Brand New Ventures?
Insights on the Branding Practices and Rationale of Start-up Companies

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Abstract

In this contribution we question the assumption that guidelines on branding, developed for multinational firms, can be equally applied to new ventures and young SME. We investigate the specificity of brand development issues for recently created companies, that typically have unique constraints compared to large corporations. While most of the literature on branding is dedicated to well established, large-size organizations, only few scholars have focused on the specific branding needs, limitations and opportunities of young companies. We adopt a case study approach and focus on the Swiss economy by analyzing fifteen of the largest and most successful start-up companies of the country. The paper advances contemporary knowledge by establishing an overview on the current practices and the level of adoption of branding concepts by the largest young companies in Switzerland, and by providing a theoretical framework and practical guidelines on brand creation and brand building activities for entrepreneurs.

Keywords: start-up, SME, entrepreneurship, branding, corporate identity, Switzerland
1. Introduction

The purpose of this research is to discuss brand creation strategy for start-ups and young SMEs. Although the literature on branding and corporate communication is vast, and studies about new ventures and entrepreneurship are numerous, the intersection of these two fields is still an under-explored area (Rode and Vallaster, 2005): in fact, research on small business and branding has been defined to be in its “infancy” (Boyle, 2003; Krake, 2005).

The specific area of start-up branding provides an interesting and unique context for brand studies for several reasons: first, at the creation of a company there is no established identity and internal structures still have to be built (Rode and Vallaster, 2005). Second, branding activities are extremely important for customer acquisition (Boyle, 2003) and therefore for the survival of the company. Third, start-ups typically have limited resources in terms of capital (Abimbola, 2001), know-how (Rode and Vallaster, 2005) and time (Wong and Merrilees, 2005). This is a general problem underlined by many of the analyzed ventures: since a good branding and communication strategy is not necessary to start a business, the entrepreneurs are usually more concentrated on financial and production issues. Although this approach is understandable in the logic of the entrepreneur, many companies (also those interviewed by us) later recognize that a clear brand vision is a sound investment for them because the costs of subsequent changes to their corporate identity can be very high. In the words of the founder of e3, one of the start-ups we have analyzed: “It is important to think about the communication from the beginning, otherwise you have to do it several times later”.

The analysis of these topics has implications at theoretical level as they can lead to a more detailed understanding of the role of branding in the creation phase of a firm, and at practical level by providing guidelines for entrepreneurs. The novelty of this research has to be found in the specific focus on the corporate brand creation and development process of start-ups, and secondly on the unique sample selection, which considers the largest new ventures (in terms of employees’ number) in the country (Switzerland).

2. Literature review

Branding is vast and rapidly growing field. Entrepreneurs nevertheless can rarely find specific, tailored guidelines in the traditional branding literature (Merrilees, 2007), as it focuses largely on multinational companies and well established firms, and covers topics that are not yet highly relevant for new ventures, such as brand revitalizing, associations, extension, systems and globalization (Aaker, 1991, 1995; Keller, 1999; Balmer and Gray, 1999, 2003; de Chernatony, 2001, 2002; Aaker and Joachimsthaler, 2002; de Chernatony and McDonald, 2003; Wheeler, 2003 Kapferer, 2004). New ventures have specific branding needs due to their lack of resources (Abimbola and Vallaster, 2007), lack of internal structures and processes (Rode and Vallaster, 2005), and fundamental need to build a reputation (Petkova et al., 2008) and find clients. Geissler and Will (2001) highlight that “Contemporary management literature on entrepreneurship neglects corporate communication to a great extent”. This is particularly surprising because “If start-ups or new ventures are not able to establish their corporate brand in the market within a relatively short time frame, they disappear from the market” (Timmons, 1999). Nevertheless, entrepreneurship research offers a relatively good coverage of marketing issues specific to new and small enterprises (Zimmerer and Scarborough, 1998; Serazzi, 2001; Kuratko and Hodgetts, 2004; Williams, 2007), but Merrilees (2007) points out that branding has been missing from the literature on SMEs and entrepreneurship, with few notable exceptions that are subsequently reviewed.

