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Once upon a time there was a signature story

A critical study on David Aaker's four criteria of signature stories

Lieke T. A. Brinkhof, Felicia Do, Eileen M. Kersten

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Lund School of Economics and Management



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Abstract

Purpose – The term signature story was explored by David Aaker in his book published in 2018. The purpose of this paper is to further investigate, examine and build upon his concept. This will be done by examining and defining Aaker's four criteria of signature stories for non-American brands to improve the criteria's definition, explanation and usage.

Design/methodology/approach – The research is based on a literature review and qualitative data collection methods. The empirical data was collected by observing marketing campaigns from global non-American brands. Eventually, an in-depth analysis was performed on six of the brands in order to draw conclusions.

Findings – Our findings uncovered Aaker's criteria to be rather obscure and coinciding which is why we scrutinised them. This resulted in adding on to the characteristics of the criteria in a more detailed manner. Furthermore, we chose to break down the characteristics of the strategic message criterion and divide it into two separate criteria: the strategic core and customer link. Based on this, we propose a new definition of signature stories which we illustrated in the signature story tree.

Research limitations – This paper is limited to the amount of available literature about signature stories. Additionally, we only examine video campaigns of B2C brands which limits our findings to this specific marketing channel and companies selling directly to consumers. Lastly, our observation and analysis are solely based on subjective insights provided by us as researchers.

Originality/value – Our study's added value lies in giving a critical perspective to Aaker's view on signature stories. Moreover, it contributes to making the concept more comprehensible.

Keywords – Signature stories, Storytelling, Strategic message, Aaker's criteria, Brands

Introduction

“Once upon a time” is a well-known phrase mostly heard in the beginning of fairytales and stories. Since early childhood we have been told different fairytales and we continue to be surrounded by stories as we grow up. After hearing an abundance of stories throughout our lives, we can easily distinguish between a good and bad story when they are told. According to Yoder-Wise and Kowalski (2003) the word ‘story’ comes from Ancient Greek and means knowledge, knowing and wisdom. Therefore, stories can be used to help people gain knowledge and wisdom about values and situations. Additionally, good stories possess great power to lure in, connect and influence the audience in a purposeful and meaningful way (Fog et al, 2010; Wachtel, 2019; Yoder-Wise & Kowalski, 2003). Stories are superior to facts since people are more receptive towards stories because they effectively convey information in an entertaining and memorable manner (Fog et al., 2010; Roper & Fill, 2012; Yoder-Wise & Kowalski, 2003). As storytelling is an effective tool to reach an audience, Fog et al. (2010) state future brands will be shaped through storytelling.

Nowadays, consumers are constantly exposed to a substantial amount of content resulting in fewer people being actively interested in marketing communication (Wachtel, 2019). Consequently, brands have to find different ways to differentiate themselves to create awareness and reach their target audience amongst the competition (Aaker, 2018; Muda, Musa & Putit, 2012; Simpson, 2017; Wachtel, 2019). Storytelling can therefore serve as a content creating tool to create emotional connections and provide brands with a competitive advantage (Aaker, 2018). Corporate storytelling can be used to communicate facts through a storytelling narrative (Fog et al., Budtz & Yakaboylu, 2005; Miller, 2017). By telling stories about the organisation, a

deeper connection to the brand is created (Roper & Fill, 2012). There are different types of stories to convey a brand’s message, one of them being signature stories (Aaker, 2018).

The concept of signature stories was coined in an article written by David and Jennifer Aaker in 2016. Later, David Aaker published the book *Creating Signature Stories – Strategic Messaging that Persuades, Energizes and Inspires* in 2018. To our knowledge, this is the only academically written and published literature on the topic of signature stories. Thus, the concept of signature stories is a moderately new and uninvestigated area in the marketing literature. Hence, there is a need for more research and literature because it can provide brands with a strategic way of using storytelling to communicate their purpose and message. According to Aaker (2018) signature stories differ from other stories by delivering a strategic message in an intriguing, authentic and involving manner. The strategic message clarifies and enhances the brand’s vision, customer relationship, organizational values and/or business strategy.

This paper will primarily engage with Aaker’s work since it is the only academic published literature focused on signature stories. Additionally, at the time of writing, there is no academic scholar who has criticised his work. As Aaker’s (2018) research is solely based on American brands and his four criteria of signature stories, this paper will investigate, and build upon his work from a critical perspective to further develop and contribute to this area. We aim to examine and define Aaker’s four criteria of signature stories and apply them to non-American brands to improve their definition, explanation and usage.

Literature review

What is storytelling?

Aaker (2018) defines a story as "... a narrative that portrays actual or fictitious events or experiences" (p. 21). He argues that the best way to communicate is through stories by placing them in an appealing context; especially if one aims to convey facts. Herskovitz and Crystal (2010) define storytelling as a well-known and ancient art form whereas Fog et al. (2010) refer to storytelling as a tool to make sense of the world and to amplify emotional relationships. He states there are four elements (message, conflict, characters, plot) of storytelling that establish the foundation of the story (Fog et al., 2010).

Storytelling as a strategic tool

Storytelling may be utilised as a strategic tool to aid companies in successfully expressing their strategic message (Aaker, 2018). Due to the strength of stories, there is a higher chance for the strategic message to be remembered as well as to establish involvement and gain exposure. Thus, successful branding can directly be related to storytelling as it aims to convey a strategic message about the company and/or product to persuade and resonate with the customers (Herskovitz & Crystal, 2010; Kemp, Childers & Williams, 2012). Strong brands are built upon clearly defined values; powerful stories transfer these values to the audience. Hence, storytelling and branding are both based upon emotions and values (Fog et al., 2010). It can be utilised by companies as an influential tool to transmit deep and authentic stories to showcase the brand's culture and express vulnerability (Eck & Eichmeier, 2014). Consequently, by sharing the brand's story the connection between the company and consumers is amplified (Fog et al., 2010; Pulizzi, 2012).

Storytelling allows brands to clearly differentiate themselves from others whilst simultaneously humanising the brand (Eck & Eichmeier, 2014). Fog et al. (2010) argues companies can employ storytelling through two approaches: strategic branding concept and operational communication tool. Storytelling can be employed as a strategic branding tool by directing companies' communication and as an operational communication tool by delivering brand messages, both internally and externally. By including storytelling in two approaches, they complement each other and build different layers of an organisation (Fog et al., 2010).

Using brand storytelling as a strategic approach is also suggested by Du Plessis (2015). She argues that brand storytelling is a synonym of narrative branding which is focused on utilising a constant evolving branding technique that allows consumers to interact and engage with the brand. As a result of diverse brands thriving in communicating their unique brand stories, Denning (2006) explains that brand stories are generally presented by the product or service, customers (word-of-mouth) or by a third party. This approach is supported by Herskovitz and Crystal (2010) who argue that storytelling is persona focused. Their 'persona focused storytelling concept' derives from the perspective that brand stories "begin with the spoken form of a brand's character or personality" (p. 86). They claim that all brand story elements (theme, characters, plots, setting) require to be aligned with the brand story in order to result in a coherent, recognisable brand (Herskovitz & Crystal, 2010). When brand storytelling is successfully executed, it can bring a brand to life. Nowadays customers are selective, hence they solely purchase from brands they feel a strong connection with, making brand storytelling even more meaningful (Wachtel, 2019).

Signature stories

In his book *Creating Signature Stories – Strategic Messaging that Persuades, Energizes and Inspires* (2018), Aaker mentions specific stories in the storytelling concept that he refers to as signature stories. He defines these as strategic messages that are enduring, relevant and providing a continuing direction for the brand; in particular, a signature story is "... an intriguing, authentic, involving narrative that delivers or supports a strategic message clarifying or enhancing the brand vision, customer relationship, organizational values and/or business strategy" (p. 21). Signature stories can convey different topics, messages, and purposes such as founder stories, offering stories, brand stories, customer stories, growth strategy stories and borrowed stories. To be considered a signature story, the narrative must fulfil four criteria: being intriguing, authentic, involving and transmitting a strategic message (Aaker, 2018).

Intriguing

As stated by Aaker (2018), signature stories require to be intriguing, catch attention and/or be fascinating. In order to be noticed and remembered by the audience, it needs to grab attention and attract the customer's eye and mind. He argues that intriguing signature stories will score highly in either one or more of the following characteristics: "thought-provoking, novel, informative, inspiring, exceptionally relevant, humorous and/or awe-creating" (p. 21). To determine whether a story is intriguing, he claims one may consider the extent to which people are inspired to share the narrative through word-of-mouth and social media.

According to the Cambridge English Dictionary (2020), intriguing is defined as "very interesting because of being unusual or mysterious" which aligns with Macmillan English Dictionary (2020) definition "very interesting, especially because of being strange or mysterious". Additionally,

Johnson (2016) supports Aaker's statement that stories provide a context, thus being the main reason of people recalling information.

Authenticity

Aaker (2018) specifies that signature stories need to be authentic, meaning they should not be perceived as phony, contrived, and make an obvious sales effort. However, a story does not need to be realistic; it can be fictitious as long as it is truthful and fits the brand. Additionally, transparency is necessary for the story to have substance.

The Cambridge English Dictionary (2020a) defines authenticity as "the quality of being real or true" supporting Aaker's proposition. Signature stories should establish a lasting bond with the audience by engaging in a genuine matter. Thereby, it will be kept in the consumers' memory. Making the brand vulnerable and imperfect can also contribute to the authentic perception of a brand. Most importantly, a brand's signature story must be aligned with and reflect to the core values to convey the company's message effectively; here, consistency is the key to success (Meytin, 2018; Ron, 2016).

