

Building brand identity and assessing brand image – BebéVida Case Study

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Abstract

The aim of this project is to build a brand identity for the corporate brand of BebéVida, a Portuguese healthcare services company. After capturing this internal view, and in addition to its main aim, it has the purpose of identifying the company's brand image (external view) and finding potential disparities between these two to provide concrete recommendations to the company.

In methodological terms, a two-step approach was followed. First, to assess the brand identity, two semi-structured interviews were conducted. Then, a survey was distributed to the company stakeholders for them to evaluate BebéVida's brand image. A sample of 352 respondents was obtained.

The most salient result of this project is the definition of a corporate brand identity for BebéVida, as this can potentially have a concrete impact on the managerial decisions of the company. Regarding the brand image's assessment, the results suggest that BebéVida should focus mainly on increasing its brand awareness as the brand was not recognized by a quarter of the respondents.

This contributes to the literature in two ways. The first one being that there is a lack of literature on branding healthcare services in general. The second one lays on the fact that this project is the first providing a corporate brand to a healthcare services branding.

Resumo

O objetivo deste projeto é a construção de uma identidade de marca corporativa para a BebéVida, uma empresa portuguesa de serviços de saúde. Depois de obter esta visão interna, e conjuntamente com o seu objetivo principal, procurar-se-á identificar a imagem de marca (visão externa) da empresa e potenciais diferenças entre estas duas de forma a providenciar recomendações concretas à empresa.

A nível metodológico, um processo com duas etapas foi desenhado. Inicialmente, de forma a construir a identidade da marca, realizaram-se duas entrevistas semi-estruturadas. De seguida, foi distribuído um questionário a todos os intervenientes relevantes de forma a que estes avaliassem a imagem de marca da BebéVida. Uma amostra de 352 inquiridos foi obtida.

O resultado mais relevante deste projeto foi a definição de uma identidade de marca corporativa para a BebéVida, uma vez que esta pode ter um impacto concreto nas decisões de gestão da empresa. Relativamente à avaliação da imagem de marca da empresa, os resultados sugerem que a BebéVida deve focar-se em melhorar o reconhecimento da sua marca uma vez que um quarto dos inquiridos não a reconheceu.

Este projeto contribui para a literatura de duas formas. A primeira, é que existe uma falta de literatura sobre marca nos serviços de saúde em geral. A segunda reside no facto de este projecto ser o primeiro a construir uma identidade de marca corporativa para uma marca de serviços de saúde.

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1. Introduction

Brands are one of the few strategic assets able to provide long-term competitiveness to companies (Kapferer, 2012). Thus, one of the most important goals of a marketing strategist is to build strong brands (Aaker and Joachimsthaler, 2000; Keller, 1998). Branding is of strategic importance for all sectors, from high-tech to commodities, and even for persons, countries, and institutions.

Brand identity is one of the key concepts on branding as it provides meaning to a brand which is essential to design a strategy (Aaker, 1996). Without knowing its DNA, a brand is simply acting without a purpose and clear guidelines which can be dangerous as unclear signs are given to stakeholders.

A curricular internship was developed in the marketing department of BebéVida, a Portuguese tissue and cell bank which is specialized in the cryopreservation of stem cells from the blood and tissue of the umbilical cord. For almost all its 16 years of existence, BebéVida has dedicated itself to offering only one service – the cryopreservation of stem cells.

Recently, the company expanded the range of services offered to its customers, namely through a partnership with the company Unilabs, which allows the performance of NIPT tests (non-invasive prenatal testing). Consequently, BebéVida went from being a mono-service company to offering various services to parents. Additionally, the corporate brand also comprises other sub-brands, namely Mamãs Sem Dúvidas and BebéVida Sorrisos, which have distinct target markets and serve different purposes, such as the generation and maintenance of leads and the engagement with customers. These issues generated uncertainties inside the company as, with such fundamental modifications, the top management was no longer certain about the branding of the corporate brand BebéVida. According to the company's CEO, BebéVida aims to be recognized as a healthcare company, able to respond to all the needs of a person / couple since deciding to become pregnant. Thus, BebéVida has the ambition to become a top-of-mind brand when a person / couple decides to become pregnant, which requires a strong brand identity.

The main purpose of this project is to provide a corporate brand identity for BebéVida and the corporate brand identity matrix (Urde, 2013) will be applied to assess the corporate brand identity for BebéVida. Additionally, it aims to understand if there are any breaches between the internal (brand identity) and the external (brand image) perspectives of the brand in order to construct recommendations for the future brand identity of BebéVida.

In order to address these goals, the following research questions were established:

- What is the intended corporate brand identity, by the company, for BebéVida?
- What is BebéVida's brand image?
- What breaches potentially occur between the company's brand identity and the brand image?

This study has a managerial relevance for BebéVida as a branding study has never been conducted for the company. Through this project, the company will have a clear identity, which potentially enables the creation of a stronger brand, fostering the company's value; the gap between the messages emitted by the company and its customers' perception will be evaluated; and recommendations for narrowing the gap will be made with the ultimate goal of increasing the brand awareness and contributing to positive associations with the corporate brand. Additionally, there are few branding studies on healthcare services companies.

Moreover, project works are not only positive for the company which requests them, but also for the student, as they enable the implementation of the learned contents, and for the University, which can confirm the applicability of its concepts in real cases (Cho, Brown, 2013).

2. Theoretical framework and literature review

2.1 Branding

2.1.1 Brand

The concept of brand has been extensively defined and has evolved throughout time. Even though there is evidence of the ancient use of different ways to identify a producer in a product, it was only in the twentieth century that branding and brands have become a major issue (Aaker, 1991).

At the beginning, brands started to be regarded from a legal perspective as they were not more than a name signalling a product's origin. Afterwards, the question of superior quality in comparison to competitors emerged. At this point, brand was defined as “a distinguishing name and/or symbol intended to identify the goods or services of one seller from those of competitors” (Aaker, 1991, p.110, cited in Kapferer, 2012).

Then, the psychological aspect of a brand gained importance and, not soon after, it became centred on the product's attributes. In line with this, Keller (1998, p.4, cited in Kapferer, 2012) stated that “a brand is a product that adds other dimensions to differentiate it in some way from other products designed to satisfy the same need”.

The widely used definition from the American Marketing Association (AMA, 2020) mentions that a brand is “[a] name, term, design, symbol or any other feature that identifies one seller's good or service as distinct from those of other sellers”. In this definition, the brand is already perceived as something more than a product or a service, and the importance of its additional characteristics, signalling the uniqueness of a brand, arises. In the contemporary global market, consumers face multiple choices regarding brands; thus, the unique essence of a brand, which enables differentiation, is key. Indeed, Keller (2019) states that successful branding implies differentiation.

Furthermore, the importance of brand loyalty emerged alongside the recognition that repeat purchases are essential, implying the fundamental role of brand-customer relationships. With the rising importance of social media, the concept of brand communities around iconic brands gained importance and the depth and range of customer-brand interactions increased.

Branding goes far beyond the tangible aspects of a brand. It comprises much more than a name, a logo, and a slogan. Its intangible dimension, such as the symbolic value or personality, adds deepness and helps provide meaning to the brand as a whole. Each brand is a combination

of brand components and, even though there are millions of brands worldwide, each one has its own DNA.

Branding comprehends a long-term commitment, a high level of resources and particular skills in order to be considered the referent (Kapferer, 2012, p.31). Indeed, brands are one of the few strategic assets able to provide long-term competitiveness (Kapferer, 2012). Thus, branding is of strategic importance for all sectors, from high-tech to commodities, and even for persons, countries, and institutions.

However, Kapferer alerts for the fact that branding itself is not enough to create a brand, as it should be managed strategically while communication is integrated in a meaningful and focused way.

2.1.2 Corporate brand

The corporate brand goes beyond the product or service brands a company may have. It embraces all the brands within a company as it outlines the profile of the company for all its different stakeholders (Kapferer, 2012) including internal, such as employees, and external ones, for instance customers or partners (Balmer, 2012, Hatch, Schultz, 2011).

The core characteristics that corporate brands wish to manage are credibility and reputation. They are able to do so through the dissemination of their values, vision and mission, as well as through the company's culture, personality and relationships (de Chernatony, 1999, Balmer, 2012, Urde, 2013).

Therefore, as it encompasses a holistic view of the company, corporate branding cannot be analysed only through a marketing perspective. Instead, it involves the company CEO in assessing a long-term strategy (Balmer, 2001, Hatch, Schultz, 2011).

2.1.3 Branding services

Material goods and services are different in their nature. Consequently, branding them shall be different as well. As suggested by Berry (2010), branding services and goods differs because their characteristics are also different, being the first a promise of future satisfaction with less attributes to assess when comparing to the second. Thus, strong brands are essential as they increase the trust of consumers in intangible products.

Berry (2007) also suggests that service companies are able to create strong brands if they: ensure brand distinctiveness and message consistency, perform well their core services, create an emotional connection with customers and associate their brands with trust.

Keller (2012) points out the importance of brand symbols for service brands as they turn the abstract dimension of services into more concrete attributes. In turn, these attributes are more easily decoded and evaluated by customers.

According to the author, corporate credibility is also a factor of great importance as it potentially enhances expertise, trustworthiness, and likeability. Combined, these factors contribute to create and maintain long-term relationships with customers, which are key in specialized services. Keller also emphasizes the role of referrals and testimonials in contributing to the demystification of the offered services.

2.1.4 Branding healthcare services

Health branding refers to “the practice in which marketing strategies are adopted to communicate the value of health” (2010, Chrysochou). As it has become a highly competitive market, healthcare organizations are increasingly adopting branding strategies to strengthen their brands (Thomaselli, 2010, cited in Kemp et al.) with the goal of differentiating their services and thus adding value to their proposition.

Branding healthcare services is specific and delicate. Indeed, on their 2014 study, Kemp et al. advocate the importance of trust as the most important variable when establishing a consumer brand relationship in healthcare. The study also identifies that, through affective commitment, the healthcare provider becomes aligned with an individual’s self-concept, enhancing a self-brand connection. This embodies the importance of the relationships in this specific sector. The authors (2014) also elaborate on the importance of providing unique and differentiated experiences to consumers as a personalized and targeted assistance is essential for healthcare services.

Khamitov et al. (2019) identify consumer-brand relationships as a strong mechanism leading to brand loyalty. The authors argue that there are, essentially, five types of customer-brand relationships: brand attachment, brand love, self-brand connection, brand identification and brand trust (2019).

