicate that closer ties were developed during those kinds of activities. Furthermore, the fact that people might want to join the campaign as it can make them look good to the outside world, is another argument towards the prove of hypothesis five; companies should facilitate closer membership ties within their targeted communities.

Positive symbolic meaning

(Hypothesis six: Companies must focus on embedding positive symbolic meaning into their brand in order to built favourable in-group associations).

The sections above have investigated the interactive relationship of consumption. On the one hand consumption is used to signal something about ones self-image, but consumption can also be used to signal membership of certain groups. This means that consumers can be part of bigger communities, and still gain something
for their own identity if there is a match between the two. However, according to theory, it becomes important that communities resonate with consumers’ sense of self. In order to do this, it becomes important that there are positive symbolic meanings associated with the brand in question, so that consumers can benefit from these positive associations.

The next paragraph will analyse how Call me tries to create positive symbolic meaning for their brand in order to create in-group associations.

One way to identify positive symbolic meaning is in the responses that Call me got after they launched the campaign, which is evident on the responses on Facebook: “Within 24 hours of campaign start, customers on Facebook wrote that they were proud to be customers at Call me.” (Lim, 2013) (14:56). Seeing the reactions of consumer on Facebook is a good example of how positive associations of the brand can transcend into its members. Another major part of the campaign was the PR efforts, covering newspaper articles written by Call me’s CEO Hanne Lindblad (Lindblad, Hvorfor taler vi så grimt til hinanden?, 2012) (Lindblad, Ordet er det mest magtfulde våben, 2012), TV debates on some of the largest Danish TV channels, bloggers debating the issue, well-known artists advocating the movement etc. The PR efforts led the way for a series of other programs, mainly on TV that addressed the issues regarding a harsh public discourse, among others the “Høflighed på 100 dage” (Gaardsvig, 2012) and “Myginds mission” (Information, 2013). “Høflighed på 100 dage” tried to reintroduce the politeness in Danish society, since it seemed to have been forgotten. The “Myginds mission” was a quest to tackle the collective bullying that was going on in schools across the country. These were not directly affiliated with the Watch Your Mouth campaign, but they touch upon the same themes and can therefore be considered beneficial for Call me, and the legitimization of the cause.

All this ensured that the consumer was exposed to the overall brand message of Call me, not only through their own owned channels, but also in a much broader societal sense. Not only did this enhance credibility, it is also established and created positive associations with the brand, which is needed in order to create favourable in-group associations for the people within the community.

Proving that Call me has succeeded in creating positive associations is not an easy task as: “positive associations are very difficult to measure, but there is no doubt
about the fact these associations have great value.” (Lim, 2013) (14:44). This indicates that not only are the positive associations deemed important for Call me, it also seems that they have succeeded to some extent in establishing them. The next challenge is then to utilize this positive symbolic meaning to build favourable in-group associations. Again this is not easy to prove, however, various aspects of the campaign indicate that they were successful at accomplishing this. Call me came up with the idea of developing a badge saying “I watch my mouth”, but initially it was just thought of as a gimmick: “It surprised us that people would like to wear badges.” (Lim, 2013) (12:10). After a short while, Call me had sent out more than 80.000 badges: “Apparently, a lot of people would like to wear these badges and the reason for this is that they are signalizing that they believe it is important to “watch your mouth”. (Lim, 2013) (12:55). The badges also represent that people want to actively signal to their greater communities that they are part of a group of people who watch their mouths in the public sphere. The fact that people actively sought out these badges indicates that there truly exists a positive in-group association.

Ultimately, what some of these examples highlight is that: “It proves that our attitudes have correlated with our customers’ and we have therefore managed to connect with them emotionally” (Lim, 2013) (15:18). The fact that Call me manages to connect with consumers emotionally, also benefitted the company in economic terms as buying preference increased by 260% during the campaign (Jangaard, 2013) (28:43).

It can be concluded that to a large extent it seems as though Call me succeeded in embedding enough positive symbolic meaning into their brand and this resulted in favourable in-group associations, however as also stated, it is really hard to measure positive associations, so therefore the thesis deems itself partially able to prove the sixth hypothesis of this thesis: Companies must focus on imbuing positive symbolic meaning into their brand in order to built favourable in-group associations.

Identity Economics and Call me conclusion

Identity Economics is the first theoretical cornerstone that the thesis introduces and embedded in the analytical framework. Identity Economics is concerned with
how norms in social categories influence behaviour and how identity utility is influencing the taste and decisions of individuals.

The fact that Call me centres their campaign around addressing a change in public discourse, can be seen as them trying to modify an unfavourable norms in society. They managed to create a movement around the 360 degree campaign and this can be seen as them establishing in and out-group associations. Strong in-group associations are e.g. created when people wear badges to support the cause. As the norm grow stronger,

It can influence identity creation as people can lose identity utility by not being part of the movement if the new norm exists within their social category. This enables the thesis to provide hypothesis one: Consumer identity creation is influenced by the norms in the social context and branding can influence these.

Call me was dominated by outsiders not committed to the organisation, when they initiated their internal trust strategy. This was seen in high employee turnover and low customer satisfaction. By starting an internal strategy process involving the employees by empowering call-centre employees and letting them take part in the development of the external campaign, Call me managed to turn employees into insiders. This benefitted the company by increasing customer loyalty by 24% and bringing down employee turnover, decreasing loss of tacit knowledge. Therefore, the thesis is able to prove hypothesis two: Companies can perform better if they manage to turn employees into insiders.

The framework of insiders and outsiders was applied to customers, to test if the same methodology could be used on them. The branding approach that Call me chose managed to move some consumers from a price focus to a value focus, which increased overall loyalty as well as recommendation rate. These factors indicate that Call me managed to move some customers from outsiders to insiders. However, since theory does not provide clear guidance on how to create insiders or how to determine them, the thesis only partially proves the third hypothesis Branding can turn consumers to insiders.

After a period in time, which focused primarily on the individual and consumption, society has shifted to focus on the “we”—the community, value and the greater good.
Without initially realizing it, Call me's campaign tapped into the aforementioned trend as they managed to create a community around their campaign, something that is not easily done. As consumers move away from focusing on products, communicating about values enables Call me to more easily reach the group they want to influence. The community around Watch Your Mouth gives people the power to stand up and support the cause, so they are not alone. This community can function as an aspirational reference group or in-group and, as these can be associated with brands, Call me is put in a favourable position. As consumers use reference groups to construct their self-image, Call me can benefit by providing them with an aspirational reference group, which secures a strong link to their brand. This enables the thesis to prove hypothesis four: companies should find new ways to link their brand messages to larger groups/communities.

As the community around the Watch Your Mouth campaign was established it kept evolving. Subgroups like the school and workplace projects were involved in order for the campaign to increase relevance and, thereby, establish closer ties between the subgroups’ community members. Many parts of the campaign involved sub-group members actively interpreting content or producing it themselves, it again establishes closer ties between sub-group members and the brand message. Furthermore, the community has another benefit as it influences individual’s behaviour since they want to adhere to the norms within their social categories in order not to lose identity utility. As most individuals want their peers to make desired identity inferences about them, this can indicate that individuals feel a pressure to support the cause advocated for in the campaign. This thereby enables the thesis to prove hypothesis number five: companies should facilitate closer membership ties within their targeted communities.

Call me managed to build positive symbolic meaning into their brand throughout the campaign. This was evident as customer wrote they were proud to be customers at Call me as well as the massive PR efforts that followed the launch. The fact that other agents took on the campaign’s agenda made sure the consumers were exposed to the overall brand message, but it also increased legitimacy and credibility for the cause. As symbolic meaning is embedded, it can lead to in-group associations. Call me's ability to create in-group associations is exemplified by the success of the badges, where people actively wanted to signal their belonging to
the group. However, as it is really hard to prove that both positive symbolic meaning and in-group associations have been established, the thesis only partially proves hypothesis six: *Companies must focus on imbuing positive symbolic meaning to their brand in order to built favourable in-group associations.*

The above discussion concludes the first analytical section centred on Identity Economics and Call me. Six hypotheses have been investigated using the theoretical framework from the theory chapter in conjunction with the use of empirical evidence. The following section, Part Two, will investigate the hypotheses of the second theoretical cornerstone, Social Creativity, which begins with a focus on technological changes, which enables for the relevance of Social Creativity.

**Part 2: Social Creativity & Call me**

**Technological changes**

(*Hypothesis seven: Companies have less control of their brand’s touch points and these must therefore be redefined*)

In the theory section, it was established that our society has undergone substantial technological changes over the last few years. This has forced companies to activate new platforms and to develop their campaigns differently than before. This change presents both opportunities and challenges for *Call me.*

One change is the rise of the *hyper informed consumer* that is more knowledgeable than ever before and, therefore, is increasingly sceptical towards company delivered messages (Socialsemantic.eu, 2012). The fact that the social media presence of the *Watch Your Mouth* campaign is unbranded could be viewed as a potentially beneficial in increasing buy-in and decreasing scepticism. This insight is interesting as a big part of the *Watch Your Mouth* campaign is unbranded. This can potentially benefit *Call me* in the long run as it is a way to decrease hostility towards commercial messages and the increased scepticism toward them. Obviously, it will remain a challenge to prove that synergies between the brand and the unbranded efforts are there, but so far results have been convincing: "*We know that Watch Your Mouth is strongly branded and in our research 55% can*
unaided say that Call me is the mobile company behind Watch Your Mouth and 75% can aided make the connection” (Lim, 2013) (17:10).

Social media theory talks about the socially founded company, where customers get exposed to an involving and engaging company (Socialsemantic.eu, 2012). Call me is not a socially founded company in the way that their whole business revolves around social media, however they have a clear ambition to have consumers become involved and engaged with their campaign and use social media as a tool to achieve that: “We managed to create engagement by hitting a cultural flow that other people had noticed but no one had claimed yet” (Jangaard, 2013) (13:55). When a company manages to involve and engage, and customers can also participate in the development and marketing of company products, they can create loyal customers more easily and (Socialsemantic.eu, 2012). As has already been stated, the campaign significantly increased customer loyalty and customers participated in the campaign development, when Call me produced badges based on increased customer demand (Lim, 2013) (12:55). This was accelerated due to social word of mouth, where social media enabled people to share what they believe in with hundreds of people with one click. One example of social word of mouth during the campaign is that the Call me Facebook page increased their fan base by more than 500% (Jangaard, 2013) (28:43)

Another benefit from social WOM, was the increased credibility, as people simply trust information from their peers more than a company, highlighting the increasing power of social networks (Scarpelli & Jameson, 2010). This is furthermore supported by Anthony Lim, as he states: “There is no doubt about the fact that marketing becomes much more powerful if it is individuals who “preach” a company’s messages instead of it coming directly from the company itself. (Lim, 2013)(11:46).