Involving

Signature stories needs to be involving, captivate the audience, and stimulate it to empathise with the characters in the stories. A response to an involving story is usually a cognitive, emotional and/or behavioural reaction. Cognitive responses occur when the audience processes the story and its theme and accepts the story's main points. This can be provoked by reflecting meaningful problems the viewers could encounter in their own lives. Emotional responses are evoked by implementing characters, surprises or climaxes which arouse heavy emotions. Behavioural response appears when the audience is stimulated to take action (Aaker, 2018).

Cambridge English Dictionary (2020c), define involve as “to include someone in something, or to make them take part in or feel part of it”. Additionally, the term involve can also include “to engage” and “to affect” (Dictionary, 2020). A related definition is also presented by Merriam-Webster (2020) stating it as “to relate closely” and “to commit (someone) emotionally”.

The strategic message

Aaker (2018) claims signature stories require a strategic message relevant to the audience. This message should convey the brand’s vision, strategies, values, customer relationship and the present and future business strategy. Brand vision should be a part of the signature story to “clarify or enhance a brand’s visibility, image, personality, relevance and/or value proposition” (p.24). The present and future business strategy is relevant to represent the brand’s core and is an adequate tool that may be utilised to communicate new business strategies.

Bonchek (2016) identifies a story with a company’s mission, vision, and strategy while communicating the company’s culture as a ‘strategic narrative’. This strategic narrative is a specific story emphasising the brand’s unique nature and core values. Bonchek argues that a strategic message must be built by following three cornerstones: human context, shared purpose, and brand DNA. ‘Human context’ refers to the concept that brands must be interpreted as human beings and the narrative based upon a human relationship. In addition, a strategic narrative should have a ‘shared purpose’ which should be established between the brand and its customers. The aim of this purpose is to allow customers to become co-creators who would be engaged to follow the brand’s purpose. ‘Brand DNA’ must be incorporated in the strategic narrative and may be discovered by considering the brand’s original vision and philosophy. To establish a significant strategic message, all components must be carefully maintained and continuously improved.

Fog et al. (2010) highlight a concept of ‘core stories’ and describes it as an intersection between identity and image, where the organisation’s vision and core values align with how it is perceived by the outside world. This is why “[t]he core story is closely tied into a company’s corporate brand” (p. 50). This story collects and ties the company’s brand communication together to establish the corporate brand’s direction. The aim of the core story is to establish a message that can be successfully communicated to its market whilst considering the organisation’s brand and image. Thus, as stated by Fog et al. (2010) "a story describes the core of the company" (p. 9). This story may function as a motivation for employees and combines the company’s communication into one clear and consistent message. Hence, it is the most important one as it is the internal anchor which forms the base of a company’s external communication. As a result, it creates consistency between a company’s identity and image which is the foundation of a strong corporate brand (Fog et al., 2010).

Concluding, the academics are stressing the significance of brands maintaining a strategic message. This must be incorporated in a story that communicates for example the brand’s core. In this paper, the term signature stories by Aaker (2018) will be applied to study signature stories of non-American brands.

Methodology

The research carried out is based on a literature review as well as qualitative data collection methods to gather information from secondary sources. This secondary data includes written and non-written material. The advantages of utilising secondary data collection are accessibility to high-quality data, in a short time frame and at a low cost (Bell, Bryman & Harley, 2019; Saunders, Lewis & Thornhill 2009). Throughout our

research, we focused predominantly on books, journals, voice and video recordings and online websites. A qualitative research features an inductive view in which observations and findings are scrutinised to generate a theory (Bell, Bryman & Harley, 2019). The inductive process of drawing generalisable inferences out of observations (Bell, Bryman & Harley, 2019) is a suitable approach to our research since we aim to examine the concept of signature stories by observing brands' campaigns. Furthermore, the nature of the paper is exploratory (Saunders, Lewis & Thornhill, 2009) as the purpose is to investigate signature stories in order to improve the definition, explanation and usage. Lastly, a qualitative approach studies words rather than numbers in the data collection and analysis (Bell, Bryman & Harley, 2019) which is how this study was carried out.

As Aaker's (2018) research is based on American brands and thus lacking a multinational perspective to signature stories, we decided to focus on non-American brands operating internationally in different industries originating from various countries. This enables the study to provide a broader context which increases the general applicability due to the greater variety. To narrow down the wide range of data available, we solely examined corporations operating in the B2C sector as these are more likely to use storytelling in their communications to distinct themselves from competitors as well as attract customers and raise brand awareness. In contrast, for B2B brands it is common and more important to focus on facts instead of stories, making it an obstacle to analyse them in terms of signature stories as illustrated by Aaker (2018). Moreover, we have further diminished our selection by only examining companies with a clear brand purpose, mission, or vision to be able to relate signature stories to the brands' values.

In the literature review, the concept of storytelling was broadly explained and inves-

tigated to place signature stories in the context. After getting an insight into signature stories, Aaker's (2018) four criteria were critically analysed to identify such stories. This analysis was conducted through desk research on global non-American brands. In total, twelve brands were observed of which five marketing campaigns were each examined thoroughly according to Aaker's (2018) four criteria. To present the collected data and gain a clear overview of the companies' signature stories and marketing campaigns, we used an excel sheet (appendix 1). Six of the brands (Adidas, Chanel, Heineken, Olympics, Samsung & Volvo) were further observed and analysed in-depth. In doing so, we encountered the need for a division in one of the criteria resulting in it being broken down and divided into two separate criteria. To illustrate our findings a visualisation was designed.

Observation

To clarify our understanding of Aaker's signature stories, in the following parts of the paper we consider them as a coherent brand message rooted inside the brand. Hence, these should be present in all the marketing campaigns.

To narrow down and specify our research, we only focused on elaborating six of the twelve observed brands hereafter. In appendix 1 this study's observation of all twelve brands can be found while an overview of the six elaborated brands is provided in table 1.

Brand	Campaigns	Involving	Authentic	Intriguing	Strategic message
adidas	Ready for sports	Yes	Yes	Yes	Yes
	Change is a team sport	No	Yes	Yes	Yes
	Break free	Yes	Yes	Yes	Yes
	Faster than	Yes	Yes	Yes	Yes
	Play for the oceans	Yes	Yes	Yes	Yes
Chanel	Le Film	Yes	Yes	Yes	Yes
	L'Esprit de Chanel	No	No	Yes	Yes
	Train de Nuit	Yes	No	Yes	Yes
	The One That I Want	Yes	No	Yes	Yes
	There You Are	Yes	Yes	Yes	No
Heineken	The Negotiation	Yes	Yes	Yes	Yes
	Now You Can	Yes	Yes	Yes	Yes
	Father & Son	Yes	Yes	Yes	Yes
	Nature's Wonder	Yes	Yes	Yes	Yes
	Heineken Crate Chronicles	Yes	Yes	Yes	Yes
Olympic	Thank You Mom	Yes	Yes	Yes	Yes
	To the Greatness of Small	Yes	Yes	Yes	Yes
	One world, one anthem	Yes	Yes	Yes	Yes
	Sport Doesn't Care	Yes	Yes	Yes	Yes
	The greatest show on earth	Yes	Yes	Yes	Yes
Samsung	We didn't do this	Yes	Yes	Yes	Yes
	Remote Access	Yes	No	No	Yes
	Do what you can't	Yes	Yes	Yes	Yes
	Growing up	Yes	No	Yes	No
	The Future	Yes	Yes	Yes	Yes
Volvo	The E.V.A. Initiative	Yes	Yes	Yes	Yes
	Moments	Yes	Yes	No	Yes
	Innovation made by Sweden	No	No	No	Yes
	Made by Sweden	Yes	Yes	Yes	Yes
	Made by People	Yes	Yes	Yes	Yes

Table 1. Observed brands in regards to Aakers four criteria

Adidas

Adidas is a well-known German sports brand founded in 1949. The company's mission is "to be the best sports company in the world" (adidas, 2020). Hence, it is all about sport as it plays an "increasingly important role in more and more people's lives, on and off the field of play" (adidas, 2020). The organisation believes that "through sport, we have the power to change lives" (adidas, 2020).

These messages are also transferred in adidas' campaigns as they mainly focus on athletes from different cultures which either are well-known sportsmen or individuals having a passion for sports. This passion connects the athletes with the target group in an emotional manner since the ads refer

to feelings conveyed when doing sports activities.

The 'Ready for sports', 'Break Free' and 'Faster than' campaigns can be considered as suitable examples for such signature stories as they are meeting Aaker's (2018) four criteria. By transferring emotions via the usage of music, one can empathise with the characters and refer to similar situations experienced. Moreover, the strategic message in these campaigns relates back to the company's mission and values. In the 'Change is a team sport' it is apparent the campaign refers to adidas. However, the audience is rather watching from an outside perspective and does not connect emotionally. Hence, the criteria of the story being involving is missing.

Chanel

The luxury fashion label ‘House of Chanel’ was founded 1909 in France. The long brand history is rooted in the company’s brand purpose where it states that “[w]e embrace the epic modernity of our rich heritage and fulfil its vision by serving today’s self-powered woman who creates her destiny” (Chanel, 2018). While the internal mission “is to maintain the conditions in which creation thrives, believing that creativity and beauty are essential drivers of progress”, Chanel focuses externally “to be the Ultimate House of Luxury, defining style and creating desire, now and forever” (Chanel, 2018).

The perfume campaigns looked at are all highly involving and intriguing. The actors and models, music, décor, and emotions are often on point in the observed campaigns resulting in the audience easily empathising with the characters and being drawn-in to the stories. Moreover, Chanel knows how to arrange the magic and fascination surrounding its famous scent ‘Chanel N° 5’. The authenticity is debatable for some of the campaigns (Train de Nuit, The One That I Want) since the brand focuses on the typical love stories which are rather predictable. The brand mostly conveys a clear strategic message to make women feel powerful, desirable, unique, and luxurious which again links back to the brand’s purpose and mission. For Chanel, ‘Le Film’ is the advertisement that can be identified as a signature story. Chanel’s also emphasises its heritage and French origin in several ways. Such as paying tribute to Coco Chanel in ‘L’Esprit de Chanel’, picking up the plot of the French movie ‘Moulin Rouge’ in the campaign ‘Le Film’ and casting a French actress to play the main character in ‘Train de Nuit’.