Among the early studies, Boyle (2003) and Steiner (2003) offer the first evidence on the topic, with a single case study, and a study on the real estate industry, respectively. A notable
A theoretically and empirically grounded study has been conducted by Rode and Vallaster (2005) on corporate branding for start-ups and the role of the entrepreneur. They focus on the early phases of a new venture (that is, up to the first two years of operation) and analyze the role of the entrepreneur on the process for the decisions on corporate culture, corporate behavior, corporate design and corporate communication. This research is based on nine case studies and highlights the role of the entrepreneur during the development of a corporate brand. A quantitative investigation on the same topic (Witt and Rode, 2005) has tested a model of brand building in start-ups (specifically on the causal relation between corporate identity and corporate image). Merrilees (2007) proposes a “theory of brand-led SME new venture development”; the purpose of his research is to understand how branding can facilitate small business development of new ventures. Through a conceptual approach he develops a model with eight propositions for “high-aspiration entrepreneurs that seek very high performance for their new venture” (pg. 413). A recent study on new ventures reputation building has been carried out by Petkova et al. (2008); they differentiate generalized reputation from local reputation and find that different kinds of activities help new venture accumulate one of the two reputation types.

Related further research has been carried out in the context of SMEs (Small and Medium-sized Enterprises): findings in this area can be useful, although not directly applicable to start-ups, because they mainly focus on ongoing brand management (Merrilees, 2007). Abimbola and Vallaster (2007) have provided a historical examination of brand, organization identity and reputation in SMEs, which provides a valuable review of existing literature on the topic (Abimbola, 2001; Krake, 2005; Wong and Merrilees, 2005; Mowle and Merrilees 2005). Finally, a recent study by Ojasalo et al. (2008) investigates the specificity of brand building in software SMEs. Based on the analysis of the existing literature, we have identified a lack of empirical studies focusing on understanding the development process of a new brand, reporting how and why new ventures actually perceive and conduct brand building activities. This is consequently the aim pursued in this paper and described in the next section.

3. Methodology

Building on the findings just illustrated, we develop a study focusing specifically on aspects of branding that are unique to new ventures. We do so by selecting the largest start-ups in a country, Switzerland, and investigate their approach to branding. Our main research questions are: What is the perceived relevance of branding for start-ups? How do they create the brand(s)? Which brand building activities do they conduct? What are their most common problems and mistakes?

We employ a case study methodology (Yin, 2003), based on in-depth, semi-structured interviews in order to be able to understand (rather than simply measure) the reasons for conducting or not conducting certain brand activities. This methodology is in line with previous studies in the field of branding in general (de Chernatony and Dall’Olmo Riley, 1998) and of new venture branding in particular (Rode and Vallaster, 2005; Wong and Merrilees, 2005). The case studies are based mainly on in-depth interviews with both closed and open-ended questions with CEOs (8) or communication managers (7), as well as on logo and website analysis and on document analysis (flyers, business cards, videos, newsletters, etc.). Each interview lasted at least one hour and was digitally recorded.

Our sample selection specifically includes the largest start-ups in the country. This choice allows us to analyze the branding practice of successful young companies. Although the size of a company is not necessarily a direct indicator of a successful branding strategy, it is possibly the closes and the most relevant of the indicators (among publicly available ones) of a winning strategy. In order to be selected, the companies had to be established in Switzerland
(Swiss branches of international companies were excluded) and had to be in existence no longer than five years, to still be considered a start-up or young venture, as defined in the entrepreneurship literature. As the data collection was conducted in 2006, the companies had to be established after the year 2000. The biggest Swiss ventures responding to these criteria were selected, with the help of a classification of Venturelab, an initiative of the Swiss Federal Agency for Innovation Promotion. The Venturelab bases companies’ rating on the number of employees, as data on company’ sales and turnover are not always available and consequently not comparable. The twenty biggest companies were contacted and invited to take part in the study. Fifteen of them agreed and were analyzed further with their collaboration (see the appendix for details on each company). We believe the Swiss context can represent typical start-ups of a mature, open, moderately regulated economy.