Both social media and the socially founded company is said to influence the way companies can act and this is furthermore emphasized by the fact that the distinction between online and offline is increasingly loosing its meaning (Burkeman, 2011) This is also emphasized when Kirsten Poulsen talks about a retreat to the real life “in the form of a fusion between offline and online” (Poulsen, 2013) (17:43).
All of these changes influence the power that brands have over their touch points. As brands are increasingly present online, it gets harder for companies to maintain full control: “I don’t know if brands need to redefine themselves but they have to be aware of the fact that social media and the internet in general, have made many different companies a lot more transparent.” (Lim, 2013) (28:40). The increased transparency that Call me works with, again goes back to a sceptical and increasingly informed consumer that will not accept wrongdoings. This forces companies to rethink their products and services, since they can be criticized if they do not live up to the demands of the consumer (Strandgaard, 2004). This was e.g. the case for Fullrate, a Call me competitor, that dropped their social media presence after they received numerous complaints about their offerings (Engemann, 2013). What Call me did was to let consumers engage with their brand, using the latest technologies, but did not provide all of the content themselves. Instead, they provided the framework in which consumers could create content and create their own understanding of Watch Your Mouth.\(^{11}\)

Furthermore, Call me divided their social media presence on Facebook into three main pages; a Call me page (Call me, 2013) and two campaign sites; Watch Your Mouth (Call me, 2013) & Watch Your Mouth – on the job (Call me, 2013). The Watch Your Mouth & Watch Your Mouth – on the job Facebook pages, are not directly affiliated with Call me and does thereby not post any commercially related messages. The main idea about the Watch Your Mouth campaign is “The Watch Your Mouth Facebook presence is about having a strong focus and debate about the good tone of voice.” (Lim, 2013) (22:05). Furthermore, Call me has a clear idea about what they do not want to do: “On our Watch Your Mouth Facebook page we don’t communicate products or anything like that. We only communicate about the message: Watch Your Mouth” (Lim, 2013) (23:04). It is clear that on their corporate site they seem to benefit from communicating about price and product along with customer service, but what also becomes evident is that when Call me is communicating about a cause-related issue, it might be beneficial to use another Facebook site in order to accommodate the increased scepticism from consumers around company-generated messages.

\(^{11}\) This will be elaborated in the following paragraph I share, therefore I am.
As highlighted above, the new technological changes presents a series of opportunities and challenges for Call me. However, they also seem to acknowledge and positively approach the fact that consumers can engage much more with the company and might post challenging comments as well. The rise of social media forces companies to be more transparent, as information flows faster than ever. When asked about their social media strategy, Anthony Lim answers: “We have done a lot of trial and error” (Lim, 2013) (27.42). This quote seems to be representative for the general approach companies have taken with social media at this point in time (Socialsemantic.eu, 2012). This is furthers supported by Jørgensen, when he says “most companies are challenged trying to define what they should use this new window of opportunity [for]. Especially what they should do when people respond to their presence. How is a Facebook interaction different from a call to the customer service?” (Jørgensen A. C., 2013) (19:40). In sum, the section above indicates that hypothesis number seven: Companies have less control of their brand’s touch points and these must therefore be redefined can be proved.

I share, therefore I am
(Hypothesis eight: Brands need to create a social presence that act as building blocks for identity creation within relevant communities).

A stated in the theory section, social networks influence our individual behaviour to a greater extent than earlier thought (Scarpelli & Jameson, 2010, s. 2). This means that behaviour on social platforms can come to influence how one’s identity is formed: “When you like something on Facebook it comes to matter a great deal for who you are because you use your own name. You are not anonymous like when you search for something on Google” (Jørgensen A. C., 2013)(5:28). This gives rise to the sharing economy, where money is not the main payment but recognition and the currency becomes likes, fans or followers (Engholm, Internetpsykolog: Hvad i alverden skulle Tena på Facebook?, 2012). This change in society obviously has implications for identity creation: “Who are you? And how do other people look at you when you know that people perceive you in a certain way, that influences how you see yourself” (Jørgensen A. C., 2013) (5:50). This quote highlights the interactive relationship between your actual self and your perceived self as the
social networks become an arena for identity creation—how you want other people to look at you, influences the choices you make on social platforms, as they come to represent who you are. Kirsten Poulsen, CEO of Firstmove further emphasizes the point that our behaviour on social platforms influences our identity: “Where we spend time and money, is what brings value to us, and this will define our identity” (Poulsen, 2013) (18:30). As previously stated, people have never spent more time on social platforms as they do now (Nielsen, NM Incite, 2012) and this supports the notion that identity creation is also happening on social platforms. This also means that products and brands with which people are engaging through social platforms have the potential to influence identity creation. In the case of Call me, it is interesting as big parts of their campaign seems to fit within the framework presented above. Under the school project umbrella, several other projects have been born, e.g. a film project where students go together and create a movie with the help of Call me’s film producer where they interpret the idea behind the Watch Your Mouth campaign (Callme, Skoler/ Hvorfor tiltaget på skolerne?, 2013). What is interesting about these initiatives is that Call me is succeeding in creating a huge amount of involvement in the campaign, as students are activated and are putting their own meaning into the statement. “We are taking little pieces of our physical life and turning them into small content pieces that we share in order to get recognition and thereby acceptance of who we are” (Jørgensen A. C., 2013) (17:45). By providing the framework for students to engage with Call me’s brand message, Call me actually helps the students to use their content to build their own identity and it provides the students with building blocks for identity creation. This is supported by the following quote on how to engage your community: “Take an outset in what people are interested in already and make fans co-creators and then let them create value for others” (Pedersen L. H., 2013). Furthermore, Call me made it easy for the kids at school, but also everyone else, to take the pledge to watch their mouth and then share it with the community in order to both express who they are, but also in order to try and get more pledges (Brighs, 2012). This is a clever strategy as: “if you as a company have content that potentially can be used by individuals to express their identity, it is beneficial if you make it easy to share that content.” (Jørgensen A. C., 2013) (21:20). These actions
of engaging with content, putting your own interpretation into it and then sharing it with your virtual community, can be called *sharable identity creation*. The sharable aspect of this concept is very influential because when a person (i.e. a student) is sharing the movie they made about *Watch Your Mouth*, this becomes part of that student’s identity, but it will also only be shared if it fits within the social category to which that specific person belongs. Thereby, it seems that people are potentially modifying their behaviour to fit within the norms of their peers: “And what you share becomes who you are – If you get a lot of likes on a piece of content that can define who you become since getting likes is a good feeling” (Jørgensen A. C., 2013)(7:04). The points made above are emphasized further, when Anthony Lim is asked if he believes that when you share something it comes to represent your own identity: “Yes, I agree. *The things we write about on our Watch Your Mouth* Facebook page represent our purpose and our opinions and what we believe in. By communicating our values and purpose people can engage and share if they agree and this then becomes part of their identity” (Lim, 2013)(23:55).

In sum, it has been made clear that one’s online presence definitely influences identity creation. This constitutes both challenges and opportunities for *Call me*, which will be elaborated upon further in the following paragraphs. Focusing on *sharable identity creation* can be very beneficial, as a message communicated from consumer to consumers is deemed more legitimate and receives more attention. The consumers get a building block from the company, which can be incorporated into his/her own identity and can signal their belief in the cause by distributing the message. This enables the thesis to prove hypothesis eight: *Brands need to create a social presence that act as building blocks for identity creation within relevant communities.*

**The rise of Social Creativity**

The next part of the thesis will take a closer look at *Social Creativity* in relation to the *Watch Your Mouth* campaign. Social Creativity constitutes the second theoretical cornerstone of the thesis and can be regarded as a “tool” or framework, which can spur viral marketing, which stems from the integration between mass
media and social media platforms (Scarpelli & Jameson, 2010). As stated in the theoretical section, Social Creativity is about crafting a message, which encapsulates three P’s: Participation, play and passing-it-forward, which are all connected to a hypothesis each. (Scarpelli & Jameson, 2010).

**Participate**

*Hypothesis nine: Participation requires positive brand associations*.

As previously stated, *Call me* manages to get a lot of engagement with their *Watch Your Mouth* campaign. Some of the factors for this high engagement can be found in the way *Call me* has made some of their targeted subgroups participate in the campaign message. Hence, the next part of the analysis will look at how *Call me* has enabled participation.

In order to make the younger sub community participate in their brand message, *Call me* established a partnership with youth magazine VI UNGE, and started an unbranded on- and offline letterbox involving *Watch Your Mouth* with the intention of bringing focus to the problem about the harsh tone of voice used by the youth (Callme, Samarbejdspartnere, 2013).

Many young people wrote to the letterbox and thereby participated in the campaign message, which, therefore, connected people with each other. The VI UNGE debates highlight the fact that the harsh public discourse is present in school as well as online and effect people to an extend that they are willing to share their opinion about the harsh tone of voice (ViUnge, 2013). Furthermore, *Call me* tried to take the brand message one step further since diminishing the harsh tone of public discourse can potentially decrease the harsh tone in schools as well, which often leads to bullying (Lim, 2013) (19:23). In addition to the VI UNGE letterbox, *Call me* has started a letterbox on the campaign Facebook site to reach the broader community, where one can upload a personal dilemma related to the harsh tone of voice, which will then be anonymously published and debated in the community on Facebook (Callme, Postkassen, 2013).

By giving people a chance to participate in the debate, *Call me* is making the community a little stronger everyday and the chances of building positive associations with the brand increases. One could argue that *Call me* managed to create participation with the brand message, which most likely comes from people
perceiving it as important and recognizing the problem (Solomon, Bamossy, Askegaard, & Hogg, 2010). Consequently, *Call me* is hoping that people participating in the debate will think about their own tone of voice and therefore share (*pass-it-forward*) the *Watch Your Mouth* message and make the movement stronger (Lim, 2013) (19:30).

In the previous analytical section, when proving hypothesis six, it was stated that *Call me* cares about, and has established, positive associations with their brand, but that it is very hard to measure these associations. However, even though the paragraph above explained how *Call me* has created participation in their campaign message, the thesis has not been able to prove that it requires positive associations in order to participate in a commercial brand campaign, therefore, hypothesis nine of the thesis, has not been proved: *Participation requires positive brand associations.*

In fact, one might even argue against the hypothesis after having conducted the analysis. When discussing social care on Facebook with *Call me’s* Sales and Marketing Director, Anthony Lim, he explained that Fullrate had left social media and there was a reason for this decision (Lim, 2013)(20:50). Perhaps the reasons for this can be found in all of the negative comments Fullrate experienced on their Facebook wall. The question arises an interesting new hypothesis, which has potential to be explored further. What if people are more obliged to participate in brand conversations when there are negative associations present? This is an important question to raise, especially since the hypothesis above was not proven. However, it will not be investigated further in this analysis.