2.2 Brand identity

Brand identity is a core concept when analysing a brand’s strategy as it offers “direction, purpose and meaning” to a brand (Aaker, 1996, p.68). The author argues it lays in the “unique set of associations” which represent “what the brand stands for” (Aaker, 1996, p.68).

In their studies, Aaker (1996) and Kapferer (2008) elaborated on the foundations of branding and established two branding models which constitute the most relevant literature on brand

identity. Accordingly, brand identity shall constitute the very first step in analysing a brand's strategy. Kapferer (2008) states that the notion of brand identity was introduced in Europe, by himself, in 1986, and started to gain importance from then onwards.

Concerning the brand identity system (Appendix 1: The brand identity planning model (Aaker, 1996)), a strategist shall consider the brand under four perspectives - the brand as a product, the brand as an organization, the brand as a person and the brand as a symbol – to understand which are key to its brand identity (Aaker). The perspectives mentioned before are composed by twelve categories: product scope, product attributes, quality/value, uses, users, country of origin, organization attributes, local vs global, personality, brand-customer relationships, visual imagery and metaphors, and brand heritage (Aaker, 1996). The analysis of the different categories shall allow a holistic view on the brand identity thus contributing to identifying the core – the absolute crucial characteristics of the brand - and the extended – the added features of a brand which evolve throughout time - brand identity. Moreover, the value proposition and credibility ought to be considered as well in order to reach the brand-customer relationship.

Kapferer (2008) advocates that a brand's identity is composed by six facets and has developed a brand identity prism (Appendix 2: The brand identity prism (Kapferer, 2002)) to illustrate it, in which the facets from the left – physique, relationship and reflection – correspond to the brand's social characteristics (externalisation) while the facets from the right – personality, culture and self-image – are the brand's soul (internalisation).

2.2.1 Corporate brand identity

As previously mentioned, branding a product brand and branding a corporate brand shall be different. Therefore, the traditional branding models shall be adapted in order to fulfil this gap. The table below identifies the most relevant literature on corporate branding:

Author	Study	Dimensions
Schultz (2001)	Corporate branding	Vision Culture Image
Wallström (2008)	The internal corporate brand-building process: A conceptual framework	Brand audit Brand identity Brand positioning

Author	Study	Dimensions
Balmer (1999)	AC ⁴ ID Test of corporate brand management	The Actual Corporate Identity The C ¹ ommunicated Corporate Brand Identity The C ² onceived Corporate Brand Identity The C ³ ovenanted Corporate Brand Identity The Desired Corporate Brand Identity The Ideal Corporate Brand Identity The C ⁴ ultural Corporate Brand Identity
Urde (2013)	Corporate Brand Identity Matrix	Value proposition Relationships Position Expression Core Personality Mission & Vision Culture Competences
de Chernatony (1999)	Identity-reputation gap model of brand management	Reputation Brand identity: Brand vision and culture Positioning Personality Relationships Presentation

Table 1 - Frameworks on corporate branding

The inputs of stakeholders are missing both in Balmer (1999) and de Chernatony (1999) (Schultz 2001) studies. Regarding Wallström's (2008) proposed framework, it comprehends branding in more general terms and goes beyond the brand identity.

However, the author's perspective on brand identity is a direct application of the traditional branding models, namely the Aacker's brand identity model, which does not consider the specific conditions of corporate branding as Urde does.

Urde (2013) clearly states the insufficient literature on a corporate brand identity framework and dedicates himself to creating one – the Corporate Brand Identity Matrix:

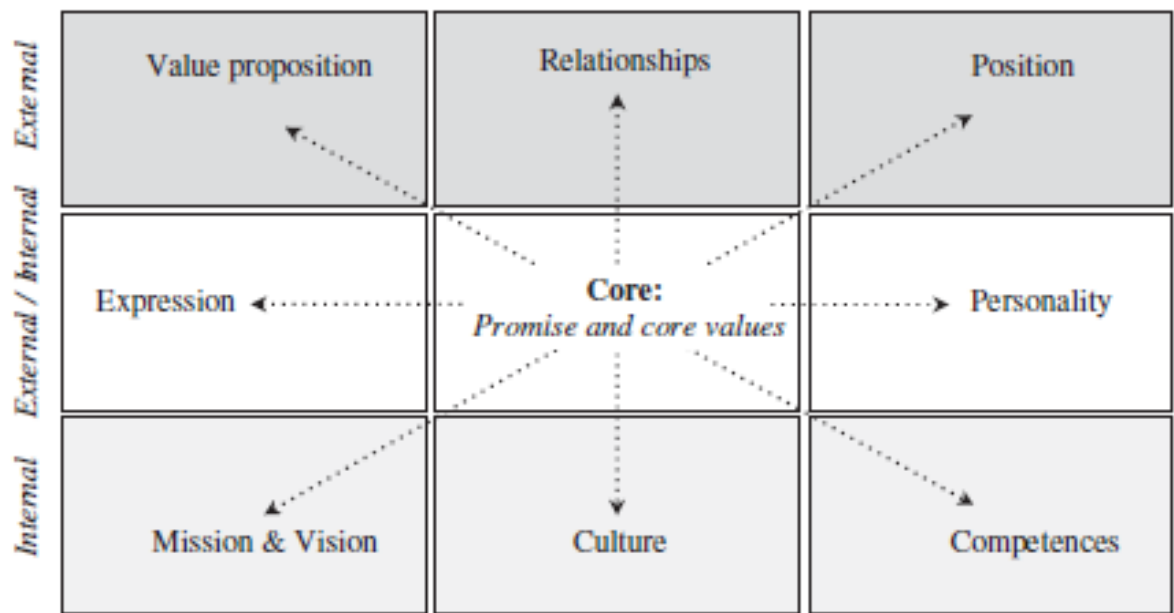


Figure 1 - Corporate Brand Identity Matrix (Urde, 2013)

The matrix above is divided into external (sender side) and internal (receiver side) attributes. On their work, both Aaker and Kapferer indicate the importance of reflecting these two viewpoints. On the one hand, Aaker identifies the singular adoption of an external perspective as one of the most common flaws when establishing a brand identity. According to the author, strategists frequently assume the brand positioning – the part of the identity and value proposition that is communicated to the audience – to be the same as the brand identity. On the other hand, Kapferer differentiates the brand’s social characteristics (externalisation) from the brand’s soul (internalisation) on his brand identity prism. Additionally, expression, core and personality are dimensions to be analysed that resonate both external and internally. It is also worth mentioning that arrows emanate from the centre – core – to the periphery, meaning that all elements are interconnected.

The external features of the matrix are the value proposition, relationships, and position. Although several corporate brands do not have a value proposition (Aaker, 2004), meaning clearly stated benefits, it constitutes an important attribute as it enables companies to differentiate themselves from their competitors. Relationships are particularly important for services as they imply a relationship by nature. It sets the conduct and the types of behaviours that a brand develops in its relationships. Veloutsou and Moutinho (2008) collected consumer insights to measure the relationship with a brand; in order to measure brand reputation they used the following: “this brand is trustworthy” and “this brand is reputable”, which specifically measures the trust towards a brand, and also “this brand has a long lasting nature”, which can be used to prove a long-term relationship, and lastly “I want to be informed about this brand”, “I am more willing to learn news about this brand than other brands”, “I listen with interest to information

about this brand”, “If leaflets are sent to me from this brand, I get annoyed”, “I will be willing to be informed about this brand in the future” and “I am willing to give feedback to the manufacturer of this brand”, which is useful to use a partnership relationship. As for the position, even though used with a guidance purpose in this matrix, it indicates a precise place to occupy in the market (Keller, 2012).

The expression, the core promise and core values, and the personality are embedded both in the internal and external categories. The visual, verbal and other forms of communication are included in the expression. The brand core, meaning its values, is probably the most important aspect when analysing a brand identity as it reflects the brand’s soul (Aaker). Moreover, as if it were a person, each brand entails a unique personality; indeed, through a brand’s communication strategy, it constructs a specific personality throughout time. Often, brands contract celebrities to represent them as it is the easiest way to attach certain psychological characteristics to a brand. Advertising teams use these personality features to set the tone and the style to build their ads (Kapferer, 2012). Aaker (1997) developed one of the most well-known and utilized brand personality scale which groups characteristics into 5 different categories: sincerity (down-to-earth, honest, wholesome and cheerful), excitement (daring, spirited, imaginative and up-to-date), competence (reliable, intelligent and successful), sophistication (upper class and charming) and ruggedness (outdoorsy and tough).

Lastly, the internal side comprehends the vision and mission, culture and competences. Regarding the vision, it is a long-term preposition that reflects the purpose and the brand’s philosophy; as for the mission, it indicates what is required, in the short/medium term, to achieve the purposed vision (de Chernatony, Riley, 1997). Culture, being the ideological dimension of a brand, is the most important facet to help distinguish similar brands such as Coca-Cola and Pepsi or Nike and Adidas, as it provides meaning to brands (Kapferer, 2012). Additionally, it is possible to measure potential attributes of brand culture through the following: “in the past, today and in the future, the values behind this brand will not change” (sustainability), “this brand makes a contribution in life” and “there is something about this brand that goes beyond its tangible characteristics (social responsibility) and “this brand makes honest claims” (credibility) (Veloutsou and Moutinho (2008)). The brand’s key competences are an element that contributes to the strategic approach that potentially results from a brand identity.

2.3 Brand image

The concept of brand image was first introduced by Gardner and Levy (1955) who defined brand image as “the social and psychological nature of products” (p.3, as cited in Lee et al., 2014).

Moreover, in the 60s, brand image acquired a symbolic dimension, suggesting that the value attributed to a brand goes beyond its direct features and functions.

Next, the symbolic insight was strengthened and the idea of brand image as having a dimension that composes determined beliefs and that is linked to customers' perceptions occurred in the 70s and the 80s, correspondingly.

More recently, in the 90s, brand image was defined as the "cluster of attributes and associations that consumers' connect to the brand" (p.4, Biel, 1992, as cited in Lee et al., 2014) and, in 2015, it was described as the "consumers' perceptions about a brand, as reflected by the brand associations held in consumer memory" (Keller, 2013).