Heineken

The flagship beer brand Heineken was established in The Netherlands in 1864. The brand is “proud of our family history and

Dutch heritage and derive from them our entrepreneurial spirit that takes us to every corner of the world” (Heineken, 2020a). Heineken defines itself as a brand which builds true human connections and aims to break down barriers as it believes great moments shared together are the best ones in life. The brand’s values are “passion for quality, enjoyment of life, respect for people and for the planet” (Heineken, 2020b).

Overall, Heineken includes a high amount of humour in their marketing campaigns which according to Aaker (2018) results in an involving story as it evokes an emotional response. The brand uses relatable examples such as an English spoken campaign with a typical bad Dutch accent, including a healthy dose of self-mockery in ‘Heineken Crate Chronicles’. Connecting this campaign to Dutch heritage amplifies the authenticity of the brand as mentioned by Aaker (2018) that it must be truthful and vulnerable.

The protagonists of its campaigns vary from real people who are not aware of being recorded, to Formula One world champions, father and son Keke and Nico Rosberg. In the ‘Father & Son’ they are depicting a friendly family rivalry as they compete together in every activity of their daily lives about who will drive the Mercedes-Benz. In the end, the son finally defeats his father due to deciding on the alcohol-free ‘Heineken 0.0’ because otherwise he would have not been allowed to drive the car. To experience a brief moment of two world champions living together as an old-fashioned family is refreshing and can be perceived as intriguing. In this marketing campaign, the strategic message is a bit more concealed since 87 percent is focused on the rivalry of driving the car, making it seem like an ad for Mercedes-Benz. Heineken as the actual creator is only referred to in the end which is also the case in ‘The negotiation’ campaign. However, according to Aaker (2018) all the campaigns still meets the criteria of signature stories.

Olympic

The first Olympic Games were arranged in Athens, Greece, and brought back to life by a Frenchman in 1892. The vision for the Olympic is “Building a better world through sport.” Its mission is to put athletes at the heart of the Olympic movement whilst promoting sport and the Olympic values in society, with a focus on young people (Olympic, 2020a). The brand purpose of the Olympic movement is to establish a peaceful and better world together by educating youth through sports without any type of discrimination and with the Olympic spirit in mind. This means that mutual understanding through friendship, solidarity and fair play are essential (Olympic, 2020b). The core values of the Olympic are “Excellence, Respect, Friendship” (Olympic, 2020a).

All the analysed marketing campaigns are established collaborations with partners of the Olympic. Due to the different partners, the campaigns are very versatile as each brand focuses on its own strategic message besides the Olympic one. The ‘Thank You Mom’ campaign from the partner Procter & Gamble is based on the insight that “behind every athlete is an amazing mum” (Olympic, 2016). Overall, the campaigns are emotionally driven and contain real-life examples. This touches upon Aaker’s (2018) definition of the involving and authentic criteria by stimulating viewers to empathise with the characters and making the story realistic.

Each campaign is associated with athletes, sports and/or examples of previous Olympic Games. Two marketing campaigns (Sport Doesn’t Care, To The Greatness of Small) are focused on the Paralympic Games. These are intriguing to observe due to the reminder that the greatest obstacles are the perceptions we have of our own limitations (Bogges, 2018). Another marketing campaign (The greatest show on earth) created by BBC Sport for the 2016 Rio Olympics replaces humans by animals,

transforming animals into competing athletes. The strategic message is here slightly more subtle than usual as the Olympic usually concentrates on real people and its aspirations. However, all of the Olympic advertisements are ideal signature stories according to Aaker’s (2018) criteria.

Samsung

Samsung Electronics was founded in 1969, South Korea. Its mission is “to inspire the world with innovative technologies, products and designs that enrich people’s lives and contribute to a socially responsible sustainable future” and Samsung’s vision is to “Inspire the World, Create the Future.” (Samsung, 2020a). The core values which define the spirit of Samsung are people, excellence, change, integrity, and co-prosperity (Samsung, 2020b). Samsung’s analysed campaigns are mostly focused on innovation and the products while being creative and visually pleasing. The brand varies its campaigns by using humour, animations and special effects with real life scenarios of customers using the products. Furthermore, the corporation mostly places customers in focus by encouraging them to be creative. Samsung’s campaign ‘Growing up’ is therefore more externally focused, and do not clearly convey the company’s mission or core values. Besides the fact that the campaigns are lacking a part of the company’s strategic message, they do fulfil Aaker’s (2018) three other criteria. One exception is the ‘Remote Access’ campaign which does incorporate Samsung’s strategic message but lacks the intriguing part. This is because it focuses on the product, resulting in an informative and relevant advertisement that is not as thought-provoking or awe-creating as the rest. There are three ads (We didn’t do this, Do what you can’t, The Future) that fulfils all of the four criteria and can be considered exemplary in conveying the brand’s signature story.

Volvo

Volvo car group was founded in Sweden in 1927 (Volvo Car Corporation, 2020a) with the company's vision being "that no one should be killed or seriously injured in a new Volvo car" (Volvo Car Corporation, 2020b). Its purpose is "to provide freedom to move, in a personal, sustainable and safe way" (Volvo Car Corporation, 2020c) and Volvo's core values are quality, safety and environmental care (Stylidis et al., 2014). The analysed marketing campaigns are a mix of company focused, product focused and employee focused advertisements. A clear distinction can be identified between the campaigns which are company focused and the ones that showcase the cars. The company focused highlight Volvo's core value safety whereas one story introduced Volvo's 'Equal Vehicle for All' initiative. The advertisement is attention grabbing, real and thought-provoking while reflecting a meaningful problem resulting in an emotional response. Hence, it is intriguing, authentic and involving whilst including Volvo's vision of zero deaths and thereby also the strategic message. Therefore, this marketing campaign can be considered as an adequate example of a signature story. Additionally, the ad 'Moments' also incorporates Volvo's safety focus with the slogan "Sometimes the moments that never happen matter the most" (Volvo Cars, 2017). However, it did not entirely meet Aaker's (2018) criteria of being intriguing since it was fairly long and does not capture viewers' attention until the very end. The product focused campaigns are more externally focused on customers and do not strongly convey Volvo's vision, purpose, or core values. Lastly, the employee focused campaigns emphasise Volvo's internal organisational core more than the company's strategic message. In most of Volvo's campaigns emphasis is placed on its Swedish origin and cars being 'Made by Sweden'.

Analysis

Referring back to Aaker's (2018) definition, a signature story has to contain the four main criteria of being intriguing, authentic, involving and conveying a strategic message. However, based on our observation of global non-American brands we have discovered that his definition is rather vague and lacking a clear distinction of his criteria. Hence, we are critically analysing the observed brands in order to closely examine Aaker's (2018) criteria in this study.

In our observation, we detected a pattern of several campaigns which solely met three out of the four criteria defined by Aaker (2018). As we analysed the brand Samsung, the marketing campaign about 'Remote Access' does not fully meet the criterion of being intriguing in its signature story. The campaign does not evoke fascination as it is rather product focused and informative, and is neither thought-provoking, nor inspiring or awe-creating. Nonetheless, the strategic message is clearly connected to the vision and mission of creating superior products and contributing to a better global society. Additionally, Volvo's ad 'Moments' emphasises the company's core value of safety, conveying the slogan "Sometimes the moments that never happen matter the most" (Volvo Cars, 2017). However, it is not perceived as intriguing as it is a long video that does not grab our attention as viewers until the end when the company's strategic message is revealed. Regarding the authenticity criterion, Chanel's campaigns 'Train de Nuit' and 'The One that I Want' are perceived to be rather predictable and contrived. This is because the brand communicates typical love stories resulting in a lack of authenticity. In contrast, Adidas' marketing campaign 'Change is a team sport' manages to convey its strategic message by emphasising the importance of making a change through sports. Solely the involving criteria in this signature story is lacking due to the outsider's perspective

that we as viewers experienced. It is difficult to resonate with the character and feel involved in the campaign. Although each of the campaigns are lacking one of Aaker's (2018) criteria, we would still consider them as signature stories because they all convey a very strong strategic message. Based on this, we suggest that not every single criterion has to be met in order for a story to be considered as a signature story. To substantiate this statement, we will further investigate this hypothesis.

In Samsung's campaign 'Growing up' the brand highly focuses on the customer relationship, resulting in the other parts of Samsung's strategic message not being apparent. A similar situation occurred in some of Heineken's marketing campaigns (The Negotiation, The Father & Son). Overall, the campaigns try to appeal to the customers through a story unrelated to their product and are thus more customer oriented. The brand is only revealed at the end of the campaigns and do not present a clear connection to the rest of the brand's strategic message throughout the stories. This implies that the rest of the characteristics of the strategic element are not as strong as the customer orientation. Finally, Chanel's campaign 'There you are' is also not clearly referring to some parts of the brand's strategic message since it does not include the brands' luxurious heritage and is kept basic. It is simply the protagonist Brad Pitt speaking to the woman wearing the perfume, causing it to be more focused on the customer relationship. As for Volvo's campaigns, the strategic message of the brand is clearly conveyed. However, we encountered the issue that the campaigns are focusing on different characteristics of the strategic message defined by Aaker (2018). While the 'E.V.A. initiative', 'Moments' and 'Made by people' campaigns highlight Volvo's core value of safety, the other focus on the customer relationship which is defined to be a part of the strategic message. Hence, we argue that it is important that a marketing campaign includes all aspects of

the strategic message to showcase the core of the brand through its signature story.