**Play**

(*Hypothesis ten:* *Companies can create engagement by being relevant to consumers and to their core business*).

The second part of Social Creativity is *play*, which highlights the importance of people wanting to *engage* in content that they are exposed to (Scarpelli & Jameson, 2010). The engagement is especially visible on their Facebook campaign site, where people on an almost daily basis comment on each other’s posts and how they relate to the harsh public discourse that *Call me* is bringing up for debate. A person comments: “*I talk a lot about Watching Your Mouth to my 4 year-old grand*
child. I believe in an early start” (Skat, 2013) and another post goes: “I encounter both polite and sweet tones and also condescending remarks at work. There is no doubt about, which tone that brings out the best in me and gives me energy” (Holme, 2013).

Through the engagement on Facebook, along with the previously mentioned letterbox initiatives, Call me has managed to generate debate, which shows that people are actually “amplifying” the brand, which mean that they are personalizing the brand message and connecting it to their own life (Pitta, 2012). Moreover, Call me enhanced engagement by announcing a Watch Your Mouth sheriff on the job, on a weekly basis, where colleagues can nominate a person which focuses on Watching Your Mouth (Callme, Postkassen , 2013). Additionally, the school projects, which have previously been mentioned, are another excellent example of engagement and involvement on the highest level. When the children in school are making their own videos about Watch Your Mouth, they co-create the content and therefore participate in the value-creation of the brand message (Ramaswamy, 2008). By doing so, they turn the campaign message into a clear social interface which they can relate to as they are interpret their own meaning of Watch Your Mouth (Ramaswamy, 2008). Furthermore, people can actually vote for the best film, creating higher engagement, where the school winner, will receive 10.000 dkk, from Call me, to set focus on the verbal pollution in their school (Call me, 2013).

Most of this engagement can be transferred back to the fact that Call me has tapped into a problem which is relevant and is crucial when building great content and engagement (Johnson, 2013).Anthony Lim supports this, when he says: “Consumers will participate if it is relevant to them” (Lim, 2013) (25:22). Lim elaborates in relation to the Watch Your Mouth campaign: “You cannot disagree with the fact that relevancy is present in the campaign and I believe that this has made all the difference in relation to the high involvement” (Lim, 2013) (6:45).

Not only is Call me’s campaign relevant and taps into co-creation, which fosters engagement but they have also been able to connect the campaign to a message, which makes sense to their business. Anthony Lim elaborates: “Call me is a mobile

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12 The relevance of Call me’s campaign will be explored further in part 3 of the analysis, taking outset in Cultural Branding.
company, so we should focus on communication and content about Watch Your Mouth (Lim, 2013)(26:38). Watch Your Mouth is born out of the fact that Call me’s raison d’être comes from communication between people, so they gain legitimacy and relevance by connecting their campaign to a message, which makes sense in relation to their core business. This is very important as without legitimacy Call me will not be considered believable, when communicating their brand message (Strandgaard, 2004). Therefore, hypothesis ten has been proved correct: Companies can create engagement by being relevant to consumers and to their core business.

Pass-it-forward

(Hypothesis 11: Consumers will be more inclined to pass content forward when it has share value).

The following paragraph will explore the last part of Social Creativity, pass-it-forward in relation to Call me’s campaign. In this section, it is important to look at the campaign elements’ ability to generate positive WOM, which importance is also mentioned by Anthony Lim: “I do believe it is important that companies focus on a message, which you can pass on” (Lim, 2013)(11:39). It is vital that Call me produces content, which in the first place, can be shared on social media platforms. Internet psychologist Anders Jørgensen elaborates: “It becomes important to share content that others have produced (including companies) in order to create communities, that being links, videos and other content” (Jørgensen A. C., 2013)(17:05). Jørgensen’s statement underlines that not only is it important for Call me to build various content on their campaign’s Facebook pages to increase share ability. But various content is also important, in order to build a community around Watch Your Mouth. Lim elaborates on the importance of building up relevant and meaningful content on their Facebook: “Of course, we look at how many people like, share and comment on our posts because it means that they have been exposed to the content and spread the message” (Lim, 2013)(24:04) and “When they spread the content it is viral marketing, which is much cheaper than anything

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13 The connection between their brand message and the core business will be explored more in relation to hypothesis 17 in part 3 of the analysis.
When people are sharing, posting, liking and commenting on the campaign Facebook sites, they gain online recognition, which contributes to their identity construction and they adhere to the new norm of a improving public discourse and engaging in the debate. Also Jangaard from the agency Jangaard, Mark and Co points out how crucial it is for the campaign’s success that people want to get involved and spread the message (Jangaard, 2013)24:54. Call me has tried to help people passing-it-forward by making people able to download both posters, wallpapers and stickers along with the previously mentioned badges, in order to create a pass-it-forward mentally/ positive WOM (Callme, downloads, 2013). Moreover, Call me is indirectly passing the message forward by establishing partnership with e.g. Universal Music and making musician Wafande and Brian Rice brand ambassadors and connecting one of their songs to the campaign (Callme, Youtube , 2013). Furthermore, they have made the singer Aisha a brand ambassador as well and even produced a song together with her connected to the campaign (Callme, Youtube , 2013).

Not only is it a clever way to indirectly pass the message forward, when people are listening to the songs, but it also connects the brand message, with a person belonging to a desirable/aspirational reference group for a lot of people (Solomon, Bamossy, Askegaard, & Hogg, 2010). Finally, Call me’s You Tube channel has more than half a million views of their Watch Your Mouth videos. This also proves that the message has been spread through various media channels.

All of these initiatives prove that Call me focused on creating share-value and not just talk-value in the campaign (Scarpelli & Jameson, 2010). This means that Call me has been able to build content, which people want to share. This is also made clear due to the fact that the content has been made relevant to the consumers and Call me’s core business, which have also been pointed out in the previous hypotheses. The connectivity between relevance and being sharable is also commented on by Anders Jørgensen: “Some brands are just not relevant or does not know how to communicate in a relevant way or simply have a product that is not “sharable” (Jørgensen A. C., 2013) (20:32).

One of the most influential aspects of the campaign is the fact that Call me created a movement with the campaign, which has been explored in the first part of the analysis. The amount of positive WOM and the campaign’s ability to generate a
movement around *Watch Your Mouth* is a very powerful marketing tool to demonstrate that the campaign has indeed created *share-value*. “*There is no doubt about the fact that marketing become much more powerful if it is individual people, who “preach” a company’s messages instead of it coming directly from the company itself*” (Lim, 2013)[11:46]. The reasons for the level of engagement and share-value that the campaign has generated can also be found in the statements made involving hypothesis nine. This part highlights that the content you share becomes a part of your own identity, especially with the rise of social media. Therefore, it seems as if *Call me* has succeeded in creating desirable content for consumer’s identity creation and online recognition, as they are engaging in the campaign and therefore are willingly letting themselves become associated with the brand message *Watch Your Mouth*.

However, the challenge when creating *share-value* is not only to focus on content which matches consumers’ desired self-images but it also has to fit in with the communicative frames that a company has set for their brand, which is mentioned by Anthony Lim: “*It is important to communicate within the frames, which you have set for yourself and your brand. Call me have chosen to stand for “Watch Your Mouth” and therefore this is their sole purpose to focus on. However, there are many different things you can communicate within these frames*” (Lim, 2013) (26:58). Therefore, it can be argued that it is important for *Call me* to focus solely on *Watch Your Mouth* and creating many different ways for the consumer to engage with the brand message, which has been mentioned throughout the analysis. Hereby, hypothesis 11 has been proven: *Consumers will be more inclined to pass content forward when it has share value.*

**The three P’s combined**

(*Hypothesis 12: Companies can benefit from creating Social Creativity, consisting of participation, engagement and share ability in their campaigns*).

In the section above, the analysis has investigated to what extent *Call me* has been able to create *participation*, engagement (*play*) and make people *passing-it-forward*.
The next paragraphs will take a collective look at the three components, which constitute Social Creativity and explores how Call me has created meaningful Social Creativity in their Watch Your Mouth campaign. First, Call me has been able to tap into a strong emotional consumer insights, which has touched consumers hearts and started a movement. This was highlighted in the third hypothesis regarding how branding can turn consumers into insiders. Anthony Lim also comments on the importance of an emotional approach: “Something in the content has to hit a soft spot. It can be good, bad or funny, whatever, as long as it fits in your sphere” (Lim, 2013) (26:38). Focusing on a strong emotional insight can be very powerful, as consumers who associate a brand with relevant emotional experiences, are more inclined to recommend the brand to others (Westbrook, 1987). Not only did Call me focus on an emotional insight but Watch Your Mouth was also something with which most people could identify with—a notion, which has been explored throughout the thesis. Call me has also created branded content for engagement focusing on an issue/norm, which says something about the consumers and who they want to become, which gives it share-value. This makes it more likely that people will engage and create positive WOM and pass-it-forward (VaÁzquez & RõÁo, 2001). Hence, Call me has succeeded in creating Social Creativity as there is a congruence between the campaign content, Call me’s own brand DNA, and the desired self-image of the consumer\(^1\). All of the three elements combined, make it more likely that consumers will participate in the campaign, play and pass-it-forward.

The reason for the high involvement with the brand message, can also be found in the fact that Call me is focusing on cultural phenomena and inherent norms, which instantly creates a shared conversation among people. Instead of solely focusing on a brand message, which appeals to the individual person, they have reached out to the larger community as well, which enhances collaborative learning as engagement with the brand message Watch Your Mouth, will benefit the communities in a positive way (Peppler, 2011). One can argue that Call me has managed to successfully create Social Creativity, as they have understood the nature of their target audiences social behaviour and the inherent social categories.

\(^1\) The congruence between the campaign content, identification and brand DNA, will be explored further in part 3 of the analysis.
They have, therefore, embedded relevant cultural norms as the collective focal point for the campaign, which has made the campaign engaging. 

Call me's ability to tap into something relevant and create engagement in the campaign has also been rewarded several times. First, they received a Rambuk in May 2012 (Callme, 2012) a Wilke insight award in September 2012 (Wilke, 2013), two True awards in October 2012 (Engholm, Bureaubiz / Her er Danmarks bedste reklamefilm, 2012) and the list goes on. On top of it all, Call me recently won a Cannes Lion for the campaign, which is considered one of the most prestigious and recognized advertising award in the world (Cannesredaktionen, 2013). The many awards Call me has won and the recognition it has received beyond Danish borders, cements the success of the campaign.