Brand image occurs on the receiver side. It is agreed in the literature that brand image refers to the customers' perception of a brand (Aaker, 1996) which is created by a specific set of associations in the consumers' minds. These can be positive or negative associations (Keller, 2012). Nowadays brands are starting to consider an enlarged public which is no longer limited to the company clients; it is also importance to be concerned about other groups of stakeholders, each one of them with specific attributes and needs, that can potentially require different marketing strategies targeted to them.

2.3.1 Measuring brand image

In order to measure the brand image, there are three different methodologies which are frequently applied: the rating scales, the ranking measures and the pick-any attribute (Driesener and Romaniuk, 2006).

Usually, when applying a rating scale, the Likert scale is used. In that context, the respondents are asked to rate in a 5- or 7- point scale, from strongly agree to strongly disagree, (Likert, 1932, cited by Driesener and Romaniuk, 2006) to what extent they associate a determined attribute to the brand.

The ranking scale is applied when a comparison between different brands is intended. More concretely, an attribute is presented, and the respondents shall indicate the brand they associate the most to that particular attribute. As for the pick-any attribute method, it is requested to select, from a set of brands, which are associated with a particular attribute (Driesener and Romaniuk, 2006).

The rating and ranking scales are useful to understand the degree of association between the brand and a particular attribute, while the pick-any measurement only allows to perceive if there is any association with the brand (Driesener and Romaniuk, 2006).

3. Research method

The present project aims to provide a corporate brand identity and assess the brand image of BebéVida. Therefore, this investigation intends to answer the following research questions: What is the intended corporate brand identity, by the company, for BebéVida? What is BebéVida's brand image? What breaches potentially occur between the company's brand identity and the brand image?

There are some studies on corporate branding and only a handful on corporate brand identity. However, no study on corporate brand identity building in the healthcare services sector was found. In the table below, similar studies are identified with the goal of assessing the most common methodologies on regards to corporate branding and corporate brand identity, where possible.

Authors	Country of study	Theme	Sector	Methodology	Sample size
Spence and Essoussi (2008)	Monaco	SME brand building and management: an exploratory study	Industry	Qualitative; Case study; In-depth interviews	1 interview in each of the 4 companies
Wallström et al. (2008)	Sweden	Building a corporate brand: The internal brand building process in Swedish service firms	Services	Qualitative; Case study; Semi-structured interviews	1 interview in each of the 3 companies
Lemmettyinen and Go (2010)	22 countries: Baltic region	Building a brand identity in a network of Cruise Baltic's destinations: A multi-authoring approach	Tourism	Qualitative; Case study; In-depth interviews	1 interview in each of the 22 countries
Buil et al. (2014)	United Kingdom	The importance of corporate brand identity in business management: An application to the UK banking sector	Banking sector	Quantitative; Questionnaire	297

Authors	Country of study	Theme	Sector	Methodology	Sample size
Urde and Greyser (2015)	Sweden	The Corporate Brand Identity and Reputation Matrix – The case of the Nobel Prize	Institutional	Qualitative; Case study; Semi-structured interviews	27 interviews with 18 individuals

Table 2 - Similar studies on corporate branding

The wide use of qualitative methodologies, interviews and case studies is clear. When validating a framework, it is common to use more than one case study. Buil et al. opt for a quantitative methodology as the main goal of their research is to link corporate brand identity management and employees' perceptions and behaviours.

Stating this, and in order to address the research questions listed above, a single-case study was designed to provide further insights on the matter under study. According to Yin (2009), case studies shall be conducted when the research questions start by how or what and when the researchers do not control the events.

Usually, a case study involves multiple and varied sources of data which can rely on verbal reports that are often complemented with quantitative data that add meaning to the investigation (Banoma, 1985).

Following this, the present project comprehends both qualitative and quantitative sources of data, more specifically, semi-structured interviews and a survey.

The research method of this project follows a three-step approach: firstly, assessing the corporate brand identity; secondly, measuring the brand image; and lastly, inferring the potential gap between these two.

3.1 Building the corporate brand identity

To assess the corporate brand identity, primary data was collected through semi-structured interviews to BebéVida's top management. At this stage, a quantitative approach would not have been the ideal as the goal is to fully grasp their perspectives which is complicated to assess in a questionnaire – i.e. the context for the provided viewpoints is important to validate the final answer.

Both the CEO, Luís Melo, and the Marketing Director, Teresa Lopes, were selected to be interviewed. According to the literature, the CEO is the most appropriate element of a company

to provide a corporate branding direction. In order to complement its perspective, and as other researchers had suggested (similar studies), the marketing director was also interviewed.

Semi-structured interviews are conducted through a guideline with specific topics, that is previously prepared, to assist the researcher in keeping the focus of the discussion, while the possibility to adapt to spontaneous ideas remains (Daymon & Holloway, 2011). The role of the interviewer is to guide the interview, motivate the respondent to provide answers, and provide any clarifications, if required (Hair et al., 2011).

The interview followed Urde (2013) indicative questions to apply the Corporate Brand Identity Matrix (Appendix 3: Indicative questions – corporate brand identity (Urde, 2013)). The interview guideline (Appendix 4: Interview guideline) started with a brief introduction on the theme and goals of the project, followed by an explanation of the procedures adopted on the interview. After the introductory part, questions on the distinct facets – value proposition, relationships, position, expression, core, personality, mission and vision, culture, and competences – of the corporate brand identity were made.

The two interviews took place separately, not to influence one another, and the tool used was the Zoom online platform. These are summarized in the table below:

Date	Interviewee	Position	Duration
29/03/2021	Luís Melo	CEO	40 min
31/03/2021	Teresa Lopes	Marketing Director	35 min

Table 3 - Interviews on BebéVida's corporate brand identity

Both interviews were conducted in Portuguese, and then translated to English. They were also recorded, with the consent of the interviewees, to make the English transcriptions more accurate. Although they followed a set of questions, the intention was to allow the interviewee to openly express its viewpoints on the subject. Therefore, if relevant comments on the subject were made without being expressively written on the script, they were allowed, and additional non-scripted questions could have been made to clarify them. After the first interview, the interview guideline was reviewed to improve the previous version.

With the goal of improving the final corporate brand identity matrix for BebéVida, additional information was gathered through the company's website. After having the matrix established, a meeting with both interviewees was settled, on May 11th, in order to approve the matrix and to prepare the next step of brand image measurement.

3.2 Measuring the brand image

The brand image was measured using primary data gathered through a survey to the company's stakeholders, including consumers, employees, partners, and others. It was distributed through social media by the thesis' author (LinkedIn, Facebook and WhatsApp) and by the company through email, using a mailing list that included clients, potential clients, partners and others.

A questionnaire is usually applied once the population is too large to be individually observed and constitutes the method that is mostly used in social sciences (Bryman & Bell, 2005). The questionnaire (Appendix 5: Brand image measurement survey) was developed based on the data collected from the semi-structured interviews and Likert scales were applied, as the literature review demonstrated it is the most suitable methodology to measure brand image.

The survey was developed using Google Forms and was distributed between the 18th of June and the 5th of July 2021. It was issued in Portuguese and then translated to English for the purpose of this project.

The first question of the survey regarded brand awareness. In the case the person answering it did not know the brand, it would automatically end. If the answer was positive, then the stakeholder in question would be asked to answer a series of questions related to the company brand image assumptions. From these assumptions, there were options which corresponded to the company's brand identity (previously defined during the interviews phase) and the goal was then to assess if the different stakeholders would associate, and to which degree, these to the company identity.

Secondly, in order to assess the perception of the relationship dimension, phrases from the literature review to measure trust ("This brand is trustworthy"), long-term nature ("This brand has a long lasting nature") and partnership ("I want to be informed about this brand", "I am more willing to learn news about this brand than other brands", "I am not willing to be informed about this brand", "I will be willing to be informed about this brand in the future") were used.

Afterwards, concerning culture, sentences which were gathered in the literature review section to measure credibility ("This brand is reputable" and "This brand makes honest claims"), sustainability nature ("In the past, today and in the future, the values behind this brand will not change") and social responsibility ("This brand makes a contribution in life" and "There is something about this brand that goes beyond its tangible characteristics") were applied.

As for BebéVida's mission, vision and core, the company's mission, vision and core statements (gathered during the interviews phase) and two brand image assumptions were used in order to understand which sentences were mostly associated to the brand.

Regarding the value propositions, all four value propositions statements were evaluated in order to assess which were strongly associated to the brand and which potentially require further communication to be better recognized by the stakeholders.

To measure the brand personality, the Aaker scale - down-to-earth, honest, wholesome, cheerful, daring, spirited, imaginative, up-to-date, reliable, intelligent, successful, upper class charming, outdoorsy and tough - was applied to understand which characteristics were strongly associated to the brand.

Additionally, to understand the brand image regarding the competences of BebéVida, several activities developed by the company were presented: prenatal laboratory testing, charity events organization, stem cell cryopreservation, performing 4D ultrasounds and stem cell processing. After, respondents were asked to identify which ones they associated to the brand and in which degree.

Lastly, the respondents were asked to identify which logotype (Appendix 6: Brand expression, logotype), brand ambassador (Appendix 7: Brand expression, ambassador) and cryopreservation Kit (Appendix 8: Brand expression, cryopreservation Kit) - the three brand expression elements identified during the interviews phase - images they associated to BebéVida. For the logotype, the most recent one and two older versions of it were displayed. For the brand ambassador, an image of BebéVida's and two images from competitors' brand ambassadors were presented. For the cryopreservation Kit, the same strategy used for the logotype was used.

The survey ended with a small section dedicated to demographics, which asked respondents about their gender, age range, nationality, education level and district of residence.

3.3 Disparities between brand identity and brand image

The last section of the project was dedicated to the identification of breaches between the company's brand identity (internal view) and its brand image (external view).

In order to assess the gaps between these two views, a summary table was developed. It is constituted by the company's brand identity, the company's brand image and the gaps between these two. If no disparities were observed, meaning that at least 50% of the respondents

associated the attribute/ image/ sentence to the brand, “no disparities” would be displayed in the last column; if disparities were observed, these would be identified in this section.

The goal of this exercise was to facilitate the discussion and the recommendations made to the company and to enable the company to take concrete actions to improve its brand perceptions towards its main target audiences.