Most characteristics in Aaker's (2018) definition of a strategic message can be directly influenced by and in control of the firm such as the brand vision, the organisation, and its values as well as the present and future business strategy. However, he also states customer relationship being part of the strategic message which in our opinion does not fully belong to this category. This is because the brand can steer the audience in a certain direction but the message is still determined by the interpretation of the customer.

Therefore, we suggest dividing the strategic message criterion into two: the 'strategic core' and the 'customer link'. These two newly established criteria include the characteristics of the original strategic message as well as added elements.

For the strategic core, the elements of the original strategic message that should remain are the brand vision, organisational values as well as the present and future business strategy. The newly added features include the brand mission and brand's unique selling point (USP). The mission will incorporate the brand's short-term perspective as an addition to the long-term approach presented by the brand vision. The USP is valuable to add due to showcasing the brand's competitive advantage and uniqueness.

As Aaker (2018) did not define the customer relationship characteristic, we make an attempt in defining and including it in our new criterion customer link. Hence, this new criterion will be predominantly based on our observations and interpretations. We propose to include the following elements in the customer link: customer relationship, customer centricity and customer value proposition. The customer relationship characteristic focuses on the continuing development of the connection between an organisation and its consumers (BusinessDic-

tionary, 2020). Customer centricity is defined as a commitment to identify and dedicate resources to those customers who matter the most in order to understand and deliver their needs (Fader, 2020). Lastly, the customer value proposition refers to how an organisation aspires to establish value to consumers (Payne, Frown & Eggert, 2016).

Consequently, we are providing an updated distinctive definition of signature stories which consists of five criteria. We define signature stories as the following: 'A signature story is a strategic narrative that communicates the brand's strategic core and customer link in an intriguing, authentic and involving manner. Hereby, it is essential for the story to contain the strategic core and customer link whereas it can lack one of the other features.'

As a result of applying our new definition, we would not consider Samsung's (Growing up), Heineken's (The Negotiation, The Father & Son) and Chanel's (There you are) campaigns to be signature stories. This is due to the reason that they are lacking elements of the strategic core which in our opinion is crucial to be regarded as a signature story. However, as defined by Aaker (2018) they would be considered signature stories because they convey the customer relationship characteristic of the strategic message.

Bonchek (2016) supports our findings as he states that a strategic narrative is built on three cornerstones: the human context, shared purpose and brand DNA. Human context is described as a way for people "to get a sense for your company as if it were a person" (p. 3). It can therefore be connected to our definition of signature stories requiring brands to act in an intriguing, authentic and involving manner. Furthermore, he mentions that a shared purpose should be established between the brand and their customers. This again provides support for our separation of Aaker's (2018) strategic message by creating two new criteria whereby one focuses on the customers.

Lastly, Bonchek (2016) emphasises the brand DNA that connects to the brand's vision and philosophy which reinforces our strategic core criterion. Therefore, all of his components of a strategic narrative strengthen our definition of a signature story.

To exemplify our findings, we apply our new criteria on the Olympic's marketing campaigns. The 'Thank You, Mom' and 'Sport Doesn't Care' campaigns can be identified as highly involving, authentic and intriguing by evoking strong emotions, using real-life examples, and fascinating stories. The first campaign focuses on the slogan "It takes someone strong to make someone strong", implying that one reason athletes are thriving is thanks to their mums' guidance and support. The second campaign highlights that sport does not care who you are linking to the fascinating strength of the disabled athletes in the Paralympics. Both campaigns' messages link to the core values of the Olympic which include striving for excellence, demonstrating respect and celebrating friendship. Thus, the strategic core is connected to the brand's signature story. In addition, it relates to the customer link by showcasing real moments with real people. This embodies the customer centricity and value proposition as it inspires and encourages athletes to follow their passion. Therefore, the Olympic brand serves as a suitable example of an excellent communicated signature story, balancing the strategic core and customer link in an intriguing, authentic and involving way.

To illustrate our idea and definition of signature stories we created a visual representation displayed as a signature story tree (figure 1).

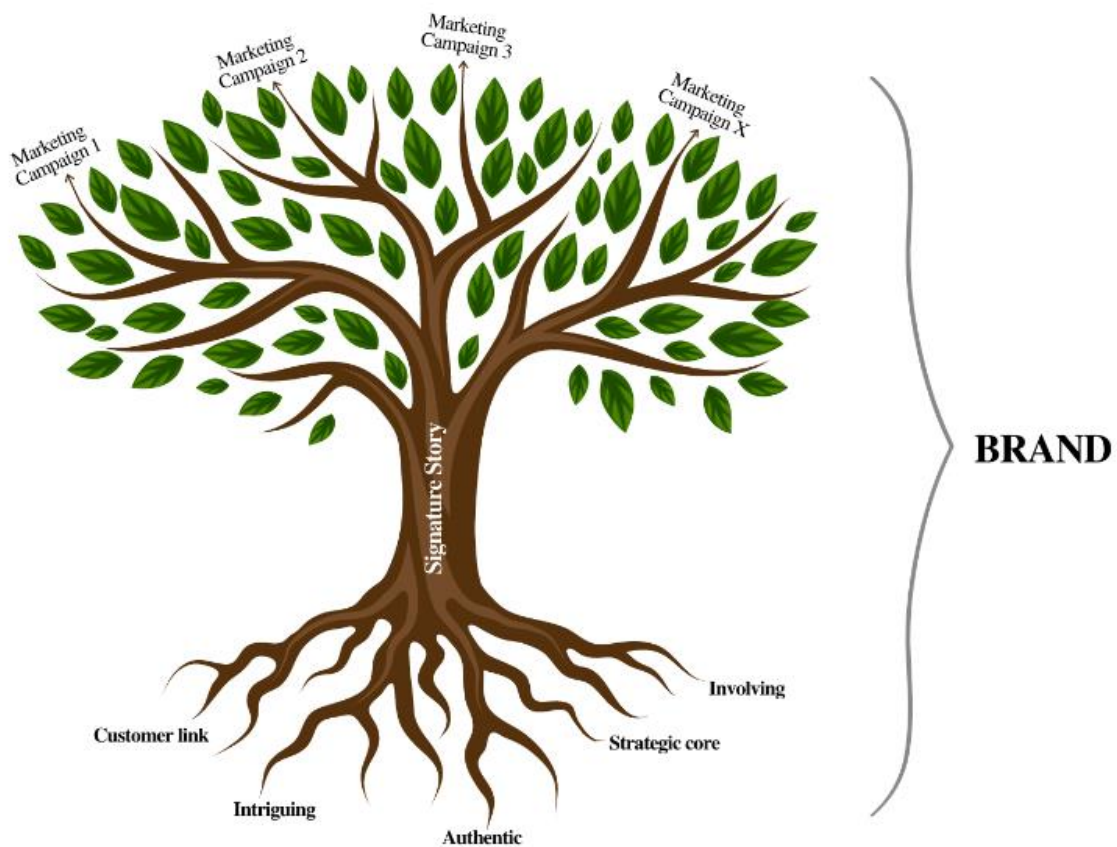


Figure 1. The signature story tree (inspired by the brand tree of Fog et al., 2010)

The brand itself is represented by the whole tree including the roots, stem, and treetop. The trunk of the tree illustrates the signature story as it stems from the core of the brand and builds a strong foundation for the crown of the tree. Rooted in the soil, the criteria serve as the roots and thus form the basis of the brand's signature story. The marketing campaigns are symbolised by the tree's branches.

The tree serves as an adequate example to visualise the connection between the brand and the signature story. A tree takes its vital nutrition and water from the soil which the roots absorb (criteria) and then transport through the stem (signature story) all the way up to the top of the tree's branches (marketing campaigns) in order to make the tree grow bigger, healthier and stronger (build a successful long-term strategy).

Discussion and conclusion

Conclusion

The aim of this paper was to further investigate, examine, define and build upon the concept of signature stories by studying Aaker's (2018) four criteria in order to improve their definition, explanation and usage. Our findings uncovered that Aaker's (2018) criteria are rather obscure and coinciding which is why we scrutinised them. This resulted in adding on to the characteristics of the criteria in a more detailed way. By analysing six of the twelve brands in-depth, we encountered a dilemma with the strategic message criterion. Therefore, we chose to break down the characteristics and divide the criterion into two separate criteria: the strategic core and customer link. Additionally, we came across the fact that not all of Aaker's (2018) four criteria need

to be present in a brand's marketing campaign to be counted as a signature story. Hence, we propose an updated definition of signature stories: 'A signature story is a strategic narrative that communicates the brand's strategic core and customer link in an intriguing, authentic and involving manner. Hereby, it is essential for the story to contain the strategic core and customer link whereas it can lack one of the other features.'. Our definition is visualised in the signature story tree to make the concept comprehensible (figure 1). As a concluding remark, our research contributes valuable insights into the scarce literature of signature stories and provides a critical perspective to Aaker's work.

Theoretical implications

This study contributes to the literature of storytelling and more specifically to the limited research within signature stories. Currently, Aaker (2018) is the only academic scholar who has researched the concept of signature stories. As a result, our research is filling a gap in the literature by providing an additional academic source of information. Therefore, this paper extends the literature of signature stories by providing a critical perspective to his work in three ways. Firstly, we expand the concept of signature stories to be applicable to a global level since we studied non-American brands while Aaker (2018) only studied American companies. Secondly, our study builds upon his definition to further explain the phenomena of signature stories to make it tangible. Thirdly, we improve his definition by adding on to his criteria and thereby clarifying these. Our visualisation of a signature story tree makes the concept more comprehensible.