Call me has, with out a doubt, taken a chance with this campaign, however, they were confident enough to go along with it and leave their go-to marketing mind-set for the category of focusing on price and product, and have done well in doing so. “The companies who dare to take a chance are rewarded, even if they fail, as long as they are open about it, given that they do not fail all the time, obviously” (Poulsen, 2013) (36:57). This section, the second part of the analysis, concludes by proving that hypothesis 12 is correct: Companies can benefit from creating Social Creativity, consisting of participation, engagement and share ability in their campaigns.

Social Creativity & Call me conclusion

The second theoretical cornerstone of the thesis is Social Creativity, embedded in the analytical framework. This section is divided into two parts; first, covering how recent technological changes have influenced Call me and their branding efforts, making way for Social Creativity. Second, the concrete tools of Social Creativity are investigated according to its relevance for the Watch Your Mouth campaign.

Call me operates in a society where consumers are increasingly hyper-informed leading them to become sceptical towards company generated messages. Consumer scepticism explains why it made sense for Call me to let some of the campaign material go unbranded. These changes force companies to move towards the notion of the socially founded company, and Call me has done this by focusing their campaign around involvement and engagement. Furthermore, social word of
mouth has never been stronger, forcing companies to reach higher levels of transparency, which often challenge companies. This enables the thesis to prove hypothesis seven: *Companies have less control of their brand’s touch points and these must therefore be redefined.*

The sharing economy and the fact that online and offline borders are diminishing has contributed significantly to the fact that one’s online presence influence identity creation. *Call me* managed to contribute to the identity creation for the members of their community. They did this by providing tools for consumers to engage with various forms of content, e.g. the film projects, the workplace initiatives, the letterbox etc. Since it is argued that you become what you share, the thesis introduces its own notion *sharable identity creation*, highlighting that what we share becomes part of our identity and our identity creation online gets modified in order to fit within the social categories and the reference groups one belongs to. When consumers shared the *Watch Your Mouth* content, the benefit was mutual—it benefited *Call me* when their message spread, but individuals also gained in identity utility as they were able to show they adhere to the norm within the community through the campaign. This enables the thesis to prove hypothesis seven: *Brands need to create a social presence that acts as building blocks for identity creation within relevant communities.*

The second theoretical cornerstone, *Social Creativity*, was then introduced in the analysis, highlighting how companies can create engaging campaigns focusing on *participation, play and pass-it-forward*. Through the campaign, *Call me* has put an emphasis on creating participatory elements in the campaign by establishing letterbox initiatives with youth magazine Vi Unge and by utilizing content which on their campaign Facebook sites in order to engender discussions about *Watch Your Mouth*. Even though, *Call me* tried to establish positive associations with the brand, it is very hard to measure. Therefore, the analysis has not been able to prove that in order for consumers to participate in commercially generated content, they must have positive associations with the brand. Thus, it can be concluded that hypothesis nine: *Participation requires positive brand associations*, has not been proved correct.
The next section looked at how Call me created engagement (play) in the campaign. The engagement was especially visible on Facebook, showing how people connected to the brand message and interpreted it in their own way. Furthermore, Call me engaged various sub-communities by announcing a Watch Your Mouth sheriff on the job and school projects involving children making their own film about their interpretation of Watch Your Mouth. Call me tapped into a greater societal issue, which is highly relevant for most customers and, therefore, it led to increased engagement. Furthermore, the brand message is also meaningfully connected to Call me’s core business. Call me sells a service that enables people to speak and communicate with each other making the Watch Your Mouth a great match for the brand. Based on this, the following hypothesis 10 has been proved correct: Companies can create engagement by being relevant to consumers and to their core business.

Additionally, Call me’s focused on the share ability of the campaign by allowing people to be able to download posters, wallpaper and stickers to pass on the message. Furthermore, they established partnerships with various musicians to create aspirational ambassadors and indirectly pass the message forward via their songs. They also produced content which as easy to share on social platforms and which functioned as a vehicle for self-expression and online recognition, as well as feeling part of a community. This, combined with the fact that Call me started a movement with the campaign, proves that they focused not only on creating talk value but also share value for the consumers, which, in turn, made them pass-it-forward and create positive WOM. As a result, the analysis can conclude that hypothesis 11 has been proved correct: Consumers will be more inclined to pass content forward when it has share value.

Call me succeeded in creating participation, engagement and positive WOM in their campaign and therefore also Social Creativity, which the thesis concludes has contributed to the positive campaign results. Call me has created Social Creativity by primarily focusing utilizing strong emotional insight and focusing on creating a shared conversation around a cultural phenomena and an inherent norm/issue. The Watch Your Mouth indicates something about who the consumers are and
what they should aspire to become. There is congruence between the campaign’s content, Call me’s own brand DNA, and the desired self-image of the consumer. Call me has taken a chance, but been confident enough to stick to their choice, which has resulted in numerous awards. It can be concluded that hypothesis 12 has been proved correct: Companies can benefit from creating Social Creativity, consisting of participation, engagement and share ability in their campaigns.

This wraps up the second part of the analysis focusing on the technological changes and its challenges along with an explorative look at Social Creativity in combination with empirical data from the campaign. The following, third and final part of the analysis, will look at the Watch Your Mouth campaign from a Cultural Branding perspective, which also emphasizes on their purpose-oriented strategy and finalize the analysis with an internal perspective on the campaign.

**Part 3: Cultural Branding & Call me**

**The story telling/ identity myth**

*(Hypothesis 13: Companies should create an identity myth embedded in a relevant cultural context).*

As previously mentioned, the Watch Your Mouth campaign started a public debate about changing the tone of public discourse. By kick starting the campaign focusing on an issue residing in the Danish culture, one can argue that Call me sought to highlight cultural issues by leveraging cultural knowledge as the raison d’etre for the campaign platform: “We discovered that you could get away with not watching your mouth in our society and it has become the acceptable norm. Especially with the rise of social media, we witnessed a change in how people communicated with each other” (Jangaard, 2013) (5:23).

This also means that it is relevant to explore Call me’s Watch Your Mouth campaign further, from a Cultural Branding perspective, to uncover the benefits of Cultural Branding and whether or not long-term commitment to their Watch Your Mouth campaign has the potential to transform Call me into an iconic brand and a cultural icon, representing important cultural values of its time (Holt, 2004).
When viewing *Call me*'s campaign from a Cultural Branding perspective, one can interpret the campaign as a collective phenomena focusing on the communities rather than just a cluster of individuals. *Call me*'s campaign tapped into a broader cultural belief, which focuses on the collectivity/community rather than merely the individual consumer’s preferences, as was also highlighted in the previous analysis sections. The fact that the *Watch your mouth* campaign is founded on a relevant cultural platform is also commented by Mikkel Jangaard, who states that *Call me* and Jangaard, Mark & Co, “(...) saw a cultural tendency and acted upon it. We witnessed a societal problem and took action (Jangaard, 2013) (6:06). *Call me* and Jangaard, Mark & Co noticed a change in the norms around the tone of public discourse and wanted to change this. This was an important step for *Call me* on their road to differentiation, as they were on the forefront of addressing cultural change and acted upon it. Furthermore, Jangaard’s comment above also points out that they wanted to address a societal problem, which Douglas Holt refers to, as identity anxieties. This is seen as important, in order to build a strong bond to the consumer, because the issue is relevant to the consumers (Holt, 2004). What is essential for *Call me* is that they are building their campaign around a societal issue, which has the power to become the focal point of their new storytelling *Watch Your Mouth*. The fact that people do see the harshness of the public discourse as an increasing problem and can identify with it, creates a strong outset for the campaign, which is also elaborated by Mikkel Jangaard:” *We managed to create engagement by hitting a cultural flow that other people had noticed but no one had claimed yet. We started to address something that people had experienced themselves and had though about before. We took the stage and made that our cause (Jangaard, 2013) (13:55).* The cultural problem that *Call me* address through their campaign was simple and comprehensible, and their mission to change the tone of public discourse can be characterised as their *identity myth* – a story telling which is relevant and culturally embedded.

However, it is important for *Call me* to make sure that they can claim this new position as the guardian of public discourse and lead the debate in society: “*Authenticity was needed in order to secure reliability*” (Jangaard, 2013) (8:40). *Call me*'s new *identity myth* had to gain legitimacy and authenticity in order to obtain *cultural authority,* “*a brand asset based on the nation’s collective expectations that*
the brand can and should author a particular kind of story.” (Holt, 2004, s. 125). Call me enhanced their credibility and cultural authority by being present in all kinds of debate forums online and offline and previously at “The public meeting on Bornholm” in June 2013, where they debated the harsh public discourse in relation to the press and politicians (Callme, Folkemødet på Bornholm, 2013). Call me manages to embrace the issue from a national level but also from a one-to-one perspective, which is visible on their Facebook page. A post on the 11th of June is especially interesting as it demonstrates, how Call me is trying to engage the individual person in order to start a movement: “It starts with me. (..) The world doesn’t change by “US” doing a lot of things. “US” consists of YOU and I. Too often we rely on what other people do, instead we should take action ourselves and see what you can do to make a difference” (Callme, Tal ordentligt, 2013). Their identity myth became relevant and authentic because it fit within a greater societal framework and because it made sense to the individual person and it was hard to disagree with the statement Watch Your Mouth (Jangaard, 2013) (14:40) (15:14). This alignment is also mentioned by Kirsten Poulsen who says that “If brands are able to tap into the real stories, they don’t need to invent it themselves and then they can just “be”. You need to actually understand who you are and who you are talking to, there need to be a match, and if that exist the value will come to you” (Poulsen, 2013)(24:16).

Identity myth – the story telling involving Watch Your Mouth plays a crucial role for Call me as their brand is currently, slowly, transformed into representing a highly valuable symbolic meaning, which makes the consumers choose their brand above another. Simply because the consumers want to become apart of Call me’s identity myth and support their cause “The campaign has affected customer churn, positively. Customers no longer ask about product and price as much as before, and now, we get new calls from people who want to sign up with us, solely because of the campaign. Hence, our products almost become irrelevant” (Lim, 2013)(7:30). This statement clearly proves that Call me has been able to embed their story-telling around the Watch Your Mouth platform, by taking outset in a relevant cultural issue. This has strengthened their position and decreased customer churn. Hereby, hypothesis 13 has been proved: Companies should create an identity myth

\footnote{15=Folkemødet på Bornholm}
embedded in a relevant cultural context

The myth as a deriver of identity value
(Hypothesis 14: Companies should create a myth, which can derive identity value for the consumers and encourage them to think differently about themselves)

However, in order for Call me to truly leverage their new identity myth involving Watch Your Mouth, they have to not only focused on a relevant cultural issue, but also on an issue which derived identity value for the consumer (Holt, 2004). This is important as brands, nowadays, not only have to fulfil functional benefits but must also become a catalyst for self-expression and self-actualization (Mcleod, 2007). Call me’s new platform provided the ability to forge tighter connections to their consumers since the Watch Your Mouth campaign can help consumers express who they are and who they would aspire to become. This is also elaborated by Call me’s Marketing & Sales Director Anthony Lim: “We want to effect people in the public’s sphere” (11:05).... “If we can make, especially the younger generation, think about the way they communicate, then we have reached really far out” (Lim, 2013)(17:42).