A schematic description of the selected population can be found in the appendix (Tab. 1). At the time of the data collection, in fall 2006, the number of employees ranged between 30 and 150. Following the common definition of Small and Medium-sized Enterprise (also adopted by the European Union), our sample is constituted by 5 small and 10 medium-sized enterprises. The vast majority (90%) of these ventures are active in the service sector; interestingly half of the companies are in the ICT industry. Regarding the target market, about 60% of the firms operate internationally. Half of the companies’ turnover remain under 20 million CHF (approx. 13 million Euros), and only one company has a turnover of over 60 million CHF (40 million Euros).

4. Results

This section describes the branding sensitivity, approaches and brand-building activities of the 15 young SMEs, following the order of the previously defined research questions. In each sub-section we include a review of the most common mistakes and problems that emerged from the analysis. The concise aggregated results of branding activities, as emerged from the interviews, website and document analysis are presented in the appendix (Tab. 2). A more extensive description of the data collection method and analysis is available upon request from the authors.

4.1 Brand relevance

Firstly we have investigate the perceived importance of branding for the Swiss entrepreneurs and we have found a broad spectrum of opinions. The founder of SourcingParts.com has a positive attitude: “Branding’s contribution to the company is very high. Branding activities are a core for any company working online. The company spends around half of the money for the product and half for branding activities”. And the communication manager of Colibrys says: “[Branding is] very important: it accounts for 50% of the success. The other 50% is the quality of the product”. Other companies (such as e3) think that the entrepreneur’s personal network and word-of-mouth have equal or greater relevance than typical brand building activities, while some believe that there is no need for strong communication efforts (Juckerfarmart), or that communication is important but should come second (green.ch, CallTec).

Reflecting this perception of the branding relevance, more than half of the companies had a documented idea of the brand concept or strategy before the inception of the company. Most of the companies have a defined vision, mission and positioning, but only very few of them have clear brand values or a brand measurement processes.

4.2 Brand creation
The choice of the name has a key role regarding brand effectiveness, because “a brand name is the foundation of a brand’s image. [...] A carefully created and chosen name can bring inherent and immediate value to the brand” (Kohli and Labahn, 1997, pg. 67, emphasis in the original). From the analysis it emerges that half of the analyzed companies chose a suggestive name and only one company adopted a fanciful name (e3), as suggested by the literature (Kuratko and Hodgetts, 2004). Two companies have chosen descriptive names (Global Human Resource and Helvetic Airways): conversely, branding literature (Kapferer, 2004) suggests that a descriptive name is hardly protectable and even dangerous, because the final goal of a brand is to distinguish the product, not just to describe it. In fact, from the interviews it emerged that GHR could not protect the full name and Helvetic Airways has problems of being confused with another Swiss company (Helvetic Tours, which also owns the internet domain helvetic.ch).

Some of the companies already perceive their names as too “small” for their business, as in the case of SoftwarePipeline: the communication manager recognizes now that a fanciful name would have been a better choice because it would not be linked to the business.

Concerning the logo, half of the companies had the logo developed professionally by graphic or advertising agency, or a freelancer. Three of the analyzed companies recognize that they have problems concerning the logo and its protection. Moreover, some of the companies assert that they are satisfied with their logo while it actually presents basic problems. Finally, we observe that some of the companies already have some brand architecture, mainly having a corporate brand and a product brand.

4.3 Brand building

From a first glance at the synoptic table (Tab. 2, in the appendix) it becomes apparent that all of the examined start-up companies conduct a remarkable number of brand building activities; the individual mix of activities is however quite diverse (i.e. advertising, events, sponsoring). Straight forward brand building activities, such as an online presence, newsletter, or events dominate, while fancy branding activities, such as jingles or videos, are the exception. Very few companies have a structured recruitment process aligned to their brand (to examine candidates in line with the branding strategy for adequate behavioral branding).