4. Results

4.1 Company overview

BebéVida is a Portuguese company within the healthcare services sector. Located in Porto, it was founded in 2004 as a 100% Portuguese laboratory to cryopreserve stem cells from the blood and the umbilical cord. It is the only Portuguese stem cell cryopreservation company accredited by FACT – Foundation for the Accreditation of Cellular Therapy, an institution which ensures that excellent standards of service are put in place while collecting and processing the stem cells, in turn assuring the pregnant couple that their children's stem cells will be accepted by hospitals and healthcare facilities around the World, if needed be in the future.

As per the company's website, their services target “more than 80 treatable diseases with stem cells from the umbilical cord” for which there have already “been more than 40 000 transplants using these cells”. A key challenge for this company is that they need to convince the pregnant couple to use their cryopreservation services still during the pregnancy – acting as insurance against potential future life-changing diseases of their children – as the “collection of blood and cord tissue is only possible at the time of delivery”.

Within BebéVida's corporate brand, there are a few additional brands which complete the corporate brand. With a strong focus on social responsibility, it comprehends a brand called BebéVida Sorrisos. In order to raise awareness and to provide relevant information on pregnancy there is a brand called Mamãs Sem Dúvidas Delivering prenatal tests, such as NIPT – Non-Invasive Prenatal Testing - to pregnant couples, there is Baby Safe.

4.2 BebéVida's corporate brand identity

To address the first research question – “What is the intended brand identity, by the company, for BebéVida?” – two remote interviews took place with the company's CEO, Luís Melo, and its marketing director, Teresa Lopes.

The results of these interviews were summarised and adapted to the Corporate Brand Identity (Urde, 2013) framework, as shown below:

Value proposition:

Four fundamental value propositions were identified:

- Excellent laboratory quality. The laboratory is FACT – Foundation for the Accreditation of Cellular Therapy accredited which guarantees high standards in terms of laboratory practices.

- Financial stability. BebéVida has been acknowledged as one of 8,000 leading Portuguese Small and Medium Enterprises under the “PME Líder” award for the past 10 consecutive years. It has also been considered as a “PME Excelência” – an award granted to fewer than 2,000 Portuguese companies - for the 3rd time. Besides the business importance of these recognitions, these awards further foster the trust in the company.
- 100% national laboratory. BebéVida is proud to have a positive impact on the national economy – 90% of their suppliers are national. It entirely owns its own laboratory built specifically for stem cell cryopreservation. One of the advantages of such fact is that the laboratory was built to withstand major natural disasters such as earthquakes.
- Technological cutting edge. Constant innovation and research in collaboration with academic institutions.

Relationships:

Trust, long-term and partnership are the key attributes that characterize the relationships BebéVida wishes to maintain with its stakeholders. For BebéVida, trust is key for its healthcare service as the company is responsible for keeping the cells for 15 years.

Position:

BebéVida aims to be recognised as a top-of-mind brand for a couple that wishes to get pregnant. This means that the brand wants to be one of the first brands that comes to potential customers’ minds during pregnancy as this is key to ease the acquisition of new customers.

Expression:

The brand’s strongest attributes are its logotype, the brand ambassador, and the cryopreservation Kit. These elements enable the identification of BebéVida as a brand.

Core:

In its core, BebéVida privileges trust, the excellence of the service provided and safety.

Personality:

The personality traits the brand wishes to convey are human, credibility and reliability. Regarding the human factor, one of the main concerns of the brand is to provide each family with a familiar face that is also part of their journey. This personality also incorporates credibility and reliability.

Mission and Vision:

As for its mission, BebéVida states the stem cell guarding for a healing potential. This healing potential is actually why the brand exists, to provide an opportunity when hope seems to cease. As for its vision, it aims to contribute to a healthier world.

Culture:

Credibility, sustainability, and social responsibility are the key pillars of BebéVida's culture. Linked to the social responsibility pillar, BebéVida evokes its sub-brand BebéVida Sorrisos which is responsible for supporting charities.

Competences:

The most important competences for the corporate brand are stem cell guarding, processing and cryopreservation of other tissues and cells and other laboratory tests. These are also the services provided by BebéVida to its customers.

Summarizing the company's brand identity, the table below was developed.

Value proposition: Excellent laboratory quality (FACT Accredited) Financial stability (SME excellence and leader) 100 % national Technological cutting edge (constant innovation and research in collaboration with academic institutions)	Relationships: Trust Long-term Partnership	Position: To be a top-of-mind brand in the pregnant couple universe
Expression: Logotype Brand ambassador Cryopreservation kit	Core: Trust Excellence of the service provided Safety	Personality: Human Credible Reliable
Mission and Vision: Mission: stem cell guarding for a healing potential Vision: contributing to a healthier world	Culture: Credibility Sustainability Social responsibility	Competences: Stem cell guarding Processing and cryopreservation of other tissues and cells Other laboratory tests

Table 4 - BebéVida's corporate brand identity

4.3 BebéVida's corporate brand image

This section will address the following research question: “What is BebéVida's brand image?”. For that purpose, a survey targeting the brand stakeholders was developed and its results will be highlighted below.

Sample and demographics:

A sample of 352 responses from people aged over 18 was obtained. The majority of the respondents are female (87.5%). The sample nationality is 100% Portuguese, most living in Porto (39.6 %), followed by Lisbon (16.2%), Braga (7.2%) and Aveiro (7.2%). 81.7% of the respondents have a higher education.

Regarding the type of stakeholder, close to half of the sample (49.1%) declared to be a client of BebéVida; 24.5% affirmed to be potential clients; 7.5% said they were their partners and 6.4% were company employees. In addition, 12.5% claimed “other” as the answer and provided a variety of justifications such as “got to know them through advertisement” or “as a nurse, I know their services”; in order to include these 33 respondents in the analysis, they were grouped in three categories: health professional (7 respondents), knows the company from advertisement (3 respondents) and know the company (23 respondents).

Brand awareness

The first question was whether respondents knew the company. To the question “Do you know BebéVida?”, only 75% of respondents answered positively – this figure further drops if we only consider respondents that were not employees of the firm, clients, nor its partners. Therefore, in order to measure the brand image in the sections below, only the positive (265) answers were considered.

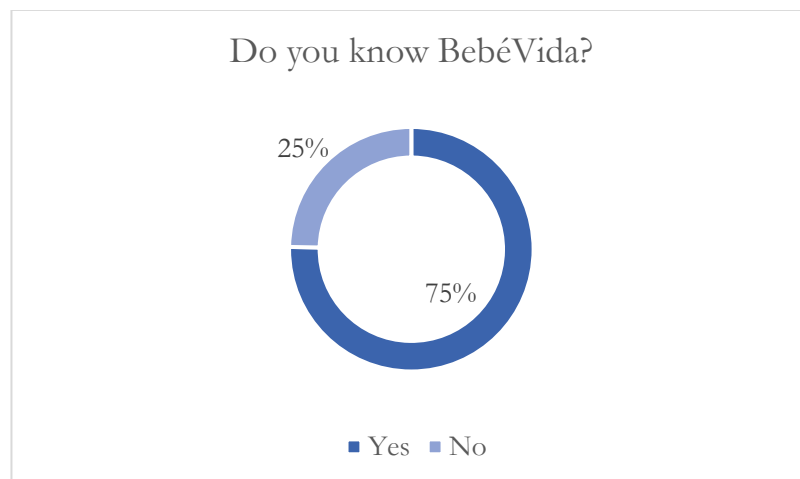


Figure 2 - BebéVida's brand awareness

The 265 answers are divided into the following groups: 130 clients, 65 potential clients, 26 just know the company, 20 partners, 17 employees and 7 health professionals. These will be analysed per dimension below.

Brand relationship

Concerning brand relationship, the characteristics analysed were the following: trust, long-term and partnership.

Relationship (average)	Client	Potential client	Just knows the com- pany	Partner	Em- ployee	Health pro- fessional	Overall
<i>Sample</i>	<i>130</i>	<i>65</i>	<i>26</i>	<i>20</i>	<i>17</i>	<i>7</i>	<i>265</i>
Trust: This brand is trustworthy	4.50	3.85	3.54	4.65	4.76	4.71	4.28
Long-term: This brand has a long-lasting nature	4.37	3.77	3.54	4.55	4.71	4.71	4.18
Partnership	3.71	3.24	2.49	3.85	3.93	3.64	3.50
I want to be informed about this brand	3.92	3.55	2.77	4.00	4.18	4.00	3.74
I am more willing to learn more about this brand than about other brands	3.81	3.52	2.58	4.10	4.06	3.00	3.63
I am not willing to be	2.94	2.22	1.31	3.10	3.29	3.43	2.65

Relationship (average)	Client	Potential client	Just knows the com- pany	Partner	Em- ployee	Health pro- fessional	Overall
informed about this brand*							
I will be will- ing to be in- formed about this brand in the future	4.16	3.66	3.31	4.20	4.18	4.14	3.96
<i>Total Rela- tionship</i>	<i>4.19</i>	<i>3.62</i>	<i>3.19</i>	<i>4.35</i>	<i>4.47</i>	<i>4.36</i>	<i>3.99</i>

Table 5 - Survey's results - BebéVida's relationship average

* Inverse scale used. The lower the figure, the better.

Overall, we can see a pattern of evaluation across the different stakeholders in which the sub-dimension mostly associated to BebéVida by the sample is trust (4.28), then long-term (4.18) and lastly partnership (3.50).

On this sample, trust is mostly associated to BebéVida by the company employees (4.76), followed by health professionals (4.71), then partners (4.65), clients (4.5), potential clients (3.85) and “just know the company” group (3.54).

Regarding the long-term nature of the relationships held by BebéVida, the stakeholders that most associate it to the brand are the employees and the health professionals, both with an average of 4.71 points.

As for the partnership sub-dimensions, employees are again the group which links it most to BebéVida (3.93), but in this case these are followed by the company's partners (3.85) and clients (3.71).

In terms of the totality of the relationship dimension, the groups which mostly associate the three attributes in analysis to BebéVida are the employees (4.47), then the health professionals (4.36), similar to the previous, followed by the partners (4.35), the clients (4.19), potential clients (3.62) and the “just know the company” group (3.19). Considering all the stakeholders of this sample, the relationship attributes are well associated to the company (3.99).

Brand culture

According to the brand identity matrix, the culture attributes BebéVida wishes to convey are credibility, sustainability and social responsibility which will be analysed below.