Hence, if Call me’s story-telling can stimulate people to reconsider accepted ideas about themselves and also make them fit into a particular historical context, i.e., the social categories, they have come far in creating a strong positioning in the market. On Call me’s campaign Facebook page there are several examples of how people interpreted their own understanding and experience of the harsh public discourse. Here are a two examples: “It’s important to stop and sense l if you are ok. Suddenly, it’s to late and you have to fight a battle to find yourself again” (Bevensee, 2013). Another post goes like this: “Luckily, I have had a strong focus on my children watching their mouth and also their friend, when they are in our house. I don’t accept cursing words and bad language. I have heard children speaking really bad to their mothers. Actually, this is a really good topic for debate” (Køster, 2013).

The two examples on Facebook demonstrate how Call me’s identity myth – the story telling, is adding to people’s lives and actually make them think about the issue at hand. One can easily get a sense of the strong community flourishing on the campaign Facebook site, as people supported each other’s comments. The engagement on the campaign Facebook page clearly shows that the brand message
was not a commercial message but a message infused with meaning and value (Lim, 2013)(17:32).

From a Cultural Branding perspective, one can state that by commenting, tagging and posting things on the Facebook wall, people become part of ritual actions, as they are experiencing and are connected to the identity myth through their engagement on social media (Holt, 2004). Call me's identity myth has certainly derived identity value for the consumers as well, which can create the so-called cultural halo effect, where other aspects of their brand such as quality perception, distinctive benefits, and status value will be perceived more positively by the consumers (Holt, 2004). As previously stated, recommendation rates have doubled (Jangaard, 2013) (28:43) and in a Børsen article CEO Hanne Lindberg confirms that the campaign has improved image, preference and knowledge about Call me (Engholm, Branding sælger: Call me dropper taktiske spots., 2013).

Hence, when Call me's attitudes correlated with their customers and the customers derived identity value from the Watch Your Mouth platform, it enhanced Call me's positioning and actually made their tactical communication less relevant (Engholm, Branding sælger: Call me dropper taktiske spots., 2013). All these elements strongly suggest that hypothesis 14 has been proved correct: Companies should create a myth, which can derive identity value for the consumers and encourage them to think differently about themselves.

**Influencer of norms and ideals**

*(Hypothesis 15: Companies should try and create new cultural flows and affect norms and ideals in society).*

The paragraphs above have stated that Call me has succeeded in building a platform with an identity myth, which is not only culturally relevant but also had the possibility of deriving identity value for the consumers. This created a strong position for Call me and made it less necessary for them to communicate tactically—focusing on price and products. Call me should continue to communicate from their value-added culturally embedded platform as the fight against a better public discourse could takes years to overcome. This has the potential to create a sustainable competitive advantage over time. Furthermore,
the movement that the *Watch Your Mouth* campaign has created is very important to keep alive. This means that *Call me* has to put the public discourse on the agenda on a continuous level.

*Call me* has become a symbol for fighting against harsh public discourse and they have successfully tried to change the norms and make people think about their own behaviour and break free of it and enhance *collaborative learning*. This is emphasized by Anthony Lim, when he says: “*There is no doubt about the fact that the young people would like to break their own norms embedded in their every day life by saying we don’t want to speak harshly and we are helping them with this*” (Lim, 2013) (32:50). Without a doubt, *Call me* is on their way to affect norms and ideals in society, which people care about, and furthermore “*The campaign goes across ages, demography and income*” (Jangaard, 2013) (14:49). The campaign is unifying and from a Cultural Branding perspective, *Call me* can be considered a *cultural activist* (Holt, 2004). This statement is backed up by the fact that *Call me’s Watch Your Mouth* campaign, has initiated a societal debate, which has led way for a series of TV programs that are addressing the notion involving a harsh public discourse (Gaardsvig, 2012) (Information, 2013).

In the long run, *Call me* has the potential to become an *iconic brand*, which means that they will get respect and admiration in society and become closer to the status of a *cultural icon* (Holt, 2004), if they successfully continue to leverage a relevant, culturally embedded platform. This can be a very powerful positioning for any brand as the brand comes to represent important values of its time and also has the power to redefine values and norms in society (Holt, 2004). The importance of tapping into a cultural flow is also backed up by Jangaard, who states: “*In order to succeed with your branding you need to take on a cultural flow that is bigger than the brand and can consume people. But the brands need to have the reliability to make this statement. And that is not easy to find*” (Jangaard, 2013) (14:29). Jangaard points out an important fact that it is not easy for any company to tap into new cultural flows, and authenticity and reliability is much needed. This had previously been pointed out as a crucial factor for *Call me’s* branding strategy. Therefore, hypothesis 15 has partially been proved: *Companies should try and create new cultural flows and affect norms and ideals in society.*
Next part will take a closer look at the emergence of CSR 2.0 in relation to Call me, which can be characterised as another branding tendency with a foundation in Cultural branding and encompass recent branding challenges. However, a clear distinction between CSR 2.0 and Cultural Branding is the ability for CSR 2.0 to take an internal organisation al perspective on Call me, which is not a focal point in Cultural branding. The thesis therefore argues that the two perspectives are complementary and together they enable the thesis to get a better understanding of Call me’s Watch Your Mouth campaign.

**CSR 2.0 – the Purpose-Oriented strategy**

(Hypothesis 16: Companies should focus on a purpose-oriented CSR strategy, which is linked to their core business).

As previously mentioned, Cultural branding, is among other things, centred on norms, which is a key notion in the thesis. Norms and the emergence of CSR 2.0 are interrelated as they deal with morals and ethics, and CSR 2.0 addresses the importance of companies engaging in various societal issues, which is starting to be considered a business norm as well. One can argue that CSR 2.0 tries to align the internal and external environment of a company. The benefits and challenges from incorporating a CSR 2.0 strategy will be explored in the following paragraphs.

When Call me launched the Watch Your Mouth campaign, they knew that they were taking a deliberate step away from their competitors, to get out of the blood red ocean focusing on price, to create their own blue ocean. (Lim, 2013) (2.18). Call me’s new ocean consisted of communicating an attitude and a belief and as Jangaard states:” This was not just another CSR project, the campaign should be something bigger, it should become them. And it did. It became their DNA” (Jangaard, 2013) (6:42). Jangaard’s statement clearly proves that the Watch Your Mouth campaign should not just be another CSR focused project, which would vanish in a year. The Watch Your Mouth campaign had the potential to become apart of Call me’s DNA, founded in a meaningful purpose, which would be the focal point for their new branding platform. “We wanted to focus on a more purpose-oriented
strategy. We believed in the purpose of Watch your mouth” (Lim, 2013) (1:45). Call me has been the first mobile company in Denmark to centre their business model on a purpose-oriented strategy, which the CEO Hanne Lindberg also refers to as CSR 2.0 (Larsen C., 2012). Lindberg even states that modern CSR is about integrating purpose and responsibility into the heart of the business and the employees (Larsen C., 2012), which validates the importance of balancing external and internal buy-in. Along with CEO of First Move, Kirsten Poulsen, Lindberg also believes in a shifting business paradigm which focuses more and more on morals, responsibility, sustainability, and austerity (Ellegaard K., 2013).

Another very important aspects of Call me’s new purpose-oriented strategy is stakeholder involvement (Lii, Wu, & Ding, 2013). Call me’s purpose focusing on a better public discourse enables people to take their own view points and participate in the good deeds, as Call me clearly communicates that everyone is responsible for improving the public discourse when saying: “Tired of the harsh public discourse? Do something about it and support the fight against the verbal pollution in Denmark” (Callme, Tal ordentligt, 2012). Thereby, Call me could be considered the initiator, but in order for them to succeed, they needed the help of everyone. Furthermore, Call me increased stakeholder participation by making people pledge responsibility of improving the public discourse—for the first 10,000 pledges, Call me will donate 50 DKK per pledge, which will be put into a fund for school projects involving Watch Your Mouth. (Brighs, 2012).

What is brilliant about a well-incorporated purpose strategy, is that the purpose can potentially become a building block for identity creation as the consumers support the purpose and get involved in various debate forums, which is evident on Call me’s Facebook page and campaign site (Callme, Tal ordentligt, 2012). Not only do people want to participate and engage in the purpose because they can identify with it, but also because it fits in with the prevailing societal norms and therefore makes sense to consumers. (Poulsen, 2013)(24:16).

Another way of looking at CSR 2.0 is via goodvertising, which is a new notion focusing on advertising that cares (Kolster, 2012). Call me’s purpose-oriented strategy can also be characterised as goodvertising as they are creating a world-bettering communication, and at the same time is sustainable on the bottom line and can therefore manage to balance purpose before profit (Engholm, Branding
sælger: Call me dropper taktiske spots. (Kolster, 2012). The thesis argues that the essential component for Call me’s purpose strategy, whether one calls it CSR 2.0 or goodvertising, is that the purpose is linked to their core business and therefore it gains authenticity, credibility and creates a meaningful shared conversation. Call me successfully managed to link their purpose to their core business as exemplified on their campaign site “Call me is a workplace with big goals and even bigger dreams. We dream of helping to create a better world. We are a mobile company with attitude and character, and we dare to relate to the world we are a part. We live by connecting people through words. Therefore, we feel that we have a responsibility to challenge ourselves and our customers in the quest to watch your mouth” (Callme, Om os, 2013).

Through testing Call me found that it was crucial that the campaign did not smell too much of advertising, but more of a purpose that Call me invited people to take part in. Furthermore, it was crucial that Call me lived what they preached internally, before they could say that other people should change their habits (Jangaard, 2013)(9:14).

Call me’s premise is found in words. Call me exists because people want to communicate with each other. Their purpose is therefore meaningfully linked to the core business and it, thus, seems that their purpose has a legitimate and authentic position in society. Call me’s new position gained legitimacy in society, which was also shown in numerous other company inquiries at Jangaard Mark & Co, which are interested in a similar strategy (Jangaard, 2013)(19:36). Therefore, on can argue that hypothesis 16, has been proven correct: Companies should focus on a purpose-oriented CSR strategy, which is linked to their core business.

Call me has succeeded in tapping into a meaningful shared conversation and aligned it with their business strategy. However, as earlier mentioned, successful CSR 2.0 ensures external and internal alignment which leads to an exploration of the internal perspective in the following paragraphs.
Working for a higher purpose and ensuring internal buy-in

(Hypothesis 17: Working for a higher purpose creates satisfied employees that leads to customer loyalty and hypothesis 18: Ensuring internal buy-in is crucial for a branding strategy).