Managerial implications

Our research can provide managers and marketers with a coherent insight into the concept of signature stories and can positively impact the integration of the brand's

message to the company's marketing campaigns. They can utilise signature stories to lure in, connect and influence the audience in a purposeful and meaningful way. Hence, it is a powerful tool to shape the brand and create a deeper connection to its customers. Additionally, our research highlights the importance of signature stories. This is accomplished by providing managers with a strategic instrument to communicate the brand's purpose and message in an entertaining and memorable way; thus, creating a competitive advantage in the customers' minds. Through our visualisation of a signature story tree we simplify the overall concept and thereby support managers in understanding the significance of implementing signature stories in the campaigns.

Limitations and future research

Regarding the limitations of this study, one constraint is related to the amount of available literature and the lack of sources about signature stories provided by other academics. This is the main objective of our study which fills the knowledge gap that currently exists. However, our contributions are not enough to completely fulfil this need for knowledge which is why we encourage future researchers to deep dive into the area of signature stories.

Another limitation in our research is that the brands we examined are all B2C companies. Therefore, it would be an interesting insight to analyse if there are B2B brands that are utilising the concept of signature stories and if so, whether the criteria in our definition would differ for them. In addition, it would be valuable to research smaller companies as well as comparing various corporations per country since our study is solely focused on international brands.

Finally, our observation and analysis of the brands' campaigns are solely based on our subjective perception, meaning that our interpretation was guided by our thoughts and

feelings. Generally, it is difficult for researchers to remain entirely objective in such an evaluation process.

Throughout our study we have also noticed an interesting pattern regarding the brands Volvo, Chanel and Heineken. Each of these organisations emphasise the origin of their brand and utilise it in their marketing campaigns. As this characteristic is not highlighted by Aaker (2018), we suggest con-

ducting further research to explore the possibility of adding a new criterion stressing the brand's origin.

As our research is executed by analysing brands' video commercials online, our findings are restricted to signature stories conveyed through this specific channel. Hence, we encourage future researchers to study brands' signature stories through different platforms such as traditional media, word-of-mouth as well as digital and social media.

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Appendix

Brand	Origin	Founded (year)	Vision	Mission	Brand Purpose	Core values	Name of the ad	Product/Service	Slogan in the ad	Message in the ad	Involving	Authentic	Intriguing	Strategic message	Source
Lidl	Germany	1973	To enhance the lives of our customers, by providing quality products at market leading value, whilst ensuring that customer satisfaction is at the heart of everything we do.	- To deliver outstanding customer satisfaction. - To ensure market leading quality and value by constantly innovating and optimising our efficient processes, driven by technology and people. - To work with business partners in sustainable relationships, contributing positively to local communities. - To achieve long term success by investing in the recruitment, training and development of our people.	-	-	Big on quality, Lidl on price	Product range	Big on quality, Lidl on price	Following different people/families through their everyday lives where they are using Lidl products	Yes, making it relatable and recognizable by showing different kinds of people/families/culture in their everyday life	Yes by implementing their message of having low prices at high quality into the daily life	Yes as it grabs the attention by making it relatable and showing daily life	Yes. Showing that a low price doesn't mean bad products - connecting it to customer satisfaction and providing quality	https://www.youtube.com/watch?v=14qGt41N5o
							A Christmas you can believe in	Product range	Big on quality, Lidl on price	Following different people/families through their Christmas preparation at home/in store with Lidl products	Yes, making it relatable and recognizable by showing different kinds of people/families/culture in their Christmas preparation	Yes by implementing their message of having low prices at high quality into the Christmas atmosphere and British traditions	Fascinating as you see different traditions at homes at Christmas	Yes. Showing that a low price doesn't mean bad products - connecting it to customer satisfaction and providing quality	https://www.youtube.com/watch?v=8B9uZP714
							House of little money (name based on German translation of the series 'Money Heist')	Quality	House of little money / Your Lidl Price	A team of competitors (supermarkets) want to find out the secret of Lidl (why is it so successful?). Sending someone to work undercover which is not finding the secret because there is none. Some horror/thriller movie scenes are combined (like Money Heist, Bird Box) to make it more shocking	Yes, the tension and wanting to know the outcome makes you stick to the ad	A bit over the top, there is competition but it is not as scary and nerve-wrecking as depicted	Yes it grabs attention by relating to different movies, series, creation of tension. Audience wants to know outcome	Yes as they present Lidl as the best in quality with high customer satisfaction, showing that they are the best in market	https://www.youtube.com/watch?v=7081h4z0Ug
							Mirror, mirror on the wall... whos the cheapest of them all?	Low price	Lidl is worth it	Based on Snow White. Showing the evil queen (competitor Aldi) asking the mirror whos the cheapest - but theres Lidl which is way cheaper. Showing the dwarfs and Snow White who works for Lidl saying that Lidl obviously is cheaper	Empathizing with Snow White as you associate her with being good instead of the queen which is evil (Aldi)	A bit over the top, showing rivalry	Catches attention due to the connection to the fairytale	Yes, focusing on being the cheapest amongst all competitors	https://www.youtube.com/watch?v=ik4v81XVII
							TV spot Saskia	Saskia water	Lidl is worth it	A man telling about why the product is good (taste, short transport, natural freshness), own circulation of recycling system (recycling old bottles in store and making new out of them). Sustainable, cheap, Saskia.	Feeling of doing something good for the environment by drinking Saskia water - although its in plastic but with recycling system you can feel good about it	Debatable - is it really true?	Quick and easy to understand but nothing super special	Not really focusing on Lidl but on a product they sell	https://www.youtube.com/watch?v=9uZ490F6qd8&list=PLV9M6K60pouN03p0uJf4KwLz0T9n4em3K8edep1
adidas	Germany	1949	IT IS ALL ABOUT SPORT This is where we come from, everything we do is rooted in sport. And sport plays an increasingly important role in more and more people's lives, on and off the field of play.	To be the best sports company in the world.	Through sport, we have the power to change lives.	-	Ready for sports	Athletes	Ready for sports	Showing different athletes in different disciplines of different races/cultures - don't be afraid, take opportunities, never give up Sport might not be the answer right now but it taches us: impossible challenges must be faced and overcome	Yes, the music is dramatic and you feel with the athletes, tension, emotional due to showing highs and lows in sports, unforeseen	Feeling with athletes, showing different sports, conveying relatable feelings - everyone knows how competitors feel like	Grabbing attention by showing athletes in close-ups, deep expressions	Connects to core identity of adidas, sports. Sports playing an important role in our lives	https://www.youtube.com/watch?v=iv_gu_7Xwqg
							adidas Originals, Superstar, Change is a team sport	adidas Originals, Superstar sneaker	Change is a team sport	First day at adidas for skater Jenn Soto, joining the family of creators, running through different 'offices/departments/sports classes', a voice from a speaker talking about having fun, making a change	Is more an outside perspective, I don't feel with the character	Yes as I am feeling the excitement of the main character	Refers to strategic message of making a change and having fun	https://www.youtube.com/watch?v=9uZ490F6qd8&list=PLV9M6K60pouN03p0uJf4KwLz0T9n4em3K8edep1	
							Break Free	Break Free	An old man feeling stuck and sad living in the elderly home. When he was young, he was a sporty athlete that loved to run. Looking at his old running shoes, he started running through the elderly home and when he arrives at the door to get outside, the employees stop him. In the end, his housemates help him get outside so that he can be free and run away.	Empathizing with the character as you can tell how his feeling and it makes you sad. Throughout the video, you wish for him to get outside to finally follow his passion again.	Yes, this feeling of being lonely, sad and locked in is often shared by people living in retirement homes. The emotions are transported with the music	It makes you stick to the story as you want to know if the old man can finally be free again.	Pays on to the purpose and vision of the brand	https://www.youtube.com/watch?v=q0139uY0k	
							Faster than	adidas running	Faster than	Showing different people running with a voice from the off talking about the feeling of running	Makes you feel like running gives you freedom	Relatable feelings are conveyed (exhaustion, freedom, happiness, togetherness)	Combination of music, voice and picture catches attention. Makes you feel like grabbing your sports stuff and start running	Referring to constant state of change	https://www.youtube.com/watch?v=2q8693tB01s
Volvo (cars)	Sweden	1927	Our vision is that no one should be killed or seriously injured in a new Volvo car.	At Volvo Cars, everything we do starts with people. So our mission to make people's lives easier, safer and better is something that comes naturally to us. It's the Volvo way.	Our purpose is to provide freedom to move, in a personal, sustainable and safe way.	Quality, Safety and Environmental Care	The E.V.A. initiative: Equal Vehicles for All	The E.V.A. initiative (safer cars)	Equal vehicles for all. Volvo always put people first.	Women are more likely to be injured in a car crash. Volvo Cars has collected crash data for more than 40 years which has made their cars safer for everyone. They are sharing their research with the rest of the car industry because Volvo always put people first.	Yes. They mention several cases of how firstly women has been injured by car crashes and then how many other people have been injured/died. Use music and graphics that speeds up as the ad goes. Emotional response. It reflects a meaningful problem faced by the audience.	Yes. They use facts and do not only say that they will share the technology but they are implementing it with the EVA initiative. Volvo are transparent and have a program in action. Substance is there.	Yes it grabs attention directly. Though-provoking with the crash stories.	Yes. Connects to Volvos Core value Safety, vision and business strategy.	https://www.youtube.com/watch?v=3M476P2j3tYd4d
							Volvo XC60 - Moments	Volvo XC60	Sometimes the moments that never happen matter the most.	A young girl who has the whole future ahead of her could die in a car crash before she has the chance to experience it. Volvos safe cars can help avoid these car crashes and give the young girl a chance to experience her moments.	Yes. I do emphasize with the characters when I have seen the whole ad and it becomes emotional when I understands the plot towards the end. A bit slow though and it's a bit boring in the beginning.	Yes. It seems like a story that could be real and it is not perceived to be phony, contrived or as a transparent selling effort.	It's a long ad and it does not grab attention at first and it's not clear what the message is until the end or how Volvo fits in the picture.	Yes. Connects to Volvos Core value Safety.	https://www.youtube.com/watch?v=q0139uY0k
							Innovation made by Sweden	Volvo V90 Cross Country	Innovation made by Sweden	A good car that is made for cross country travels. A new way to explore. Swedish car maker.	No. There is not really a story, just beautiful landscape videos of the Volvo car driving around in Sweden. No storytelling text, just films.	Not really. Seems too set up with the empty landscapes, loving moments and magical feeling.	Not really. It's a beautiful ad when it comes to the cinematic and the landscape but it does not grab my attention or make me want to keep watching it.	Is connected to their mission/brand purpose to make people's lives better and freedom to move.	https://www.youtube.com/watch?v=054W9M4d4
							Volvo XC70 feat. Zlatan - Made by Sweden	Volvo XC70	Made by Sweden	Sweden is Volvos home. Mountains, vast forests, long distances, sun, rain, darkness, snow and ice. This inspires and challenges them when they develop their cars. The Swedish wilderness is their heritage and it is here they find their strength. Just like Zlatan Ibrahimović. This is their celebration of Sweden.	Yes, they use Zlatan which is a big symbol of Sweden and they use the national anthem of Sweden but adapted it from I wanna live, I wanna die in the Nordic to Sweden.	Yes, authentically Swedish. Use the swedish language, landscape and football star to showcase their Swedish heritage and strength.	Mostly yes, it catches attention with Zlatan and his voice over.	Connects to the brands purpose of providing freedom to move	https://www.youtube.com/watch?v=8y4072j4Ug
							Made By People	Not a specific car but just their cars overall.	Made by People	It is not important which country is the best at building cars because the truth is we are all building them together. Volvo has brought people from all over the world to build their cars because they know it makes them better. Diversity sparks creativity and pushes innovation. It helps them to build safer and smarter cars, designed around peoples everyday life. Great minds don't think alike.	Yes its diversity draws you in since they use people from different nationalities - cognitive response. It is a response to the meaningful problems that the audience faced about Volvo moving it's production to China and would Volvo still be Swedish. Makes people from other countries proud when their country is represented.	Yes. There is no pretentiousness, they say their cars are made by people and the ad shows it.	Catches attention from people all around the world and makes them feel included. Beautiful music and good message.	Focuses on their mission rather than their vision. It is more about how their cars are made and the Volvo way.	https://www.youtube.com/watch?v=0u366k8444c