Culture (average)	Client	Potential client	Just knows the company	Partner	Em- ployee	Health profes- sional	Overall
<i>Sample</i>	<i>130</i>	<i>65</i>	<i>26</i>	<i>20</i>	<i>17</i>	<i>7</i>	<i>265</i>
Credibility	4.35	3.82	3.73	4.55	4.47	4.43	4.18
This brand is reputa- ble	4.32	3.88	3.73	4.50	4.41	4.43	4.17
This brand makes honest claims	4.38	3.75	3.73	4.60	4.53	4.43	4.19
Sustainability: In the past, today, and in the future, the values be- hind this brand will not change	3.82	3.45	3.23	3.55	4.00	4.14	3.67
Social responsibility	4.12	3.71	3.46	4.18	4.38	3.93	3.97
This brand makes a contribution in life	4.28	3.82	3.73	4.30	4.59	4.14	4.13
There is something about this brand that goes beyond its tangi- ble characteristics	3.96	3.60	3.19	4.05	4.18	3.71	3.81
<i>Total Culture</i>	<i>4.09</i>	<i>3.66</i>	<i>3.47</i>	<i>4.09</i>	<i>4.28</i>	<i>4.17</i>	<i>3.92</i>

Table 6 - Survey's results: BebéVida's culture average

In terms of the total average of the culture dimension, the sub-group who mostly associates it to BebéVida in this sample are the company employees (4.28), followed by the health professionals (4.17), the company's clients and partners (both with 4.09), then the potential clients (3.66) and the "just know the company" sub-group (3.47).

Concerning credibility, the stakeholder sub-group of this sample that mostly associates it to BebéVida are the company's partners (4.55), followed by the company employees (4.47), health professionals (4.43), clients (4.35), potential clients (3.82) and the "just know the company" group (3.73). Overall, the sub-dimension credibility is well associated to the brand (4.18).

On regards to sustainability, the sub-group that associates it the most to BebéVida are the health professionals (4.14), then the company employees (4.00), the clients (3.82), the partners (3.55), the potential clients (3.45) and lastly the "just know the company" (3.23). This sub-dimension is well associated to the brand (3.67) although there is room for improvement.

As for social responsibility, it is highly recognized by the company employees (4.38), followed by the company partners (4.18), the clients (4.12), the health professionals (3.93), the potential clients (3.71) and the "just know the company group" (3.46). Overall, social responsibility is associated to BebéVida (3.97).

Brand mission and vision

Mission (average)	Client	Potential client	Just knows the company	Partner	Em- ployee	Health profes- sional	Overall
<i>Sample</i>	<i>130</i>	<i>65</i>	<i>26</i>	<i>20</i>	<i>17</i>	<i>7</i>	<i>265</i>
Option 1: BebéVida's mission is to give back to society part of what it receives	3.67	3.45	3.46	3.85	4.29	3.71	3.65
Option 2: BebéVida's mission is to sell stem cell cryopreservation Kits	3.46	3.74	3.65	3.10	3.88	3.29	3.54
Mission: BebéVida's mission is to guard stem cells for a healing potential	4.56	4.22	4.15	4.45	4.82	4.57	4.45

Table 7 - Survey's results: BebéVida's mission average

BebéVida's mission, "to guard stem cells for a healing potential" is well recognized by the sample (4.45). The sub-group who mostly associates it to the brand are the company employees (4.82), followed by the health professionals (4.57), the clients (4.56), the partners (4.45), the potential clients (4.22) and the "just know the company" sub-group (4.15).

Vision (average)	Client	Potential client	Just knows the company	Partner	Employee	Health professional	Overall
<i>Sample</i>	<i>130</i>	<i>65</i>	<i>26</i>	<i>20</i>	<i>17</i>	<i>7</i>	<i>265</i>
Vision: BebéVida's vision is to contribute to a healthier world	3.96	3.65	3.69	4.05	4.41	4.29	3.90
Option 1: BebéVida's vision is to make the stem cell cryopreservation service accessible to the entire population	3.44	<u>3.62</u>	3.35	3.70	3.88	<u>4.00</u>	3.54
Option 2: BebéVida's vision is to offer several healthcare services to the population	3.68	3.49	3.31	<u>3.90</u>	3.82	3.57	3.62

Table 8 - Survey's results: BebéVida's vision average

Regarding BebéVida's vision, "to contribute to a healthier world", it is also well recognized by this sample of stakeholders (3.90) although not so strongly as its mission (4.45).

The group of stakeholders that recognize it the most are the company employees (4.41), then the health professionals (4.29), the partners (4.05), the clients (3.96), the potential clients (3.65) and the "just know the company" (3.69).

The vision assumption 1 "to make the stem cell cryopreservation service accessible to the entire population" was also strongly associated to BebéVida by the health professionals (4.00) and potential clients also made little distinction between the assumption and the vision itself (difference of 0.03 average points). Additionally, the partners' sub-group represented in this sample has also associated the vision assumption 2, "to offer several healthcare services to the population", greatly to BebéVida (3.90).

Brand Value Proposition

Value proposition (average)	Client	Potential client	Just know the company	Partner	Em- ployee	Health profes- sional	Overall
<i>Sample</i>	<i>130</i>	<i>65</i>	<i>26</i>	<i>20</i>	<i>17</i>	<i>7</i>	<i>265</i>
VP 1: BebéVida's value proposition includes excellent laboratory quality	4.32	3.89	3.65	4.30	4.82	4.57	4.18
VP 2: BebéVida's value proposition includes financial strength	3.84	3.37	3.38	3.95	4.53	4.29	3.74
VP 3: BebéVida's value proposition includes the fact that it is a 100% national company	4.05	3.68	3.54	4.05	4.53	4.43	3.95
VP 4: BebéVida's value proposition includes cutting edge technology	4.17	3.83	3.62	4.25	4.65	4.57	4.08
<i>Total Value Proposi- tion</i>	<i>4.09</i>	<i>3.69</i>	<i>3.55</i>	<i>4.14</i>	<i>4.63</i>	<i>4.46</i>	<i>3.99</i>

Table 9 - Survey's results: BebéVida's value proposition average

On regards to BebéVida's four value propositions, the one that is strongly associated to the brand by the sample is excellent laboratory quality (4.18), which is followed by cutting edge technology (4.08), the fact that the company is a 100% national company (3.95) and, lastly, with the financial strength (3.74).

Employees are the ones strongly recognizing the value propositions (4.63 on average); then we have the health professionals (4.46), the partners (4.14), the clients (4.09), the potential clients (3.69) and the "just know the company sub-group" (3.55).

Overall, the four value propositions are well associated to BebéVida with 3.99 average points.

Brand Position

Position (average)	Client	Potential client	Just knows the company	Partner	Employee	Health professional	Overall
<i>Sample</i>	<i>130</i>	<i>65</i>	<i>26</i>	<i>20</i>	<i>17</i>	<i>7</i>	<i>265</i>
Option 1: BebéVida aims to be the Portuguese market leader in cryopreservation	4.08	3.98	3.65	4.40	4.82	4.57	4.10
Option 2: BebéVida aims to be the Portuguese market leader in the healthcare services area	3.62	3.25	3.19	3.75	3.71	3.71	3.51
Position: BebéVida always intends to be one of the brands present in the pregnant couple universe	4.22	4.11	3.85	4.50	4.65	4.71	4.22

Table 10 - Survey's results: BebéVida's position average

Concerning the brand position, “BebéVida always intends to be one of the brands present in the pregnant couple universe”, it is very well associated to the brand (4.22) according to the sample in analysis. The stakeholders' sub-group of health professionals are the ones strongly recognizing it (4.71), then we have the company employees (4.65), then the partners (4.50), the clients (4.22), potential clients (4.11) and “just know the company” sub-group (3.85).

The position assumption “BebéVida aims to be the Portuguese market leader in cryopreservation” is also greatly associated to the brand (4.10) which would correspond to an aggressive position in the market where BebéVida operates, which is not intended by the brand.

Brand Core

Core (average)	Client	Potential client	Just knows the company	Partner	Employee	Health professional	Overall
<i>Sample</i>	<i>130</i>	<i>65</i>	<i>26</i>	<i>20</i>	<i>17</i>	<i>7</i>	<i>265</i>
Option 1: BebéVida's core is to guard stem cells to provide a healing potential	4.55	4.20	4.19	4.55	4.76	4.57	4.44
Option 2: BebéVida's core is to carry out events with a view to raising funds for charities thus contributing to a better world	3.29	2.94	3.04	3.40	3.65	3.71	3.22
Core: BebéVida's core is the trust in the excellence of the service provided and safety	4.32	3.82	3.65	4.30	4.41	4.29	4.13

Table 11 - Survey's results: BebéVida's core average

The brand's core, "the trust in the excellence of the service provided and safety" is well associated to BebéVida (4.13 average points overall). The sub-group of this sample that has recognized it better were the company employees (4.41), then the clients (4.32), the partners (4.30), the health professionals (4.29) and, with weaker associations, we have the potential clients (3.82) and the "just know the company" group (3.65).

However, the sample's stakeholders associate even more strongly as core its mission, which is to guard stem cells to provide a healing potential (4.44). This is not necessarily wrong, but it demonstrates that there is space for improvement when it comes to the recognition of the company's core.

Brand Competences

Competences (% Yes)	Client	Potential client	Just know the company	Partner	Em- ployee	Health profes- sional	Overall
<i>Sample</i>	<i>130</i>	<i>65</i>	<i>26</i>	<i>20</i>	<i>17</i>	<i>7</i>	<i>265</i>
C 1: Prenatal labora- tory testing	35.4%	60.0%	26.9%	45.0%	76.5%	85.7%	45.3%
C 2: Charity events or- ganization	10.0%	6.2%	0.0%	20.0%	52.9%	14.3%	11.7%
C 3: Stem cell cryo- preservation	97.7%	93.8%	96.2%	100.0%	100.0%	100.0%	97.0%
C 4: 4D ultrasounds	42.3%	20.0%	7.7%	70.0%	76.5%	14.3%	37.0%
C 5: Stem cell pro- cessing	73.8%	81.5%	69.2%	65.0%	47.1%	85.7%	73.2%

Table 12 - Survey's results: BebéVida's competences (% yes)

BebéVida's brand identity entails the following competences: other laboratory tests (which were specified in the survey as prenatal laboratory testing), stem cell cryopreservation and stem cell processing. From the five options presented to the respondents, these were by far the ones more strongly associated to the brand by this sample.