Turning employees to insiders are vital components in an organisation ’s financial performance. This was proven in the first hypothesis of the analysis and the analytical circle hereby ends as the last paragraphs of the analysis also take a closer look at the internal perspective.

Now, the internal notion is being taken one step further by looking at the importance of working for a meaningful purpose and how it can transform into higher customer loyalty.

One of the great challenges in turning the focus from product to purpose is changing the whole mind-set of the organisation (Jangaard, 2013)(20:05). As mentioned in the first part of the analysis, the pillars of the Watch Your Mouth campaign started as an internal strategic project dealing with trust, which accumulated into the book The Call me Way, written by the employees themselves and is a way of cementing their organisational culture (Callme, Om os, 2013). ”The campaign has a clear link to the internal trust strategy and thereby it all becomes interconnected. This is in my opinion the way to succeed in today's marketplace (Jangaard, 2013) (7:11). Indeed, the Watch Your Mouth campaign has created a newly founded and strong internal culture, which is aligned with their purpose-oriented strategy.

What is evident for the campaign’s success is it instils a purpose in what they do for both the customers and the employees (Lim, 2013) (14:12). Some statements in the Call me Way book demonstrates the meaningfulness and pride that employees are experiencing with their new “trust” culture. One employee is commenting: “ The Call me way is part of the trust culture at Call me. You can be yourselves a 100 % and we are very good at helping each other and make it work. We are flexible and have room for everybody. Going to work everyday is a joy, as we have such good teamwork and we feel like one big family” (Call me, 2012, s. 60). Another employee is commenting “ To me, the Call me way culture means that I go happy to work everyday” (Call me, 2012, s. 70).
It can be argued that Call me’s purpose-oriented strategy and focus on a strong organisational culture have created internal pride among the employees, which can be extremely valuable for Call me (Cornelissen, 2008) and have indeed decreased employer churn (Lim, 2013) (40:12). The service profit chain by Heskett et al (2008), argues that highly motivated employers can, not only, decrease employee turnover, but can also excite customers and provide better services, in turn increasing customer loyalty. Sales and Marketing Director, Anthony Lim, exemplifies that he believes in and advocates for their commitment to a strong internal culture and pride: “In general if you have a great day, you will also give a better service to the customers (Lim, 2013) (44:53). This became a reality for Call me, as the Watch Your Mouth campaign resulted in a decrease in customer churn and positively effected bottom line (Larsen C., 2012).

Furthermore, Call me must also make sure that there is a continuous alignment between external communication and internal buy-in. The focus on internal and external alignment is evident on Call me's website: “Enthusiasm, commitment and customer focus is the driving force. We believe that culture and strategy go hand in hand. We treat each other and our customers, as we ourselves want to be treated. And together we create a great workplace, which is also good business.” (Call me, Om os, 2013). In theory, Bergstrom, Blumenthal & Crothers (2002) also talk about internal branding and by looking at the quote above, it seems as if Call me has understood some of the key points of internal branding: “Communicating the brand effectively to the employees; convincing them of its relevance and worth; and successfully linking every job in the organisation to delivery of the brand essence” (Bergstrom, Blumenthal, & Crothers, 2002, s. 135).

In order to ensure internal buy-in, Call me also starred their employees in the TVCs, which was a clever move in order to further increase employee engagement (Lim, 2013) (10:17). From Hatch & Schultz’ (2003) point of view, this proves a link between organisation al culture and the vision. However, it is also extremely important that Call me focuses on their corporate image, in order to secure alignment between vision, culture and image and thereby gain legitimacy and credibility to strategize the way they aspire to (Hatch & Schultz, 2003). The challenge for Call me is to walk the talk and make sure that they live up to their
responsibility of focusing on a better public discourse, now and in the future. The last two hypotheses of the thesis have therefore been proven correct: **Hypothesis 17:** Working for a higher purpose creates satisfied employees, which leads to customer loyalty and **hypothesis 18:** Ensuring internal buy-in is crucial for a branding strategy.

**Cultural Branding & Call me conclusion**

The third part of the analysis discusses *Cultural branding*, which is the final theoretical cornerstone in the thesis and embedded in the analytical framework. Cultural Branding relates to how *Call me* has focused on a cultural issue by leveraging *cultural knowledge* as the raison d’être for the campaign platform. *Call me* tapped into a collective phenomenon and built up their campaign by focusing on a relevant societal problem, also mentioned as an *identity anxiety*, involving harsh public discourse. This issue became *Call me’s identity myth*, a story-telling which enabled the *Watch Your Mouth* brand message. This identity myth made sense to the consumers, as well, and over time *Call me* enhanced their authenticity and credibility, when they engaged in public debates and obtained cultural authority. *Call me identity myth/ story-telling* transformed *Call me* into a valuable symbolic meaning, which strengthened their position and decreased customer turnover. Hereby has hypothesis 13 been proved correct: *Companies should create an identity myth embedded in a relevant cultural context*.

However, it’s not just beneficial for *Call me* to focus on a relevant cultural issue. They must focus on an issue, which provide *identity value* for the consumer as well. *Call me’s* story-telling stimulated people to reconsider accepted ideas about themselves, and on their Facebook page, it was demonstrated how people identified with *Watch Your Mouth* and connected it to their own lives. This also resulted into establishing a cultural halo effect, where the consumers perceived quality, distinctive benefits and status value more positively. This strongly suggests that hypothesis 14 has also been proved correct: *Companies should create a myth, which can derive identity value for the consumers and encourage them to think differently about themselves.*
Focusing on identity myth, which can provide identity value for the consumers, made it less relevant for Call me to focus on tactical messages, in turn providing a strong position for Call me. Call me can be considered a cultural activist trying to change the ideals and norms in society, which people actually care about. This is so as the harsh public discourse had already been the focal point in various TV-series and debate programs across the country. Call me should continue to communicate their value-added and culturally embedded Watch Your Mouth platform in the years to come, in order to make the Call me way movement stronger and to potentially become an iconic brand on its way to the status of a Cultural Icon. This can be a very powerful position as Call me can come to represent important values of its time redefining values and norms in society. Hypothesis 15 has hereby been partially proven correct: Companies should try and create new cultural flows and affect norms and ideals in society.

When Call me launched their Watch Your Mouth campaign they deliberately took a step away from the competitors and started communicating an attitude and a belief, which had the power to become a consistent platform of a purpose-oriented strategy. Call me hereby became the first mobile company in Denmark to solely focus on a purpose in their branding, which is characterised as the emergence of CSR. 2.0. Call me’s purpose of Watch Your Mouth demands a great amount of stakeholder involvement as the purpose requires responsibility and does not make sense or come alive without contribution from the Danish people. This is a clever strategy—involving the consumers in the purpose of the main message of the campaign, it became a building block for identity creation, as well. Another way of characterising CSR 2.0 is goodvertising, where Call me could be considered a company focusing on world-bettering communication, which managed to increase bottom line and therefore balance purpose and profit. However, the analysis also demonstrates that Call me has been able to connect the purpose to their core business in order to gain credibility, authenticity and legitimacy with their new purpose. This wraps up the 16th hypothesis, which has been proven correct: Companies should focus on a purpose-oriented CSR strategy, which is also linked to their core business.
Call me managed to create a meaningful shared conversation linked to their business as well. However, successful CSR 2.0 also ensures alignment between the external and internal environment. Therefore, the final part of the analysis finalises where the analysis almost began, by looking at the internal perspective of the campaign. Call me created a strong internal culture, which was exemplified in the internal book The Call me way. Their culture aligned with their purpose, which made sense for the employees and ensured internal buy-in and had the potential to create internal pride as well. This ultimately led to lower employee churn, better customer service and higher customer loyalty. Call me’s strong internal focus was vital and they managed to ensure a link between, vision, culture and image, which was very important to gain credibility and legitimacy. Based on this, the last two hypotheses have been proven correct: Hypothesis 17: Working for a higher purpose create satisfied employees that leads to customer loyalty and Hypothesis 18: Ensuring internal buy-in is crucial for a branding strategy.

The challenge in years to come will be to walk the talk in order to maintain their newly founded strong positioning in the mobile market and to continue to meaningfully link the brand to Watch Your Mouth.

This section wraps on the third and final part of the analysis using the self-developed interconnected and hyper connected frameworks as milestones. The analysis has reached the final conclusion in the next part, which will highlight the most important conclusions of the three interconnected themes, Norms, Identity and Culture, which are the focal points of the analytical framework.
Conclusion

The conclusions below both demonstrate a theoretical and empirical journey. First, in terms of building an analytical framework based on a theoretical merger consisting of Identity Economics, Social Creativity and Cultural branding. Secondly, by operationalizing the model via Call me’s Watch Your Mouth campaign, in order to derive at empirical conclusions. These are then made generalizable, in order to answer the overall research question.

The three theoretical cornerstones consist of:

- **Identity Economics** is about how norms in social categories influence taste and behaviour and how identity utility influence individuals’ choices.
- **Cultural Branding** emphasizes how brands in order to be successful, need to tap into broader cultural notions than individual preferences and how brands can be used by consumers to adhere to the norms of society and develop their own self-understanding.
- **Social Creativity** is fuelled by recent technological change, which evolves around how companies can create engaging campaigns focusing on participation, play and pass-it-forward.

The three cornerstones can be merged because they address some of the same themes, but from different angles, so that it enables the thesis to provide an in-depth analysis by using complimentary theories. There are three major themes that combine the three theoretical cornerstones being: Norms, Identity and Culture. This is visualized in the Interconnected Model developed by the thesis itself.

As the cornerstones are mostly newer theories it is deemed important to highlight where the three theories fit within more established theories and notions, to strengthen their relevance, which leads to the development of the Hyper Connected Model.

The theories supplemented each other providing the thesis with a more nuanced and in-depth framework than if the theories had been used separately. This is another main argument for a merge. Lastly, by using supporting theories within each of the theoretical cornerstones more depth and breath was given to each of the theories, making sure the framework becomes unbiased and reliable. This therefore enables the thesis to conclude how the three concepts of Identity Economics, Social
Creativity and Cultural Branding can be merged into a new analytical framework and first sub research question has been answered: How can the three concepts of Identity Economics, Cultural Branding & Social Creativity be merged into a new analytical framework?

In order to answer the second sub research question and thereby answering the overall research question, the analytical framework has been operationalized via a case study of Call me’s Watch Your Mouth campaign. By operationalizing the interconnected and hyper connected models, along with the outcome of the 18 hypotheses, it can be concluded that Call me has strengthened their positioning in the market.

Looking at the broader perspective, the three interconnected themes, Norms, Identity and Culture, go across all of the hypotheses, why it is found relevant to empirically highlight them in the conclusion. This is done, in order to enable the thesis to answer the overall research question.