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House of Chanel	France	1909	Our ambition is to engage on a journey toward exemplarity.	<p><i>Internal mission</i> is to maintain the conditions in which creation thrives, believing that creativity and beauty are essential drivers of progress.</p> <p><i>External mission</i> is to be the Ultimate House of Luxury, defining style and creating desire, now and forever.</p>	We embrace the epic modernity of our rich heritage and fulfill its vision by serving today's self-powered woman who creates her destiny.	Creation-driven, Luxurious leader and human-driven.	Le Film with Nicole Kidman (2004)	CHANEL N°5	I will not forget her kiss, her smile, her perfume.	The woman who wore the perfume was a celebrity and desired by men. She changed his life for good. This is what the perfume will make you feel: luxurious, desired, unique and living everyone's dream.	The emotions, music, characters and set draw you in.	Debatable - It is a typical love story that one can easily predict.	The ad is a short love story that grabs attention by adding lots of emotions and grabbing attention.	Clearly represents CHANEL's values and vision of making a woman feel powerful, desired, unique, etc.	https://www.mylavorci.com/fr/le-film-chanel-no-5-2004-404/
							L'Esprit de Chanel with Vanessa Paradis (1992)+J22	CHANEL COCO	COCO, the spirit of CHANEL.	Fully inspired by Coco Chanel, legendary hostesses including her Persian cat. <i>The spirit of Chanel will remain?</i>	It doesn't involve the customer as it is a rather confusing ad, emotions evoked are very unclear	You have to watch the ad multiple times in order to properly understand it, rather not authentic.	It starts with Vanessa Paradis who is depicted as a swinging bird in a beautiful golden birdcage. Definitely sticks in your memory.	To an extent. Yes, it gives a very luxurious feel, which is enhanced by the décor and the music. But it is more focused on a dedication to Coco Chanel rather than how the customer fits into it.	https://www.mylavorci.com/fr/le-film-chanel-no-5-2004-404/
							Train de Nuit with Audrey Tautou (2009)	CHANEL N°5	In the song: "I love that smell, others too..."	The woman travelling on a train meets a man, by fate, or rather through the scent of the smell. He becomes head over heels in love with her. The perfume makes you desirable.	You emphasize with the characters due to the music, the dark scenes, their emotions. You are waiting for the moment that they will be together.	Maybe not the most authentic again. It is a "classic love story" where the man just falls under the perfume's/woman's spell.	It is another "short film", not an ad, with a clear beginning, middle and end. It is an attractive film, again the décor, location, everything is thought about. Also with beautiful actors, it really lures you in.	You want to be the beautiful woman in the "film". Clearly shows CHANEL's values, this luxurious, empowering feeling. Also good they show how a woman by herself travels by train to Istanbul -> independent woman.	https://www.mylavorci.com/fr/le-film-chanel-no-5-2004-404/
							CHANEL N°5: The One That I Want: The Film (2014)	CHANEL N°5	In the song: "You're the one that I want."	You know your perfume is N°5 and you go for it, always. You should do the same in your life.	Not the most authentic, but it does feel truly like a movie. However, this time the woman chases the man which is in CHANEL's case, less phony.	The woman who has it all, but when she loses the man she loves she needs to "shape up" as a person and go for the things she wants. Be true to your heart and know what you want: CHANEL N°5 + man.	Very strategic. The perfume plays a background role, but the overall values CHANEL stands for are prominent: luxurious, wealthy, independent and even bold.	https://www.youtube.com/watch?v=8a6Wz2XWg8	
							There You Are with Brad Pitt (2012)	CHANEL N°5	"There you are, CHANEL N°5, inevitable."	While plans and dreams change and the world constantly evolves, CHANEL N°5 remains. The woman who wears the perfume is "inevitable" and is in fact "the star".	You wonder what the goal of his monologue is, but it is not that involving. But he speaks with lots of emotion and this is also visible in his face which leads to a more involving story.	The first male face of the brand's signature scent. It is no film, solely strong sentences. However, it is quite clearly that they try to sell the product. But a twist on CHANEL's usual ads.	Brad Pitt of course catches attention and since it is mainly him saying words (no movie, décor, music, anything) it is quite intriguing.	The strategic message is a hidden, since the protagonist is talking to the "perfume" which means talking to the "woman" = you. Less of the luxurious touch, but it is more dedicated to the woman who is the star wearing the perfume.	https://www.youtube.com/watch?v=8a6Wz2XWg8
Lego	Denmark	1932	"In my vision -- in my dream -- the LEGO name is associated not only with our products and with the company. And it is not limited within the confines of specific goals and strategies. The LEGO name has become something universal. A concept which can be defined by the words: ideas, exuberance and values."	Children are our vital concern.	LEGO has a purpose: to inspire and develop children to think creatively, reason systematically and release their potential to shape their own future.	Imagination, Creativity, Fun, Learning, Caring & Quality	Inspire imagination and keep building	Lego bricks	Keep building	Kids want to explore and create by themselves, it might always be successful but they want the opportunity to try. Inspire kids to use their imagination and watch them keep building amazing creations with lego bricks because parents taught them how to think and dream.	Yes, the kids voiceover talking about how she wants to figure out stuff by her own and the beautiful scenes draws you into the story. Heartwarming story that ends with, "I'm about to make something that I know will make you proud."	Yes, the story provides authenticity that comes from kids wanting to explore and try by themselves and could do this with legos bricks.	Yes it catches attention directly when the kid says "I don't always want you to help me and the slow music.	Yes definitely connects to their vision, mission, purpose and core values. Homerun!	https://www.youtube.com/watch?v=8H9X94u8x4
							LEGO Rebuild the world	Lego bricks	Rebuild the world	It all starts with a brick. And billions of possibilities. Build. Unbuild. Re-build. Experiment. Break the rules. Fail. And try again. This is the cycle of creativity. Rebuild the world.	Partly, it is fun and creative but it does not keep your attention or have a clear plot in the story. No emotional connection.	No, it is obviously not real and it seems a bit phony and contrived.	Yes, it's fun, creative and humorous.	Slight connection to their core values, imagination, creativity & fun	https://www.youtube.com/watch?v=CX6vZ8u2c
							This is not a Brick. It's their wildest wishes.	Lego bricks	This is not a Brick. It's their wildest wishes.	Kids can create whatever they want with the bricks and experience their wildest wishes. Which might be a bit terrifying for the parents if these wishes would be real but they are not so they are relieved that the bricks exist.	Yes, it's fun and it has action and humor. Shows the relationship between kids imagination and parents "fear". A clear plot in the story which is showcased through several family stories that are diverse.	Yes, grabs attention directly because it is dynamic and they get right into the action in the beginning.	Yes connected to all elements, encourage kids to dream, imagine and create.	https://www.youtube.com/watch?v=665Sd3UWk	
							Let's build.	Lego bricks	Let's build.	Build and create LEGO constructions with your family to create special moments. Might not always be on the same side when it comes to food and bedtime but you are a team when creating things with LEGO and the parent will always be there to build that extra brick with their kids.	Yes, it is a cute story with a kid as a narrator that is involving by telling a story with humour about how kids and parents do not always agree but in the end when it comes to building legos they are a team.	Yes definitely. Could and are most likely a true story, a lot of recognizable moments.	Yes, the kids narration and the cute moments catches your attention.	Yes. Connects to all values, mission and vision while adding the togetherness part of family!	https://www.youtube.com/watch?v=9wQx873o7xk
							Saving Thanksgiving - LEGO Stop motion short	Lego bricks	Saving Thanksgiving	When the real Thanksgiving Turkey is unusable use lego bricks to create your own Thanksgiving Turkey. The kids like it but in the end you cannot eat it and they get sad. A very confusing ad to be honest, not sure what the message was.	Not really, a bit confusing what the story message is because there is no narrator or text and the plot does not really make sense either. Interesting with stop motion though.	Partly, the problem with the Turkey seems very authentic and a problem many American families fear but the solution to create a lego meal instead makes no sense and does not seem real.	In the beginning it catches attention but it does not keep it.	No, not connected to any part of their values or maybe a bit to creativity.	https://www.youtube.com/watch?v=9rK9w9zrlv
Samsung	South Korea	1969	Short version: "Inspire the World, Create the Future." Long version: To inspire the world with innovative technologies, products and designs that enrich People's lives and contribute to a socially responsible sustainable future.	"We will devote our human resources and technology to create superior products and services, thereby contributing to a better global society."	"We exist to create human-driven innovations that defy barriers to progress"	People, excellence, change, integrity & co-prosperity	Samsung's Belief: We didn't do this.	Samsungs technology	We didn't do this. We just made it possible.	Samsung believes that technology serves to advance humanity, and its benefits should be available to all. Because by enabling every and single one of you, they know that we are building a better place together. They didn't do this, they just made it possible.	Yes you want to keep watch the ad in order to see how people could solve their problems with technology. Different people with obstacles draws you in to the story.	Yes. Samsung is honest and says that they did not do it, they just made it possible - they are being transparent. Real people with real problems make this authentic also.	Yes. Catches attention with the music, the cool technology and different people overcoming obstacles.	Yes definitely. Vision, mission and core values are all there in the ad.	https://www.youtube.com/watch?v=ue47197u7v
							Remote Access: Work and learn on your TV	Remote Access with Samsung Smart TV	You can do more. It's more than a TV.	(Released this year during Covid-19) You can work and study from home with Samsungs Remote Access and Smart TV. Discover more ways to enjoy your Samsung Smart TV.	Yes. The music is catchy so it keeps your interest. They use a bit of humour also. Connects to the current needs of the target group during these times. Mostly cognitive response.	Not really a story behind the ad. It is clear that this is a product focused ad and that it is a selling effort.	Not necessarily intriguing since it is a product focused ad, it is rather informative and relevant. Not very thought-provoking or inspiring or awe-creating.	Connected to the company's mission. However, does not seem like a groundbreaking product that will radically change peoples lives for the better, might make the everyday lives easier though.	https://www.youtube.com/watch?v=3h1d6F8x0AA
							Do what you can't	Samsung Gear VR headset	Do what you can't	Push beyond what is normal and do what you can't. Demonstrate the company's commitment to providing products and services that allow people to break boundaries and do the incredible.	Yes definitely. The plot and story of the ostrich keeps you wanting to see if it can do the impossible, you get involved in the character and cheer for its success. The music and good visual effects make it even better and creates a movie like feeling.	The story in itself with the ostrich is obviously fake and impossible but that is also a part of their message of how bold action can defy barriers.	Yes. Catches attention from the beginning, attracts the eye and mind because it is thought-provoking, exciting and humorous. Awe-creating visuals.	Yes. They clearly connect to their vision, mission and purpose.	https://www.youtube.com/watch?v=179v0P3u5tE
							Growing up	Samsung Galaxy	Upgrade to Galaxy	It's never too late to make the right choice. It time to upgrade, change from Apple to Samsung. Shows all the bad things/obstacles that one has faced by having a iPhone instead of a Galaxy. Comparing and showcasing them being better than Apple.	Yes since the Apple-Samsung debate is an ongoing war that divides people it is interesting to see how they "fight" with commercials. The shade is real and it makes you want to keep watching it.	Partly, as an iPhone user I know very well all the struggles they showcase in the video. However it feels like they are boasting themselves a bit too much and it is a obvious selling effort.	Yes, it catches attention right away since they use Apple in a Samsung ad and you want to stick around to see what will happen.	Not so much, they do emphasise their superior product but the comparison with Apple is in focus. They do not include their vision, purpose or core values.	https://www.youtube.com/watch?v=9545Y-pr5E
							Samsung Galaxy: The Future	Samsung Galaxy	What we create today lets you create the future	Samsung is creating the future of technology so that we can create the future with a Samsung Galaxy. Do what you can't.	Yes, upbeat music, cool animations and quick switches between the story scenes. Dynamic and involving ad, short not too long. Many smaller stories of people in different stages of life creating the future.	Yes the many small stories all seem real and involving. Samsung's vision.	Yes, it catches attention right away with the cute kid and the animation in combination with the music.	Yes it connects to their vision of inspiring the world to create the future and showcase how you can make life better with the Galaxy.	https://www.youtube.com/watch?v=726w6d800