Prenatal laboratory testing was associated to BebéVida by fewer than 50% of the respondents. However, this corresponds to a recently explored area by the company, which makes this result normal. The sub-group health professionals and the company employees were the ones associating it the most to BebéVida, which can be expected as these groups have specific knowledge on the healthcare services area. The sub-group potential clients have also associated it well to the company as, potentially, this is a group of stakeholders that is actively seeking information in this particular area.

Stem cell cryopreservation was the competence with the strongest association as 97% of the sample have identified it as a core competence of BebéVida. All partners, employees and health professionals selected it. Stem cell processing was also well identified by the sample (73.2%) with an exception for the company employees as fewer than 50% have identified it as a competence by the company.

Brand Expression

Expression (% Yes)	Client	Potential client	Just know the company	Partner	Em- ployee	Health profes- sional	Overall
<i>Sample</i>	<i>130</i>	<i>65</i>	<i>26</i>	<i>20</i>	<i>17</i>	<i>7</i>	<i>265</i>
Logo old - type 1	76.9%	86.2%	92.3%	80.0%	88.2%	71.4%	81.5%
Logo old - type 2	3.1%	70.8%	73.1%	0.0%	29.4%	14.3%	28.3%
Logo	66.9%	86.2%	80.8%	80.0%	76.5%	71.4%	74.7%
Brand ambassador competition - brand A	1.5%	35.4%	50.0%	5.0%	17.6%	0.0%	15.8%
Brand ambassador BBV	49.2%	49.2%	53.8%	55.0%	94.1%	28.6%	52.5%
Brand ambassador competition - brand B	2.3%	35.4%	46.2%	15.0%	23.5%	0.0%	17.0%
Cryopreservation Kit old - type 1	19.2%	27.7%	53.8%	50.0%	82.4%	42.9%	31.7%
Cryopreservation Kit old - type 2	86.9%	61.5%	61.5%	80.0%	76.5%	71.4%	76.6%
Cryopreservation Kit	15.4%	36.9%	46.2%	50.0%	82.4%	42.9%	31.3%

Table 13 - Survey's results: BebéVida's expression (% yes)

Regarding brand expression, the company logotype, the brand ambassador and the cryopreservation kit were identified by the company.

At least 81.5% of the sample associated one of the three logotypes presented to BebéVida; at least 52.2% have selected a brand ambassador; and at least 76.6% picked a cryopreservation kit.

On regards to BebéVida's logotype, 74.7% of the sample associated the logo which is currently in use to the company. However, a higher percentage of respondents have associated to the

company an older version of the logotype (type 1 - 81.5%). With an exception for the potential clients, partners and health professionals sub-groups, which have equally identified the two logotype options (type 1 and the most recent version), all the other sub-groups have strongly identified the older version, even the company employees.

Concerning the brand ambassador, although only approximately half of the sample have associated it to BebéVida, the right image was selected as the competitors' ambassadors have only been selected by fewer than 20% of the sample. Almost all sub-groups were close to the average, with two exceptions for the company employees which have greatly identified the brand ambassador (94.1%) and for the health professionals who did not associate the brand ambassador to the company (28.6%) which can be explained by the fact that this sub-group has lower interest in commercial communications from the company.

As for the cryopreservation kit, an older version of the kit had the strongest association (type 2 – 76.6%) and the newer version was only recognized by approximately 30% of the sample. There is an exception for the company employees which have strongly associated the kit currently in use (82.4% vs 76.5% for the type 2 older one).

Brand Personality

Personality (average)	Client	Potential client	Just know the company	Partner	Em- ployee	Health profes- sional	Overall
<i>Sample</i>	<i>130</i>	<i>65</i>	<i>26</i>	<i>20</i>	<i>17</i>	<i>7</i>	<i>265</i>
Human	4.11	3.94	3.62	4.20	4.53	4.43	4.06
Honest	4.24	3.82	3.54	4.15	4.71	4.71	4.10
Credible	4.38	3.98	3.81	4.35	4.71	4.71	4.26
Cheerful	3.89	3.63	3.27	3.85	4.41	4.43	3.81
Daring	3.48	3.15	3.19	3.55	3.59	4.14	3.40
Spirited	3.77	3.43	3.27	3.70	3.94	4.29	3.66
Imaginative	3.88	3.40	3.50	4.00	4.24	4.14	3.76
Up-to-date	4.30	3.91	3.73	4.30	4.65	4.43	4.17

Personality (average)	Client	Potential client	Just know the company	Partner	Em- ployee	Health profes- sional	Overall
Reliable	4.38	3.95	3.73	4.30	4.71	4.71	4.23
Intelligent	4.15	3.69	3.65	4.25	4.47	4.14	4.02
Successful	4.23	3.78	3.65	4.30	4.59	4.29	4.09
Upper class	4.00	3.52	3.46	3.90	4.47	4.43	3.86
Charming	3.74	3.46	3.12	3.40	3.88	4.00	3.60
Outdoorsy	3.55	3.14	3.00	3.35	3.47	3.86	3.38
Tough	3.65	3.26	3.08	3.45	3.88	3.86	3.51

Table 14 - Survey's results: BebéVida's personality average

Concerning BebéVida's personality, human, credible and reliable are the characteristics that the brand wishes to convey. These were well associated by the sample, with more than 4 points attributed on average.

Up-to-date, honest, successful and intelligent are also well recognized as personality attributes by the stakeholders and since they are very positive these are also good attributes to be associated to the company.

4.4. Disparities between brand identity and brand image

After analysing the results of both brand identity and brand image, this section will be dedicated to the outline of these and to the identification of potential disparities between them (please refer to the table below).

The majority of the nine dimensions analysed were well perceived by the respondents, with at least 50% of them associating (count of respondents stating that they either strongly agree or agree with what was proposed) the attribute/sentence/image to the brand (Appendix 9: Survey results – percentage of respondents stating they agree or strongly agree with the sentence). There are a few exceptions which will be analysed below:

Dimensions	Brand identity	Brand image	Disparity
Value proposition	Excellent laboratory quality Financial stability 100 % national Technological cutting edge	Excellent laboratory quality Financial stability 100 % national Technological cutting edge	No disparity
Relationships	Trust Long-term Partnership	Trust Long-term Partnership	From the “just know the company” sub-group, only 22.1 % associate partnership with BebéVida; only 42.3% associate long-term; and only 46.2% associates trust
Position	To be a top-of-mind brand in the pregnant couple universe	To be a top-of-mind brand in the pregnant couple universe	No disparity
Expression	Logotype Brand ambassador Cryopreservation kit	Logotype Brand ambassador Cryopreservation kit – type 2	Less than 50% of “client” (49.2%), potential client” (49.2%) and “health professional” (28.6%) sub-groups associate Cláudia Vieira as the brand ambassador of BebéVida Only 31% of the respondents associate to BebéVida the cryopreservation kit that is currently in use
Core	Trust Excellence of the service provided Safety	Trust Excellence of the service provided Safety	No disparity
Personality	Human Credible Reliable	Human Credible Reliable	No disparity

Dimensions	Brand identity	Brand image	Disparity
Mission and vision	Mission: stem cell guarding for a healing potential Vision: contributing to a healthier society	Mission: stem cell guarding for a healing potential Vision: contributing to a healthier society	No disparity
Culture	Credibility Sustainability Social responsibility	Credibility Sustainability Social responsibility	Less than 50% of the “potential client” (41.5%), “just know the company” (30.8%) and “partner” (40%) sub-groups associate the sustainability dimension to BebêVida Only 42.3% of the “just know the company” sub-group associate social responsibility to the brand
Competences	Stem cell cryopreservation Stem cell processing Other laboratory tests	Stem cell cryopreservation Stem cell processing	Other laboratory tests, identified as “prenatal laboratory tests” in the survey, were associated to BebêVida by fewer than 50% of respondents (45.3%) Only 47.1% of employees have associated stem cell processing to the company’s competences

Table 15 - Disparities between BebêVida’s brand identity and brand image

Regarding the first disparity presented in the table above, it concerns the “just know the company” sub-group of this sample which does not associate the relationship attributes trust, long-term and partnership to BebêVida. This fact is completely normal as this particular sub-group does not possess a relationship with the brand.

As for the disparities presented in expression, the most relevant one is the fact that 70% of the respondents do not associate the cryopreservation kit currently in use to the brand. Additionally, the sub-groups of clients, potential clients and health professionals don’t perceive Cláudia Vieira as the brand ambassador of BebêVida; this fact is not relevant for the health professional sub-group as these are potentially less prone to be impacted by commercial activities promoted by the company.

Concerning the disparities present in culture, as for sustainability, although the overall results are above 50% (54.3%), there are sub-groups that don’t meet this target. Namely, the potential clients, “just know the company”, and partners; this message shall be fostered for potential clients and partners. Additionally, the “just know the company” sub-group doesn’t associate

social responsibility to the company; this is usual as their knowledge of BebéVida is potentially superficial.

Although only 45.3% of the total respondents have associated prenatal laboratory tests to BebéVida, this is actually a good percentage as this represents a new activity by the company. The sub-groups which were more aware of this were potential clients (60%), as these may be actively seeking information about the company, employees (76.5%), as these are one of the stakeholder's sub-groups receiving information about the company, and health professionals (85.7%) as these are potentially more prone to receive technical information about the laboratories.

Concrete recommendations for BebéVida will be stated in the discussion section.

5. Discussion

This project had as the core goal building BebéVida's corporate brand identity and this represents, potentially, the first academical study done specifically on corporate brand identity towards a healthcare services company.

The most important outcome of this thesis is the identification of the brand identity for the corporate brand BebéVida, which answers the first research question "What is the intended corporate brand identity, by the company, for BebéVida?". On its core, the corporate brand highlights "trust, the excellence of the service provided and safety" which is in line with Kemp's studies (2014) that position trust as the most important factor when branding healthcare services.

In order to address the research question "What is BebéVida's brand image?" an online survey was distributed to potential company stakeholders and a sample of 352 responses was obtained.

Regarding the third research question, "What breaches potentially occur between the company's brand identity and the brand image?", the results suggest that although there was no brand identity for BebéVida prior to this project, the core elements of it were already being well communicated towards the company's stakeholders. This confirms Thomaselli's (2010, cited in Kemp et al.) statement that healthcare companies are increasingly implementing branding strategies to enhance their brands.