The first interconnected theme is Norms. Norms play a crucial role, as Call me has used them in terms of investigation, exploration and spotting of new emerging opportunities for creating a powerful story-telling (identity myth) for the campaign. It can be concluded that Call me’s Watch Your Mouth campaign is centred on a norm involving a harsh public discourse, which they are trying to combat by communicating Watch Your Mouth. Norms guide decision-making processes and the campaign has therefore tried to govern behaviour in various social categories inherent in the communities. Therefore, it can be powerful to focus on the communities to try and associate your brand with a positive norm (e.g. watching one’s mouth). This is the case, as most people would be inclined to follow a positive norm, as they want their peers to make desired identity inferences about them and therefore gain identity utility. This makes people more obliged to support the Watch Your Mouth cause and pass-it-forward and thereby creating positive WOM. Furthermore, it makes sense for Call me to claim the Watch Your Mouth norm, as it is meaningfully linked to their core business as a mobile company, living of connecting people with each other. This also means that their campaign is more likely to gain credibility and legitimacy among the population.
The second interconnected theme is **Identity**. It can be concluded that identity is considered a very important component in the success of the campaign. As stated above, norms govern behaviour and therefore also one's identity creation. By following a norm such as *Watch Your Mouth* that has managed to create a movement, people gain identity utility. Furthermore, *Watch Your Mouth* has managed to derive identity value for the consumers, as it encourages people to think about who they are and how they tackle the harsh public discourse, providing a building block for identity creation.

Also, technological changes and social platforms have created challenges and opportunities for *Call me*, which they have embraced by building content, which is engaging and easy to share. The thesis develops its own notion; **sharable identity creation**, which supports the fact that *Call me* has created content, which people indeed can identify with and has share-value, as it helps people express themselves and who they would like to become. The share value aspect is very important in terms of explaining why focusing on Social Creativity has been so beneficial for *Call me* and also enhanced their positioning in the market. Moreover, *Call me* has connected aspirational reference groups to the campaign, which is also reinforcing identification and the possibility of creating in and out-group associations in terms of who supports the message and who does not.

The third interconnected theme is **Culture** and **Collectivity**. Culture can be characterised as a milestone, which guides norms and identity. From a Cultural Branding perspective, it can be concluded that *Call me* has been able to encompass a strong cultural insight in their campaign, which makes it very relevant. This enhances engagement and share value, as the storytelling around *Watch Your Mouth* makes people think differently about themselves and others. When *Call me* focuses on a cultural insight, they spread a collective message and speaks to the communities and their inherent social categories, more than to the sole individual. This underlines the important interactive relationship between the individual and the communities.

Furthermore, by embedding relevant cultural values to the brand and continuing to be on the edge of cultural change, *Call me* has the potential to become an **iconic brand** and a **cultural icon** in the long run, representing important values of its time.
Tapping into a strong cultural insight has been beneficial in order for Call me to create successful Social Creativity. This is the case, as a shared cultural understanding enables consumers to have shared conversations and to spread the Watch Your Mouth message across various platforms, which has created a movement. Understanding social behaviour is critical and Call me has successfully managed to tap into a collective mind-set among people, which have ultimately created a strong positioning.

Finally, a strong internal culture is important, as internal buy-in is crucial for the success of the campaign. From an Identity Economics perspective, this is as important as internal buy-in and helps form employees who are insiders, and therefore more loyal to the organisation. Furthermore, the campaign can be considered a purpose-oriented strategy, derived from the emergence of CSR 2.0, which requires stakeholder participation in the purpose development. Therefore, it also has to be meaningful to the employees. Call me’s campaign takes its outset from a strong internal “trust” culture – the Call me way, which constitutes the glue of the internal and external perspective of the organisation, which strengthens their brand even more.

The conclusions involving the three interconnected themes; Norms, Identity and Culture, have proved in which way, empirical data can be used to operationalize the analytical framework. Therefore, the second sub-research question has been answered: How can the analytical framework be operationalized via a case study of Call me’s “Watch Your Mouth” campaign?

The 18 empirically tested hypotheses, and the final conclusions about the three interconnected themes, hereby conclude the most important findings derived from both Identity Economics, Social Creativity and Cultural branding, in terms of how they have strengthened Call me’s brand positioning. The case study of Call me’s Watch Your Mouth campaign, can therefore function as an illustrative case, in terms of highlighting to which extend the ideas of the three cornerstones theories, can strengthen a brand’s positioning. Hereby, the overall research question of the thesis has been answered: To what extend can the ideas of Identity Economics, Social Creativity and Cultural Branding strengthen a brand’s positioning?
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<td>1) Consumer identity creation is influenced by the norms in the social context and branding can influence these</td>
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<td>2) Companies can perform better if they manage to turn employees into insiders</td>
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<td>3) Branding can turn consumers into insiders</td>
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<td>4) Companies should find new ways to link their brand messages to larger groups/communities</td>
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<td>5) Companies should facilitate closer membership ties within their targeted communities</td>
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• **Jangaard, M. (2013).** Interview with Mikkel Janggard, Partner at Jangaard, Mark & Ko. (C. Spork, & M. Næsborg, Interviewers)


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Appendix

Appendix 1 - Questionnaire – Sales & Marketing Director, Call me

We are writing a thesis to uncover how the campaign “Watch Your Mouth” by Call me came to be so successful. We are trying to do so, by combining three theoretical notions (identity economics, cultural branding and social creativity) to create a new analytical framework. The questions we would like to ask would help us to test some of the theoretical hypothesis we have made and provide valuable input for our analysis.

As the sales & marketing director you have been heading the development of the campaign and have the internal understanding of Call me. Therefore it will be very beneficial to get your insights and reflections on the campaign.

General questions:
1. What was Call me’s position in the market before the campaign?
2. What position did you want to obtain with the campaign?
3. What was the outset for the campaign? What situation in the market kick-started the campaign?
4. Which insights did you use to develop the campaign universe?
5. What were your success criteria for the campaign?

Consumers:
For a company, the focal point should be its customers, and this is also a key element of our thesis. Therefore we would like to get a deeper understanding of how the campaign approached the consumers and how it benefitted them.

6. What is Call me’s customer philosophy?
7. Why do you think that consumers want to take part in the campaign? (Hypothesis 1 + 15)
   a. How do you think that the campaign benefits the consumer? (Hypothesis 1 + 15)
   b. Do you think that consumers can use the campaign as part of their own identity creation? (Hypothesis 1)
   c. We know that one of the biggest obstacles for the telecommunication industry is customer churn, therefore: How did the campaign influence customer loyalty?
   d. What aspects of the campaign do you think had the biggest impact on customer loyalty? (Hypothesis 3)

The individual and its community:
A consumer cannot be understood in isolation and our thesis focuses a lot on the community that the individual is part of and thereby influenced by. The next questions will try to uncover how the campaign influenced both the individual and its community.
8. The campaign is centered on speaking nicely to each other to make the public sphere a better place to be. What thoughts did you have around communicating to the group rather than the individual?
   a. Did you perhaps think that it could be more impactful speaking to the individual through the masses? (Hypothesis 4)
   b. Do you think it can be beneficial for companies to talk to larger communities around a shared message? (Hypothesis 4)
9. We read that you had great success with the “Watch Your Mouth” badges – why do you think people liked to signal to others that they were member of the “group” the Call me way? (Hypothesis 5)
   a. You tried to create a movement with the campaign - did you try and bring people together? (Hypothesis 5)
10. Did you focus on embedding positive symbolic meaning in the Call me brand in order to build favourable associations towards the brand? (Hypothesis 6)

Technological changes:
Technological changes have greatly influenced the way we do marketing as well as the way consumers interact with each other. Therefore we also think it is important to uncover the new reality in our thesis.

11. Would you agree that with the rise of social media, companies have less control of their brand’s touch points and need to redefine these? (Hypothesis 7)
12. What is the main purpose/ambition behind Call me’s Facebook presence and what results has it generated? (Hypothesis 8)
13. The campaign has a strong social outset – also online. What do you think is the most important for brands on a social platform?
   a. When you share or like something, it comes to represent your own identity, worldviews and opinions in some way. Do you agree with this statement?
      i. Do you think that is important in relation to the Watch Your Mouth campaign? (Hypothesis 9)

Social creativity:
Now we would like to dive deeper into the different means you used in the development of the campaign.

14. The campaign calls for participation. What do you think a campaign needs in order to create participation/involvement? (Hypothesis 10 + 11)
   a. Do you think that participation requires positive brand associations and relevance? Why? (Hypothesis 10)
15. There is talk about a move from talk value to share value, meaning that content should be shareable for consumers to be willing to pass it on to their network. Have you thought about the share value of the campaign as you developed it? (Hypothesis 12)

Cultural branding:
As your campaign is centered on changing bad norms in our society, we have investigated into the notion of cultural branding, as that seems to be able to explain some of success of your campaign.

16. When creating the campaign did you think about the current cultural context it was supposed to tap into? (Hypothesis 14)
17. Was your ambition with the campaign to change the culture and norms of our society? (Hypothesis 1 & 16)
   a. If so – in what way? What norms would you like to change?

**CSR:**
We have all heard of CSR and it is on the agenda of most companies. We think that the message of the campaign can be viewed in the light of CSR. The theoretical movement of CSR goes towards applying a purpose oriented CSR strategy, which is closely linked to the core business.

18. Would you say that the campaign could be seen as a purpose oriented business strategy for Call me? (Hypothesis 17)
19. Do you think it is closely linked to the core business of Call me? (Hypothesis 17)

**Internal:**
The external communication can fail terribly if it is not aligned internally, therefore we think it is important to understand the internal aspect of the campaign in order to fully uncover why the campaign was successful.

20. What role did the employees have in the development and execution of the campaign? (Hypothesis 2)
21. What results have the internal involvement generated? (Hypothesis 2)
22. Was it vital for the company that the employees bought into the campaign? (Hypothesis 2)
23. How do you think the campaign influenced the employees? (Hypothesis 18)
   a. Do you think that the campaign increased employee satisfaction? (Hypothesis 18)
24. The data from the campaign shows that customer churn has decreased. Why do you think that is? (Hypothesis 18)
   a. In your opinion, what does it take for a campaign to increase customer loyalty? (Hypothesis 18)
   b. Theory talks about a correlation between satisfied employees and customer loyalty. Do you agree with this statement? (Hypothesis 18)

25. Looking to the future – where do you want to take the campaign?
Appendix 2 - Questionnaire – Partner and creative director, Mikkel Jangaard from the agency Jangaard Mark & Ko

We are writing a thesis to uncover how the campaign “Watch Your Mouth” by Call me came to be so successful. We are trying to do so, by combining three theoretical notions (identity economics, cultural branding and social creativity) to create a new analytical framework. The questions we would like to ask will help us to test some of the theoretical hypothesis we have made and provide valuable input for our analysis.