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Garnier	France	1904	To become the number one brand worldwide inspired by natural beauty in the consumer products segment thanks to its product formulation and its responsible and ethical commitments.	To develop beauty products that are both good for you and good for the planet.	Garnier's goal is to make Green Beauty accessible to all of us.	Togetherness, sustainable beauty, innovative and affordable, beauty inside and out	New Garnier Ready-to-Use Serum Sheet Masks	Serum Sheet Masks	Super hydrating, super brightening, in just 15 minutes, new	If you have a date in 15 minutes and struggle with dull skin you need to wear a "Garnier, naturally" mask.	You are not drawn into the story, because it is not really a story. It is very clear it is an add.	There is not really a story, only the fact that the girl has a "date". It is more about why and how you would use the mask.	It is not necessarily intriguing. It is nothing new, very focused on functions.	The strategic message is there, but not enough. Garnier is emphasized as a natural, beauty brand, but it does not really show who their ideal customer is and what their short or long-term goals are.	https://www.youtube.com/watch?v=7Z3yGzj4U
							Loving Blends Honing Goud Shampoo Garnier	Loving Blends, honey gold shampoo.	Honey gold recovers, and prevents split ends.	In case you have damaged or fragile hair, you use honey gold from the loving blends product line of Garnier as a solution.	The music was catchy and since the ad was only 15 seconds long, it was easier to remain focused on the ad.	Again, clearly an ad trying to sell the product.	The facts of the recyclable bottles might be intriguing about the ad.	They talked to you - a customer and asked YOU questions, which is good. Also the sustainable brand was emphasized including the recyclable bottle.	https://www.youtube.com/watch?v=fab9u8ZQc4
							Discover Our Organic Aloe Vera - Garnier SkinActive	The entire product line Garnier SkinActive, based upon aloe leaf juice	Skincare that works. Powered by nature.	If you want 48h hydration the natural way, you need to use Garnier products with organic aloe vera.	More involving than general. The Mayan vouch for the use of aloe vera. More beautiful product shots in this ad.	More authentic than usual, because they only show the product and they really emphasize the plant as a miracle. Not YOU.	Smart to call the aloe vera a "miracle plant", implying that the juice of the plant will also do "miracles" to your skin.	You do not actually see a customer in this one. The focus is highly on the products, which aligns with Garnier's strategy. However, that is mainly all it does.	https://www.youtube.com/watch?v=EH1uV0uf3E
							Dare to colour with new #ella hair colouring products.	Garnier Olla hair colouring products.	I dare to colour with Olla.	For women who want intense, deep, luminous coloured hair.	Also more involving than general, due to the type of slow shots, and showing multiple women with multiple hair colours who "dare to colour".	More authentic than usual, but they just show women with different hair colours and facts about the product not having e.g. ammonia.	The slow/fast moving shots are quite intriguing and because their hair looks so perfect you might desire to want the same. They kind of "dare" you to colour your hair in an intense colour.	More focused on customers now and does not speak to YOU, but shows different women who are "daring" so they try to trigger you to dare it too. Also the values of Garnier are mentioned.	https://www.youtube.com/watch?v=45y6KtJiW6
							Garnier Micellar Cleansing Water	Micellar Cleansing water.	No matter your skin, no matter your make-up, there's a micellar for	Easily removes make-up with 1 cotton pad. For each skin one there is one solution: micellar cleansing water.	They try to involve you by saying "there is a micellar for you" and showing different women with different skins and make-up and how they remove it.	Semi-authentic: Showing different women removing their make-up. However, showing that everyone is unique and different but we all need the same solution to clean our skin: micellar.	It is intriguing to see how long wear make-up is taken off by one pad but that it also works for oily and dry skin. At the end they state it is used in 10 women would switch. But, how many did they survey?	They did not focus as much on their values as they did in other ads. However, it was more focused on the customer and showing how the product could be used in your future. So the strategic message is not fully there, but partly.	https://www.youtube.com/watch?v=3w0r7vDz726
Heineken	The Netherlands	1864	We are a proud, independent global brewer committed to surprise and excite consumers everywhere.	We build true human connections and break down barriers, because we believe great moments shared together are the best in life.	Passion for quality, enjoyment of life, respect for people and for the planet.	Heineken - The Negotiation	Heineken bottled beer - but not really.	Heineken, open your world.	Open up your world. Try something new. E.g. the football chairs in the ad (or Heineken).	Super involving, you are completely drawn in and it does not feel like looking at an ad. It could be a TV series. Since they use real people, you can relate and it is hilarious.	Not phony at all. To every couple in a relationship it is very relatable. It does not feel transparent and there is a deep message at the end. They use real, genuine people which makes it a real, genuine video.	Definitely intriguing. It is fascinating and relatable to see couples negotiating about two ugly football chairs, in which it is very likely the woman will never agree with her man.	The strategic message is there but slightly hidden due to the engaging story of the commercial. However, they do use their brand attributes very smartly, by just giving them a bottle in the end, or adding a green background.	https://www.youtube.com/watch?v=cf1u6c-1DnE	
						Heineken 0.0 Now You Can Parking	Heineken beer 0.0%	Now you can.	Now you can drink Heineken 0.0 before driving. Since it has 0% alcohol there is no risk.	Definitely involving due to the humour in the ad. Also since it is a short ad, it is not difficult to pay attention to it and the music also adds onto it.	Yes authentic. At the beginning, it seems you can predict the story, but they actually turn it around and into a joke.	The fact that they put a lot of humour, emotions and a message into a 15 second commercial with no actual spoken text is quite fascinating.	The 0.0 bottle is clearly the star in this ad, but so is the person drinking it. A good balance between the brand and the customer. Also the values of enjoying life while drinking the same quality customers are used to are evident.	https://www.youtube.com/watch?v=3N7Cz1z72	
						Heineken WYDND Father/Son	Heineken beer 0.0%	The better driver is the one who doesn't drink.	When you drive, never drink. And in case you want to drink: drink Heineken 0.0%	Very involving. The friendly family rivalry draws you in, the music draws you in and the funny examples they use.	Yes authentic. Even though they use F1* world champions, Father & Son, Keke and Nico Rosberg, they make them look human and relatable.	Very intriguing. Even though the son can almost never win from his father, in the end he outsmarts him with the 0.0% beer. It is refreshing to see that champions are also just part of a normal family.	Very evident that drivers should not drink when driving. However, they focus the ad mainly on driving which resonates more with customers. In the end, everyone is holding Heineken and the iconic bottle is remarkable.	https://www.youtube.com/watch?v=3v9k8u3y0t8	
						Heineken - Nature's Wonder	Heineken beer	Heineken, open your world.	It is about the Dutch heritage of the brand. Whenever you celebrate, you do it together, with Heineken.	The humour is the best besides the fact that it is very unique and clever thinking.	Very authentic, as it was probably never done before. It is very authentic to Dutch culture, sipping a beer together when celebrating.	Intriguing to the amount of humour that just never seemed to end.	The strategic message is in there as it reflects Heineken's values and also stays true to Heineken's funny image. They put the bottle "in your face" more than usual, but in this case you really have to in order for it to work.	https://www.youtube.com/watch?v=3j8E5TQz6	
						Heineken Crate Chronicles	Heineken beer crates	Een krat is meer dan een krat. Translated: A crate is more than a crate.	Basically showing how the Heineken beer crate fits into the Dutch culture and not just as a typical beer crate.	Very involving due to the amount of humour. It is also nostalgic, as they even use the old yellow crates. Very recognizable and relatable to any Dutch person.	It is very authentic, as they even include the bad Dutch English accent. They film different moments through history and add the funny element of the crate in there.	Humour. Good examples throughout the commercial. Fascinating how they included the element of nostalgia in it.	Very strategic. The crate and/or bottle is almost the entire time in the commercial, but it is cleverly included as an essential part of the story. Every value of Heineken, every brand attribute and the customers are all together in one commercial.	https://www.youtube.com/watch?v=8k4d7gX011s	
Allianz	Germany	1890	We are Allianz. We are here to make insurance easy and fitting for you.	We secure your future	International health insurance	International health insurance	-	Showing a little boy with the family dog which he clearly loves. He's painting a picture where he, his parents and the dog go on a plane. The family moves abroad but at first has to leave the dog behind. However, in the end, the dog rejoins the family	Very involving due to emotions transported. One can feel the boys love for the dog and the heartbreaking moment of leaving him behind. A lot of joy when reunited	Relatable as not everything can be taken when moving abroad. Strong bond between humans and dogs	Playing with emotions. Makes you think of your own pet (if you own one) and how you'd feel	Showing that the company provides a solution to the problem	https://www.youtube.com/watch?v=umY9kuVXY		
					School Run	General insurance from A-Z	Insurance	Showing the difficulties of parents bringing their kids to school in the morning (screaming etc.) - feels like a race in the morning - showing them on a race course to make connection	Very relatable for parents and how stressful mornings can be, emotional	Very authentic as this is referring to the daily lives of many parents	Fascinating in that sense what parents have to deal with in the mornings and how kids can behave	Strategy is to remind people to get insured - something could happen on the way to school, especially important since beloved people are together	https://www.youtube.com/watch?v=5v138a8v85E		
					Start into your future - with the new Allianz life insurance	Life insurance	We are here	Showing different situations and the correct people that can help. Allianz is available if it referring to your financial future	Involving because you can relate to situations, you would think who you would talk to when	Authentic as showing different people in different situations but everyone could worry about financial future	Not so much, trying to play with emotions but it's not so engaging (but short ad)	Strategic message is to support in financial future personal, digital, financially strong	https://www.youtube.com/watch?v=9v9bN6g19d		
					Not your typical drive to school	Car insurance	Because it matters	In case of a car accident a good insurance can make life easier	More or less involving - very preticiable ad	Not very authentic because it usually not so easy to get a new car just like that - a lot of paper work, police etc.	Playing with humour: many people would behave the same way	Strategy is to show good support whenever you need it, simple and quick	https://www.youtube.com/watch?v=2CH0B_c60		
					Why a disability insurance for pupils is important	Disability insurance for pupils	-	All you want for your children is a safe future, luck, health, finding their dream job, BUT kids can't be protected everywhere	Relatable, makes you think of protection of own children and thinking of what you would do if something happens to them	Authentic as it showing kids in different life stages and situations	Playing with emotions. Makes you think of your own children (if you have) and how you'd feel if something would happen	Show importance of protecting own children and starting early	https://www.youtube.com/watch?v=3D9d6Gc9d5E		