However, several recommendations can be made towards BebéVida. The most relevant one is to implement actions targeting the promotion of its brand awareness, as 25% of the survey respondents did not recognize the brand. Additionally, other suggestions can be made:

- The stakeholders' perception of sustainability could be improved as close to half of the sample do not associate it as being part of the brand culture (45.7%)
- There is room for improvement concerning the overall perception of the value proposition of financial stability (57.7%), which is below the average of the overall value proposition category (71.9%)
- BebéVida shall clearly convey it does not wish to have an aggressive market position; although the company position "always intends to be one of the brands present in the pregnant couple universe" was the statement overall mostly associated to the brand

(84.2%), the assumption "BebéVida aims to be the Portuguese market leader in cryo-preservation" was also strongly associated to the brand (77%)

- The corporate brand may also strengthen stakeholders' perceptions on regards to the brand core as respondents have strongly associated as core the brand mission; which doesn't constitute a wrong assumption, as it relates to the company, but demonstrates potential for improving the company's core statement
- BebéVida should improve the internal perception of the brand competence "stem cell processing" as it was poorly associated by the sub-group employees (47.1% versus an average of 73.2%)
- The brand should enhance the communication of the logotype that's currently in use as an older version was still strongly associated to the brand (74.7% versus 81.5%)
- Almost half of the sample has not recognized the brand ambassador of BebéVida as, although the correct one was strongly associated to the brand, only 52.5% of this sample selected a brand ambassador
- The cryopreservation kit the brand is using at the moment was also not well recognized by the sample (31.3%) as the majority of the respondents associated to BebéVida an older version of the Kit (76.6%)

6. Conclusions

The main goal of this project was met as it allowed the construction of a brand identity, which constitutes a fundamental step in every branding strategy, for the corporate brand BebéVida, a healthcare services company operating in Portugal.

On the one hand, this project is quite relevant for the literature as there are no studies on corporate brand identity construction towards healthcare services companies, despite a clear recognition of the crescent importance of branding healthcare services as this sector becomes more competitive (Thomaselli, 2010, cited in Kemp et al.).

On the other hand, its pertinence lays on the fact that there is a lack of literature in branding healthcare services in general; and a project that comprehends both brand identity building and brand image measurement is potentially creating opportunities for improved studies to be done on this area.

The most salient result of this thesis was the corporate brand identity for BebéVida, applying the Corporate Brand Identity Matrix proposed by Urde (2013). This is a branding tool that all companies should have in hands before implementing their marketing strategies as it offers direction (Aaker, 1996) and a clear purpose to the brand. With this project, BebéVida has its company mission, vision and value proposition statements which can be clearly communicated towards its target audiences; this potentially diminishes the communication of dissonant messages and enables the concentration of resources in one clear strategy.

The company's brand image was also assessed through the online survey which gathered 352 responses. The main conclusion of this exercise is that BebéVida shall increase its brand awareness. The inspiration for the brand image survey was the brand identity exercise, which potentially constitutes a biased basis. On a future similar study, the suggestion would be to apply a more open methodology for this phase not to constrain the respondent's answers towards the brand in analysis.

The disparities between these internal (brand identity) and external (brand image) viewpoints were also analysed. Clear guidelines were suggested for the company, such as the improvement of stakeholder's perception towards BebéVida's sustainability goals and enhancing the recognition of the brand ambassador.

The main limitation of this project is the lack of existing literature on branding healthcare services and, more concretely, on corporate brand identity for healthcare services. Future studies on corporate brand identity for healthcare services could be done and targeted matrixes could

be developed. Additionally, concrete guidelines on how to measure corporate brand image in healthcare services could also be an interesting field to explore on future studies.

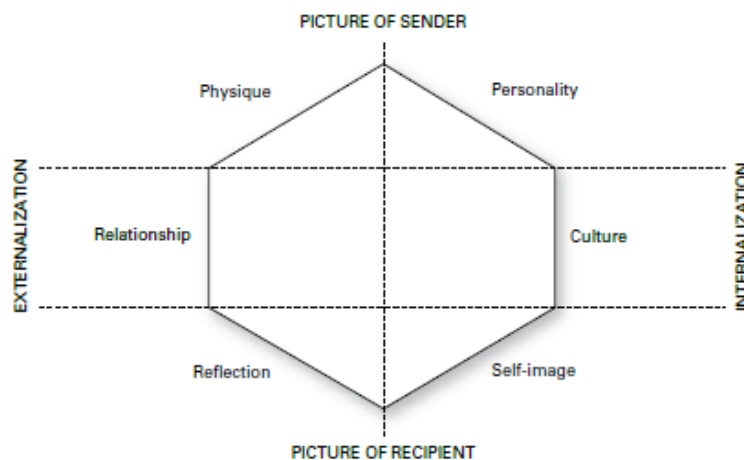
7. Appendix

7.1 Appendix 1: The brand identity planning model (Aaker, 1996)



7.2 Appendix 2: The brand identity prism (Kapferer, 2002)

FIGURE 7.4 Brand identity prism



7.3 Appendix 3: Indicative questions – corporate brand identity (Urde, 2013)

<i>Element</i>	<i>Indicative questions</i>
Value proposition	What are our key offerings and how do we want them to appeal to customers and non-customer stakeholders?
Relationships	What is our intended position in the market, and in the hearts and minds of key customers and non-customer stakeholders?
Personality	What combination of human characteristics or qualities forms our corporate character?
Core	What do we promise, and what are the core values that sum up what our brand stands for?
Expression	What is unique or special about the way we communicate and express ourselves making it possible to recognise us at a distance?
Mission and vision	What engages us, beyond the simple aim of making money (mission)? What is our direction and inspiration (vision)?
Culture	What are our attitudes and how do we work and behave?
Competences	What are we particularly good at, and what makes us better than the competition?

7.4 Appendix 4: Interview guideline

Information to be provided before the interview:

Good afternoon. First of all, I would like to thank you for participating in this study and, more specifically, in this interview.

- Purpose and interest of the study: As you know, these questions refer to BebéVida's corporate brand identity. The objective of the study is to develop a strong brand identity for the BebéVida's corporate brand.
- Study information sources: Interviews and surveys
- Omission of the interviewees' names: I would like to mention once again that your name will not be mentioned
- Confidentiality as a basis for credibility (whether during information gathering or reporting): All information provided is confidential and will only be revealed with your express authorization. This recording will be destroyed after its analysis and will only be used for this study.
- Do you agree with this interview being recorded? If you wish to say something off the record, just signal it to me
- Before starting the interview, are there any questions you would like to ask about the interview process?

Questions:

Please confirm that you accept the recording of this interview.

Please indicate your name and position held in the company.

1. Value proposition: What are the main attributes offered by BebéVida and how are they intended to attract customers and other interested parties - stakeholders?

2. Relationships: What is the nature of BebéVida's relationships with key customers and other stakeholders?

- 3. Position:** What is the intended position in the market, and in the hearts and minds of key customers, and other stakeholders?
- 4. Personality:** What combination of human characteristics or qualities contribute to the identity of the BebéVida brand?
- 5. Core:** What is BebéVida's fundamental promise and what are the core values that summarize what the brand represents?
- 6. Expression:** What is unique or special in the way the brand communicates and expresses itself, making it possible to recognize BebéVida at a distance?
- 7. Mission and vision:**
- A. Mission** - what moves BebéVida beyond the simple objective of generating profit?
 - B. Vision** - what is the brand's direction and inspiration?
- 8. Culture:** What are the attitudes of the BebéVida corporate brand and how does it behave?
- 9. Competences:** Where is BebéVida particularly strong and what makes it better than the competition?

7.5 Appendix 5: Brand image measurement survey

Do you know BebéVida?

- Yes
- No

What is your relationship with BebéVida? You can select more than 1 option:

- Employee
- Client
- Potential client
- Partner
- Supplier
- Other

Please indicate, using a scale from 1 (strongly disagree) to 5 (strongly agree), your perception about the RELATIONSHIP you have with BebéVida:

- This brand is trustworthy
- This brand has a long-lasting nature
- I want to be informed about this brand
- I am more willing to learn more about this brand than about other brands
- I am not willing to be informed about this brand
- I will be willing to be informed about this brand in the future

Please indicate, using a scale from 1 (strongly disagree) to 5 (strongly agree), your perception about the CULTURE of BebéVida:

- This brand is reputable
- This brand makes honest claims
- In the past, today, and in the future, the values behind this brand will not change
- This brand makes a contribution in life
- There is something about this brand that goes beyond its tangible characteristics

Evaluate each of the following sentences, according to your perception about the MISSION of BebéVida, from 1 (strongly disagree) to 5 (strongly agree):

- BebéVida's mission is to give back to society part of what it receives
- BebéVida's mission is to sell stem cell cryopreservation Kits
- BebéVida's mission is to guard stem cells for a healing potential

Evaluate each of the following sentences, according to your perception about the VISION of BebéVida, from 1 (strongly disagree) to 5 (strongly agree):

- BebéVida's vision is to contribute to a healthier world
- BebéVida's vision is to make the stem cell cryopreservation service accessible to the entire population
- BebéVida's vision is to offer several healthcare services to the population

Evaluate each of the following sentences, according to your perception about the VALUE PROPOSITION of BebéVida, from 1 (strongly disagree) to 5 (strongly agree):

- BebéVida's value proposition includes excellent laboratory quality
- BebéVida's value proposition includes financial strength
- BebéVida's value proposition includes the fact that it is a 100% national company
- BebéVida's value proposition includes cutting edge technology

Evaluate each of the following sentences, according to your perception about the POSITION of BebéVida, from 1 (strongly disagree) to 5 (strongly agree):

- BebéVida aims to be the Portuguese market leader in cryopreservation
- BebéVida aims to be the Portuguese market leader in the healthcare services area
- BebéVida always intends to be one of the brands present in the pregnant couple universe

Evaluate each of the following sentences, according to your perception about the CORE of BebéVida, from 1 (strongly disagree) to 5 (strongly agree):

- BebéVida's core is to guard stem cells to provide a healing potential

- BebéVida's core is to carry out events with a view to raising funds for charities thus contributing to a better world
- BebéVida's core is the trust in the excellence of the service provided and safety

Select which activities you associate with BebéVida. You can select more than one option:

- Prenatal laboratory testing
- Charity events organization
- Stem cell cryopreservation
- 4D ultrasounds
- Stem cell processing

Select, from the following pictures, the ones which you associate with BebéVida. You can select more than one option:

- Logotype 1
- Logotype 2
- Logotype 3

Select, from the following pictures, the ones which you associate with BebéVida. You can select more than one option:

- Brand ambassador 1
- Brand ambassador 2
- Brand ambassador 3

Select, from the following pictures, the ones which you associate with BebéVida. You can select more than one option:

- Cryopreservation Kit 1
- Cryopreservation Kit 2
- Cryopreservation Kit 3

Please evaluate each of the following CHARACTERISTICS, based on your perception about BebéVida, using a scale from 1 (strongly disagree) to 5 (strongly agree):

- Human
- Honest
- Credible
- Joyful
- Bold
- Brave

- Creative
- Modern
- Trustworthy
- Clever
- Successful
- Premium
- Fascinating
- Adventurous
- Courageous

Please indicate your gender.