You were the main agency for the development and execution of the campaign and it will therefore be very beneficial to get your insights and reflections on the campaign.

General questions:
1. What was the outset for the campaign? What situation in the market kick-started the campaign?
2. Which insights did you use to develop the campaign universe?
3. What were your success criteria for the campaign?

Consumers:
Consumers are the focal point of the campaign, as well as our thesis. Therefore we would like to get a deeper understanding of how the campaign approached the consumers and how it benefitted them.

4. Why do you think that consumers want to take part in the campaign? (Hypothesis 1 + 15)
   a. How do you think that the campaign benefits the consumer? (Hypothesis 1 + 15)
   b. Do you think that consumers can use the campaign as part of their own identity creation? (Hypothesis 1)
   c. We know that one of the biggest obstacles for the telecommunication industry is customer churn, therefore: How do you think the campaign influenced customer loyalty?
   d. And what aspects of the campaign do you think had the biggest impact on customer loyalty? (Hypothesis 3)

The individual and its community:
A consumer cannot be understood in isolation and our thesis focuses a lot on the community that the individual is part of and thereby influenced by. The next questions will try to uncover how the campaign influenced both the individual and its community.

5. The campaign is centered on speaking nicely to each other to make the public sphere a better place to be. What thoughts did you have around communicating to the group rather than the individual?
   a. Did you perhaps think that it could be more impactful speaking to the individual through the masses? (Hypothesis 4)
b. Do you think it can be beneficial for companies to talk to larger communities around a shared message? (Hypothesis 4)

6. We read that you had great success with the “Watch Your Mouth” badges – why do you think people liked to signal to others that they were member of the “group” the Call me way? (Hypothesis 5)
   a. You tried to create a movement with the campaign - did you try and bring people together? (Hypothesis 5)

7. Did you focus on embedding positive symbolic meaning in the Call me brand in order to build favourable associations towards the brand? (Hypothesis 6)

Technological changes:
Technological changes have greatly influenced the way we do marketing as well as the way consumers interact with each other. Therefore we also think it is important to uncover the new reality in our thesis.

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Now we would like to dive deeper into the different means you used in the development of the campaign.

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As your campaign is centred on changing bad norms in our society, we have investigated into the notion of cultural branding, as that seems to be able to explain some of success of your campaign.

13. When creating the campaign did you think about the current cultural context it was supposed to tap into? (Hypothesis 14)
14. Was your ambition with the campaign to change the culture and norms of our society? (Hypothesis 1 & 16)
   a. If so – in what way? What norms would you like to change?

CSR:
We have all heard of CSR and it is on the agenda of most companies. We think that
the message of the campaign can be viewed in the light of CSR. The theoretical
movement of CSR goes towards applying a purpose oriented CSR strategy, which is
closely linked to the core business.

15. Would you say that the campaign could be seen as a purpose oriented
    business strategy for Call me? (Hypothesis 17)
16. Do you think it is closely linked to the core business of Call Me? (Hypothesis
    17)

Internal:
The external communication can fail terribly if it is not aligned internally, therefore
we think it is important to understand the internal aspect of the campaign in order
to fully uncover why the campaign was successful.

17. What role did the employees have in the development and execution of the
    campaign? (Hypothesis 2)
18. What results have the internal involvement generated? (Hypothesis 2)
19. Was it vital for the company that the employees bought into the campaign?
    (Hypothesis 2)
20. How do you think the campaign influenced the employees? (Hypothesis 18)
    a. Do you think that the campaign increased employee satisfaction?
       (Hypothesis 18)
21. The data from the campaign shows that customer churn has decreased. Why
do you think that is? (Hypothesis 18)
    a. In your opinion, what does it take for a campaign to increase customer
       loyalty? (Hypothesis 18)
    b. Theory talks about a correlation between satisfied employees and
       customer loyalty. Do you agree with this statement? (Hypothesis 18)

22. Looking to the future – where do you want to take the campaign?
Appendix 3 - Questionnaire – CEO at Firstmove, Kirsten Poulsen

We are writing a thesis, which takes outset in a merge between three theoretical frameworks; identity economics, cultural branding and social creativity. What these theories have in common is a strong focus on norms, culture and identity. By developing a new analytical framework we are analysing the telecommunications company Call me and their recent campaign Watch Your Mouth, as we think the case can highlight some interesting points in relation to the theories.

Your input is very valuable to us, as you are an expert in future trends and insights and you might be able to shed light upon some of our hypotheses. First of all we would like to ask you some questions about branding and the changed consumer behaviour.

Changed Consumer behaviour:

1) Do you believe that there has been a change in consumer behaviour recently, which forces companies to redefine their branding and way of communicating? (Hypothesis 3)
   • If one can talk about a paradigm shift, how do you think that brands can change their customers to insiders?

The individual versus the community:

If there is bigger focus on solidarity nowadays, can one then state that there is also a tendency towards brands beginning to communicate to communities and members in these, instead of focusing merely on the individual? (Hypothesis 4 - 6)
   • Do you believe that it is important that brands have a strong connection with their target audiences and the inherent members and why?
   • Is brand identification still important for brands, today?

Cultural branding:

Another major theme in our thesis is Cultural Branding, which emphasises on how brands can take an outset in a cultural context based on cultural norms and values.

   • Do you believe that brands can create a strong positioning by building up their brand around cultural specific values?
   • Could it even be interesting for brands to try and create a cultural specific value based approach to branding, which can tell the consumers something about themselves and who they aspire to be?
   • Do you believe that brands can try and modify and claim existing norms in society and thereby try and change consumer behaviour over time?
   • Do companies have the power to create and modify norms in society? (or does it primarily go the other way, so it is “first movers” consumers, which change the way companies do branding? (Hypothesis 14-16)

CSR 2.0:
Today, there is a lot of talk about companies which focus on purpose-oriented communication and that it has to be well connected to their core business. Maybe you have heard about *goodvertising*, which is about *brands doing good*.

- Do you believe that purpose oriented communication is trending right now and is important for future branding? (Hypotheses 17)

**Social media:**
Talking branding nowadays, one cannot get around social media. We believe that companies’ touch points have changed with social media and have become less controllable. Do you have an opinion about how companies should act on social media?

- Could it be interesting for brands to try and create content on social platforms, which can be used as a building block for identity creation? (Hypothesis 7-8)

**Social Creativity:**
In our thesis, we are working with a concept called Social Creativity, which is about how companies can create engagement and make consumers share content.

- Which trends have you observed, in relation to creating engagement in a brand?
- Do you believe that relevance is important for engagement?
- Do you agree with the fact that consumers is more likely to engage with the brand, if they have positive associations connected to it?
- What do you believe is important in order for consumers to be willing to share brand-generated content? (Hypothesis 10-13)
Appendix 4 - Questionnaire – Internet psychologist & public speaker, Anders Colding Jørgensen

We are writing a thesis, which takes outset in a merge between three theoretical frameworks, one of them being identity economics that you have investigated into. We are trying to merge identity economics with cultural branding and social creativity. What these theories have in common is a strong focus on norms, culture and identity. By developing a new analytical framework we are analysing the telecommunications company Call me and their recent campaign Watch Your Mouth, as we think the case can highlight some interesting points in relation to the theories.

Your input is very valuable to us, as we heard the show you participated in on P1 Agenda where you talked about identity economics and identity development online, which is one of the cornerstones of our thesis.

We would like to ask you about some questions regarding identity economics and branding in more general terms.

General questions:
1. What sparked your interest in identity economics?
2. Why do you think that identity economics is a relevant theory and interesting to take a closer look at?

Identity economics:
Since it is such an important part of our thesis, and you have investigated into the notion, we would like to get a deeper understanding of how you look at identity economics
3. How do you understand identity creation within identity economics? (Hypothesis 1)
4. Would you agree that identity creation is influenced by norms in the individual’s social context? (Hypothesis 1)
   o Do you think that branding has the potential to influence identity creation by trying to modify existing norms/create new norms? (Hypothesis 1)
5. Identity economics talks about insiders vs. outsiders. Would you agree with the statement that companies could perform better if they manage to turn employees to insiders? Meaning that they identify with the organisational values. Why? (Hypothesis 2)
   o We are trying to take the notion of insiders and outsiders to the next level, by stating that branding potentially can turn consumers to insiders by focusing on enhancing identification with the brand. What are your thoughts on that statement? (Hypothesis 2)
   o If a company was to succeed in turning consumers to insiders, what effects do you think that would have? Could you imagine that it would increase loyalty? (Hypothesis 3)

The individual versus the community:
One of the major points of identity economics is the importance of the norms in the community and how that affects the identity creation of individuals.

6. Going on what identity economics says about how much the social category/the group influences the individual, what would you think are some of the biggest challenges for companies operating within an identity economy?

7. How important do you think it is for companies to link their brand messages to larger groups/communities instead of solely aiming them at individuals? (Hypothesis 4)

8. How crucial is it for companies to create ties with their target audiences? (Hypothesis 5)
   - How should companies create these ties in an identity economy? (Hypothesis 5)
   - Do you agree with the statement that companies should facilitate closer membership ties within their targeted communities? (Hypothesis 5)

9. As we have established throughout the questions above, the group influences the individual and therefore play a role in understanding individual decision-making process.
   - What do you think it takes for consumers to be willing to interact with brands? (Hypothesis 6)
   - What do you think companies can do to get consumers to interact with them online and offline? (Hypothesis 6)
   - Do you agree with the statement that companies must focus on embedding positive symbolic meaning to their brand in order to built favourable associations to the brand? (Hypothesis 6)

Technological changes:
You seem to spend a lot of time trying to understand how the rise of social media influences our identity creation, so the next series of questions will concentrate on the challenges and opportunities in social media

10. How do you think our identity creation has changed with social media?

11. In your opinion what challenges does that present to companies?
   - Would you say it is important for brands to create an online presence that act as building blocks for consumer identity creation? (Hypothesis 9)

12. Would you agree with a statement saying that with the rise of social media and technological changes in general, companies have less control of their brand touch point? And that the most important touch points have changed? (Hypothesis 7)

Social creativity:
The theory of social creativity works with three elements – participate, play and pass it forward. This highlights the need for involvement if campaigns today should be successful, but the challenge remains to understand how brands can get customers involved.

13. What are the most important aspects to create involvement in brand/campaigns?
Do you think relevance is key to engagement? How do you recommend companies to be relevant to their target audience? (Hypothesis 11)

14. Do you agree that in order for participation to exist, the consumer needs to have positive brand associations? (Hypothesis 10)

15. Consumers will only pass content on if it meets certain criteria. What do you think is the most important aspects for consumers to be willing to share company-generated messages? (Hypothesis 12)