The findings show that Swiss young SMEs do not make substantive use of conventional activities as mass media advertising. They argue that “advertising is expensive” (Calltec) and “it is not possible to touch customers with regular advertising” (Colibrys); “We stopped [general advertising] because it doesn’t bring anything” (Alpha Solutions). Some companies recognize that they invested in advertisement which did not bring a satisfactory return (CallTec, e3). The interviewed companies prefer to concentrate more on unconventional branding activities, of which the creation of events is the most popular: they range from classic business dinners, to “road shows”. Considering PR activities, most of the companies do not show much sensitivity or interest.

Another key topic is on-line branding: Swiss start-ups follow a great variety of approaches. A few companies put a great effort into their website (mainly high-tech companies): the founder of Global Human Resource states that “Google AdWords is the most useful tool”. On the contrary, other companies use it only as an on-line business card and do not update it very often: “The website did not change since when the company was established, because there are no information items that change” (CallTec). These different views could be explained considering both the different kind of businesses (and therefore the internet literacy of their clients) and the specialist skills needed to run these campaigns (Chaffey and Smith, 2008).

5. Discussion
From the conducted research and based on the comparison of the branding activities with existing literature, we highlight the theoretical implications of our work. We then propose a recommended brand creation sequence and a classification of brand orientation based on the findings. We finally derive some tentative practical recommendations on brand development.

5.1 Theoretical implications

Consistent with existing research, we find that decisions regarding the brand are managed by the founder in most of cases (Krake, 2005; Rode and Vallaster, 2005; Abimbola and Kocak 2007). Six companies have developed more than one brand (mostly a corporate brand and one or more product brands), and it is a conscious choice, similarly to what Krake (2005) has found, and partially in contrast with theoretical guidelines (Keller, 1998). In line with the findings of several previous studies and recommendations (Keller, 1998; Gilmore, 1999; Boyle, 2003; Ojasalo et al. 2008), Swiss entrepreneurs greatly favour the creation of unconventional and innovative approaches, such as the creation of events (Carter, 1999), and do not make substantive use of traditional promotional activities as mass media advertising.

The analysis has also brought to surface a few remarkable differences that might open new interesting venues for further research. Word of mouth and the founder’s network are considered relevant branding activities by the entrepreneurs: this is a peculiarity of small businesses, compared to traditional branding of multinational firms, and rarely addressed by existing literature. Secondly, Swiss young businesses scarcely employ PR: this result is in stark contrast to guidelines and previous findings on SMEs (Krake, 2005; Petkova et al., 2008), where it is considered one of the most suitable activities for small businesses. From the interviews it emerged that the start-up founders lack knowledge about the potential benefits of PR as a branding tool and therefore have not considered it. Finally, we identify that the firms have widely different approaches to on-line branding. This topic has thus far being under-researched (for an exception see Opoku et al., 2007), although digital branding can be a potentially powerful tool for businesses with low budget.

These findings suggest that research and guidelines should not force start-ups and young SMEs to compare their branding strategies to multinational firms. Young ventures should instead develop more creative, innovate and unconventional (Keller 1998; Gilmore, 1999; Boyle, 2003; Ojasalo et al. 2008) branding approaches, as for instance organize events, actively create positive word-of-mouth, and develop on-line branding campaigns. Further research in the area would be highly beneficial.

Finally, it is perhaps time to revisit and improve entrepreneurship courses and curriculums to include start-up-specific branding guidelines, which should focus more on low budget powerful branding tools, as PR, word of mouth active creation, personal networking, on-line branding strategies (Ind and Riondino, 2001; Phillips, 2003; Breakenridge, 2008).