Please indicate your age range:

- Less than 18
- Between 18-24
- Between 25-39
- Between 40-59
- 60 or plus

Please indicate your nationality.

Please indicate your educational level:

- 6 years of scholarly or less
- Basic (until 9 years of scholarly)
- Secondary (until 12 years of scholarly)
- Superior (bachelor, masters, post-graduation, doctoral, etc)

Please indicate your district.

7.6 Appendix 6: Brand expression, logotype



7.7 Appendix 7: Brand expression, brand ambassador



7.8 Appendix 8: Brand expression, cryopreservation kit



7.9 Appendix 9: Survey results – percentage of respondents stating they agree or strongly agree with the sentence

Relationship (% Agree or Strongly agree)	Client	Poten- tial cli- ent	Just know the com- pany	Partner	Em- ployee	Health profes- sional	Overall
<i>Sample</i>	<i>130</i>	<i>65</i>	<i>26</i>	<i>20</i>	<i>17</i>	<i>7</i>	<i>265</i>
Trust: This brand is trustworthy	97.7%	73.8%	46.2%	95.0%	100.0%	100.0%	86.8%
Long-term: This brand has a long-lasting nature	94.6%	69.2%	42.3%	85.0%	94.1%	100.0%	82.6%
Partnership	70.0%	50.4%	22.1%	70.0%	76.5%	57.1%	60.6%
I want to be in- formed about this brand	67.7%	53.8%	26.9%	60.0%	76.5%	71.4%	60.4%
I am more will- ing to learn more about this brand than about other brands	64.6%	46.2%	11.5%	75.0%	70.6%	0.0%	54.3%
I am not will- ing to be in- formed about this brand (inverse scale used: % Dis- agree or Strongly disagree)	65.4%	36.9%	7.7%	70.0%	82.4%	85.7%	54.7%
I will be willing to be informed about this brand in the future	82.3%	64.6%	42.3%	75.0%	76.5%	71.4%	72.8%
<i>Total Relation- ship</i>	<i>87.4%</i>	<i>64.5%</i>	<i>36.9%</i>	<i>83.3%</i>	<i>90.2%</i>	<i>85.7%</i>	<i>76.7%</i>

Culture (% Agree or Strongly agree)	Client	Poten- tial cli- ent	Just know the com- pany	Part- ner	Em- ployee	Health profes- sional	Over- all
<i>Sample</i>	<i>130</i>	<i>65</i>	<i>26</i>	<i>20</i>	<i>17</i>	<i>7</i>	<i>265</i>
Credibility	91.2%	68.5%	57.7%	97.5%	94.1%	100.0%	83.2%
This brand is reputable	89.2%	75.4%	57.7%	95.0%	94.1%	100.0%	83.8%
This brand makes honest claims	93.1%	61.5%	57.7%	100.0%	94.1%	100.0%	82.6%
Sustainability: In the past, today, and in the future, the values behind this brand will not change	63.8%	41.5%	30.8%	40.0%	70.6%	85.7%	54.3%
Social responsibility	76.9%	61.5%	42.3%	80.0%	88.2%	78.6%	70.8%
This brand makes a contribution in life	86.2%	66.2%	57.7%	90.0%	100.0%	100.0%	80.0%
There is something about this brand that goes beyond its tangible characteristics	67.7%	56.9%	26.9%	70.0%	76.5%	57.1%	61.5%
Total Culture	77.3%	57.2%	43.6%	72.5%	84.3%	88.1%	69.4%

Mission (% Agree or Strongly agree)	Client	Poten- tial cli- ent	Just know the com- pany	Part- ner	Em- ployee	Health profes- sional	Over- all
<i>Sample</i>	<i>130</i>	<i>65</i>	<i>26</i>	<i>20</i>	<i>17</i>	<i>7</i>	<i>265</i>
Option 1: BebéVida's mission is to give back to society part of what it re- ceives	58.5%	52.3%	42.3%	65.0%	82.4%	57.1%	57.4%
Option 2: BebéVida's mission is to sell stem cell cryopreserva- tion Kits	56.2%	69.2%	53.8%	45.0%	70.6%	42.9%	58.9%
Mission: BebéVida's mission is to guard stem cells for a healing poten- tial	99.2%	90.8%	80.8%	100.0%	100.0%	100.0%	95.5%

Vision (% Agree or Strongly agree)	Client	Poten- tial cli- ent	Just know the com- pany	Part- ner	Em- ployee	Health profes- sional	Over- all
<i>Sample</i>	<i>130</i>	<i>65</i>	<i>26</i>	<i>20</i>	<i>17</i>	<i>7</i>	<i>265</i>
Vision: BebéVida's vi- sion is to con- tribute to a healthier world	73.8%	61.5%	53.8%	80.0%	82.4%	85.7%	70.2%
Option 1: BebéVida's vi- sion is to make the stem cell cryopres- ervation ser- vice accessible to the entire population	51.5%	52.3%	34.6%	50.0%	70.6%	71.4%	51.7%
Option 2: BebéVida's vi- sion is to of- fer several healthcare ser- vices to the population	63.1%	53.8%	46.2%	60.0%	52.9%	57.1%	58.1%

Value proposition (% Agree or Strongly agree)	Client	Potential client	Just know the company	Partner	Employee	Health professional	Overall
<i>Sample</i>	<i>130</i>	<i>65</i>	<i>26</i>	<i>20</i>	<i>17</i>	<i>7</i>	<i>265</i>
VP 1: BebéVida's value proposition includes excellent laboratory quality	90.0%	72.3%	53.8%	80.0%	100.0%	85.7%	81.9%
VP 2: BebéVida's value proposition includes financial strength	63.8%	43.1%	34.6%	65.0%	82.4%	85.7%	57.7%
VP 3: BebéVida's value proposition includes the fact that it is a 100% national company	73.8%	60.0%	53.8%	70.0%	94.1%	85.7%	69.8%
VP 4: BebéVida's value proposition includes cutting edge technology	84.6%	69.2%	46.2%	85.0%	100.0%	85.7%	78.1%
<i>Total Value Proposition</i>	<i>78.1%</i>	<i>61.2%</i>	<i>47.1%</i>	<i>75.0%</i>	<i>94.1%</i>	<i>85.7%</i>	<i>71.9%</i>

Position (% Agree or Strongly agree)	Client	Poten- tial cli- ent	Just know the com- pany	Partner	Em- ployee	Health profes- sional	Overall
<i>Sample</i>	<i>130</i>	<i>65</i>	<i>26</i>	<i>20</i>	<i>17</i>	<i>7</i>	<i>265</i>
Option 1: BebéVida aims to be the Portuguese market leader in cryopreservation	79.2%	70.8%	50.0%	90.0%	100.0%	100.0%	77.0%
Option 2: BebéVida aims to be the Portuguese market leader in the healthcare services area	51.5%	33.8%	26.9%	60.0%	58.8%	57.1%	46.0%
Position: BebéVida always intends to be one of the brands present in the pregnant couple universe	88.5%	75.4%	65.4%	90.0%	100.0%	100.0%	84.2%

Core (% Agree or Strongly agree)	Client	Poten- tial cli- ent	Just know the com- pany	Partner	Em- ployee	Health profes- sional	Overall
<i>Sample</i>	<i>130</i>	<i>65</i>	<i>26</i>	<i>20</i>	<i>17</i>	<i>7</i>	<i>265</i>
Option 1: BebéVida's core is to guard stem cells to provide a healing potential	97.7%	87.7%	92.3%	100.0%	100.0%	85.7%	94.7%
Option 2: BebéVida's core is to carry out events with a view to raising funds for charities thus contributing to a better world	33.8%	23.1%	30.8%	45.0%	64.7%	42.9%	34.0%
Core: BebéVida's core is the trust in the excellence of the service provided and safety	86.2%	66.2%	57.7%	85.0%	94.1%	85.7%	78.9%

Personality (% Agree or Strongly agree)	Client	Poten- tial cli- ent	Just know the com- pany	Partner	Em- ployee	Health profes- sional	Overall
<i>Sample</i>	<i>130</i>	<i>65</i>	<i>26</i>	<i>20</i>	<i>17</i>	<i>7</i>	<i>265</i>
Human	81.5%	75.4%	53.8%	85.0%	94.1%	100.0%	78.9%
Honest	89.2%	72.3%	46.2%	90.0%	100.0%	100.0%	81.9%
Credible	95.4%	83.1%	65.4%	95.0%	100.0%	100.0%	89.8%
Cheerful	66.9%	52.3%	30.8%	60.0%	94.1%	100.0%	61.9%
Daring	43.1%	29.2%	38.5%	40.0%	52.9%	71.4%	40.4%
Spirited	59.2%	43.1%	42.3%	55.0%	64.7%	85.7%	54.3%
Imaginative	66.2%	46.2%	46.2%	75.0%	88.2%	85.7%	61.9%
Up-to-date	90.0%	73.8%	61.5%	90.0%	100.0%	85.7%	83.8%
Reliable	96.2%	75.4%	57.7%	100.0%	100.0%	100.0%	87.9%
Intelligent	80.8%	60.0%	57.7%	95.0%	94.1%	71.4%	75.1%
Successful	84.6%	67.7%	57.7%	95.0%	100.0%	85.7%	79.6%
Upper class	71.5%	46.2%	38.5%	65.0%	94.1%	85.7%	63.4%
Charming	56.2%	40.0%	23.1%	30.0%	70.6%	57.1%	47.9%
Outdoorsy	46.2%	24.6%	15.4%	30.0%	47.1%	42.9%	36.6%
Tough	52.3%	27.7%	19.2%	35.0%	70.6%	42.9%	42.6%

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