5.2 How should startup create a brand?

Through the conducted analysis we see the emergence of some optimal brand development practices that are core to all ventures for creating a sustainable brand, and other branding activities that vary depending on the context (industry) and desired level of brand investment. This differentiation seems to be crucial both at theoretical and pragmatic level, as it can guide entrepreneurs through a tailored selection of brand building activities for their ventures. We therefore propose two frameworks that can direct and support branding choices: a brand creation sequence with the core elements of brand creation that all start-ups should consider, and secondly a brand orientation classification which portraits the options for branding activities based on the industry expectation and the strategy of the company.
Brand creation sequence
As emerges from the best practices of the investigated companies, the brand creation and development process follow three main phases (Fig. 1 in the appendix). Firstly, before the inception of the company, the entrepreneur should define the brand strategy accordingly to the strategy of the new organization. Secondly, the brand strategy should be enacted through an appropriate brand design (name, logo, colors, and visual elements) in line with the brand mission and philosophy defined in the previous phase. Before proceeding, it should be checked if an internet domain with the desired name is available and if the name and logo can be legally protected. Thirdly, a brand building activities plan should be developed, carefully selecting among brand building activities available. The choice of these activities does not need to be the same for every type of company: the following classification can guide entrepreneurs and consultants in considering different options to select the most appropriate brand building activities for their businesses.

Brand orientation classification
From the analysis of the largest new ventures in Switzerland, we can observe different approaches to branding (Fig. 2 in the appendix) that are dependent on the specific industry expectations and on the company’s attitude toward branding. Figure 2 offers a synopsis of the positioning of the largest Swiss start-ups relative to the kind of branding activities they conduct (traditional versus innovative) and the expectations regarding branding of their specific industrial sector (i.e. typically B2C companies are expected to have more branding activities than B2B companies). The size of the circles represents the company size (in terms of employees number). Based on these two criteria, we classify the firms in four typical branding clusters: damned to brand, tech-marketer, far-sighted and traditionalists.

The damned to brand are companies that have no choice but to put a strong effort in both traditional and innovative activities. They perceive branding as constraint rather than an opportunity: “It is important to communicate, to make the people know the brand, there is no other way”, says one of the interviewed managers (Littlebit). On the right side of the diagram we find all technological firm that follow a similar branding approach, the tech-marketers. They have a very clear brand vision, do not rely on traditional branding activities (i.e. mass advertising and PR), but concentrate strongly on innovative ones, such as online presence, events participation and creation, road-shows and various unconventional activities. The firms in the bottom-right quadrant of the figure are named far sighted because their industries do not require a great branding effort to survive, but they nevertheless choose to have a strong and innovative creative approach: “[Branding] is an advantage with respect to the competitors” says the representative of SoftwarePipeline. Finally, in the bottom-left quadrant we find the traditionalists: firms that opt for a traditional and product-centred approach to communication (similar to the product-driven branding approach of wineries found by Mowle and Merrilees, 2005). They typically believe that branding cannot bring much benefits to the development of the company.

5.3 Practical implications: recommendations
The following guidelines can provide upfront branding orientation to start-up entrepreneurs and small business owners, and help them avoid mistakes that may later cost them crucial time and money.

Anticipate the company’s expansion.
From the companies’ experience, and in line with previous findings (Serazzi, 2001; Kapferer, 2004; Rode and Vallaster, 2005), it emerged that many of the entrepreneurs failed to “think
big” about the potential development of the company. Several of the branding mistakes, in particular the choice of the name and logo (for guidelines see Henderson and Cote, 1998), are based on this general consideration of the possible future of the business. Therefore, the brand concept should be defined clearly and a branding plan should be developed before the inception of the company.

Exploit creative brand building activities.
The investigated companies do not make much use of advertising on traditional media. The lesson for start-up branding is to be cautious with investing in traditional advertising: it is always necessary to choose targeted media and to check their performance. Also for PR it is indispensable to focus on specific media: more in general it can be suggested to exploit more this branding tool (Krake, 2005) and to pay attention to the relationship with journalists. Entrepreneurs make considerable use of events as promotional activities: we can thus suggest to be innovative and creative in brand building activities (Keller, 1998; Abimbola, 2001), such as creating and participating to events, fairs and sponsorships activities.

Leverage the power of the Internet.
The Internet offers a number of innovative branding tools especially suitable for start-ups, due to their relatively low cost and wide reach. Search Engine Optimization is a particularly important tool because it is free and it is argued to be the best online tool to connect with new clients (Chaffey and Smith, 2008), which is a crucial activity for start-ups. Internet advertising can offer a great return because it is a highly targeted form of advertising, but they can be expensive if they are not run continuously by competent staff. We can therefore encourage potential entrepreneurs to exploit the opportunity of using free or highly lucrative online tools.

Measure the results.
The final step of any action is the measurement of results of their branding effort, not only internally, and to subsequently take action to improve the branding strategy, in a continuous and iterative process.

6. Conclusions

This paper makes a contribution by extending the limited existing literature on new and young business branding, but many aspects still need to be further investigated. Limitations of this study include the lack of comparison between the branding activities of the most successful companies and those that are less successful. Another limitation is related to the qualitative method employed, which does not allow the generalization of the findings. The novelty of our research lies in having investigated branding issues that are specific for newly created companies, such as the creation of a new brand with limited budget, lack of reputation and no existing customer base. Furthermore, at best of our knowledge, no other studies have analyzed the branding activities of the largest start-ups in a country.

Our work adds to existing literature by questioning the assumption that guidelines for brand building activities, developed for multinational firms, can be equally applied to start-ups and SMEs. We have highlighted the difference in approaches, as emerged from the comparison of the empirical investigation with existing theories and have consequently proposed a framework and guidelines. Our work aimed to give pragmatic insights for entrepreneurs, and to foster further academic interest in this direction. We believe this topic to be crucial because “the key to a successful start-up [...] is to find financiers, customers, employees and favourable position in the industry networks. A prerequisite for that is to attract attention and building a strong corporate brand”. (Geissler and Will, 2001, pg. 1).
References


### Appendix

<table>
<thead>
<tr>
<th>Company name and logo</th>
<th>Location in Switzerland</th>
<th>Industry/sector</th>
<th># Employees</th>
<th>Year of establishment</th>
<th>Target market</th>
<th>B2B or B2C</th>
<th>Turnover in CHF mil</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alpha Protect</td>
<td>Illnau-Effretikon</td>
<td>Security (3)</td>
<td>150</td>
<td>2000</td>
<td>Germany, Switzerland</td>
<td>B2B, B2C</td>
<td>4</td>
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<tr>
<td>Alpha Solutions</td>
<td>St. Gallen</td>
<td>IT (3)</td>
<td>30</td>
<td>2000</td>
<td>Switzerland, Germany, Austria</td>
<td>B2B, B2C</td>
<td>0.7</td>
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<td>CalITec</td>
<td>Zug</td>
<td>Call center (3)</td>
<td>60</td>
<td>2000</td>
<td>International</td>
<td>B2B</td>
<td>2</td>
</tr>
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<td>Colibrys</td>
<td>Neuchatel</td>
<td>Mechanical parts (2)</td>
<td>150</td>
<td>2001</td>
<td>International</td>
<td>B2B</td>
<td>28</td>
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<td>Cosma Dialog</td>
<td>Berne</td>
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<td>2000</td>
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<td>B2B</td>
<td>n/a</td>
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<td>Company</td>
<td>Industry</td>
<td>Employees</td>
<td>Year</td>
<td>Country</td>
<td>Sector</td>
<td>Rating</td>
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<td>Zurich</td>
<td>Software (3)</td>
<td>40</td>
<td>2000</td>
<td>EU</td>
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<td>PR and advertising (3)</td>
<td>35</td>
<td>2001</td>
<td>CH</td>
<td>B2B</td>
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<td></td>
</tr>
<tr>
<td>Baar</td>
<td>IT HR (3)</td>
<td>70</td>
<td>2000</td>
<td>CH</td>
<td>B2B</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>Brugg</td>
<td>ISP (3)</td>
<td>50</td>
<td>2001</td>
<td>Switzerland</td>
<td>B2B</td>
<td>42</td>
<td></td>
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<tr>
<td>Helvetic Airways</td>
<td>Transports (3)</td>
<td>130</td>
<td>2003</td>
<td>Switzerland, Italy, Spain, East Europe</td>
<td>B2B, B2C</td>
<td>n/a</td>
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<td>Seeegraebe n</td>
<td>Farm (1-3)</td>
<td>40</td>
<td>2000</td>
<td>Switzerland, Germany</td>
<td>B2C</td>
<td>2</td>
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<td>Volketswil</td>
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<td>Switzerland</td>
<td>B2C</td>
<td>3</td>
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<td>2000</td>
<td>International</td>
<td>B2B</td>
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Table 1. Characterization of the analyzed start-up companies, as of November 2006
Table 2. Synoptic table of branding activities in comparison

<table>
<thead>
<tr>
<th>Brand Relevance</th>
<th>Company</th>
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<tr>
<td>Perceived branding relevance</td>
<td>Alpha Protect</td>
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<tr>
<td>Perceived contribution of branding</td>
<td>Alpha Protect</td>
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<td>Top-down branding approach</td>
<td>Alpha Protect</td>
</tr>
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<td>Vision, Mission</td>
<td>Alpha Protect</td>
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<tr>
<td>Positioning</td>
<td>Alpha Protect</td>
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<td>Core values</td>
<td>Alpha Protect</td>
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<table>
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<th>Company</th>
</tr>
</thead>
<tbody>
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<td>Documented brand idea at start</td>
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</tr>
<tr>
<td>Name/logo professional choice</td>
<td>Alpha Protect</td>
</tr>
<tr>
<td>Protected /™</td>
<td>Alpha Protect</td>
</tr>
<tr>
<td>More than 1 brand (brand portfolio)</td>
<td>Alpha Protect</td>
</tr>
<tr>
<td>Brand extension</td>
<td>Alpha Protect</td>
</tr>
<tr>
<td>Claim</td>
<td>Alpha Protect</td>
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<td>CD book</td>
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<table>
<thead>
<tr>
<th>Brand Building</th>
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</tr>
</thead>
<tbody>
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<td>Advertising</td>
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<tr>
<td>PR</td>
<td>Alpha Protect</td>
</tr>
<tr>
<td>Events</td>
<td>Alpha Protect</td>
</tr>
<tr>
<td>Sponsoring</td>
<td>Alpha Protect</td>
</tr>
<tr>
<td>Internet domain with same name</td>
<td>Alpha Protect</td>
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<tr>
<td>Online marketing</td>
<td>Alpha Protect</td>
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<tr>
<td>Newsletter</td>
<td>Alpha Protect</td>
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<tr>
<td>Music/Jingle</td>
<td>Alpha Protect</td>
</tr>
<tr>
<td>Videos</td>
<td>Alpha Protect</td>
</tr>
<tr>
<td>Uniforms/Branded cloths</td>
<td>Alpha Protect</td>
</tr>
<tr>
<td>Structured recruitment process</td>
<td>Alpha Protect</td>
</tr>
<tr>
<td>Internal communication rules/policies</td>
<td>Alpha Protect</td>
</tr>
<tr>
<td>Internal brand communication</td>
<td>Alpha Protect</td>
</tr>
<tr>
<td>Brand measurement (internal)</td>
<td>Alpha Protect</td>
</tr>
</tbody>
</table>

Legend:  ■ High level  ■ Low level  ■ Information not available
Fig. 1. Brand Creation Sequence

Fig. 2. Brand orientation