Brand	Origin	Founded (year)	Vision	Mission	Brand Purpose	Core values	Name of the ad	Product/ service	Slogan in the ad	Message in the ad	Involving	Authentic	Intriguing	Strategic message	Source
Olympic	Greece	1892	To build a better world through sport.	To put athletes at the heart of the Olympic Movement whilst promoting sport and the Olympic values in society, with a focus on young people.	The goal of the Olympic Movement is to contribute to building a peaceful and better world by educating youth through sport practiced without discrimination of any kind and in the Olympic spirit, which requires mutual understanding with a spirit of friendship, solidarity and fair play.	Striving for excellence, demonstrating respect and celebrating friendship.	P&G Thank You, Mom! Campaign Ad: "Strong" (Rio 2016 Olympics)	Rio 2016 Olympics partner of P&G.	It takes someone strong, to make someone strong. Thank you, Mom.	Everyone who is thriving today, is thriving despite whatever history one may have had, because they always had someone to fall back to: their moms. All the athletes of the olympics are strong, because of their mothers.	Super involving, right from the beginning. Very intense examples are displayed, however the mom is always there to the rescue.	Really authentic. The people are real. The emotions are real. And it feels as if their stories are real too.	Really fascinating. It makes you think about your own family and how often they get your back, and how the memories stay with you no matter what. They are the ones who shape you.	Very subtle, because all the athletes that are used in the example are shown as champions in the Olympics. Definitely coherent with the brand's values.	https://www.youtube.com/watch?v=0dG5wV8Ug
							Alibaba's Olympic Ad: To the Greatness of Small.	Olympic Games partner of Alibaba	To the greatness of small.	It does not matter how small or big you are. All the small numbers together actually make up a very big number. It is the small steps that often count the most.	Very involving and emotional, especially with the music. Different ethnicities, different locations win different sports, are all connected to the greatness of being small.	Definitely authentic. Even though they use facts, they use real-life examples that are often forgotten about. The stories makes sense because they are realistic.	Very fascinating as people often do not look at "small" as something great. They turned the perspective around very smartly and it works very well.	Smart strategic message. They even include the paralympics and show how athletes win the Olympic games only because of this "small" difference in time.	https://www.youtube.com/watch?v=8jBj5A2j8
							2016 Rio Olympics Samsung Official TV Commercial The Anthem	Olympic Games partner of Samsung	One world, one anthem.	Even though we all have our own language and culture, we all come together when the Olympic Games are on.	Very involving, as they show different national anthems and put them together as one, showing the world as one. The one world anthem is very well done.	Very authentic, because they show essential cultural attributes of cultures all over the world, making it relatable to any person who watches it.	Yes intriguing. Even though cultures are often very different it is beautiful how they portrayed every culture to be similar through this world anthem.	Clear strategic message. It is very clear that it is about the olympics, yet it is all about the people starring in the commercial. Perfectly aligns with the Olympics mission, vision and values.	https://www.youtube.com/watch?v=30U74p88
							London 2012 Paralympics Sport Doesn't Care Samsung	Paralympic Games partner of Samsung	Sport doesn't care who you are.	Even though you might have disabilities, you could still do sports if that is your passion. Because sports does not care who you are.	Very involving. Seeing disabled athletes thrive and push themselves is very emotional and it depicts a very real picture of the truth.	Very authentic. Again showing real disabled people, pushing and fighting for their passion in sports and as a result they all thrive.	Yes. It is very fascinating to see how people, even when they are disabled, are becoming such amazing athletes.	Strategic message but now focused on paralympics. They show the athletes in action and winning the games. Very well aligned with the brand again.	https://www.youtube.com/watch?v=U8P30t8g8
							Rio 2016 Olympic Games: Trailer - BBC Sport	Olympic Games partner of BBC	The greatest show on earth.	It is an animation, in which they use animals first to portray the rich fauna and flora of Brazil, whilst also showing the process Brazilian people and the city Rio made.	The music is very involving. However, the commercial is on the long side (or maybe just not that interesting enough). However, it is fun to see what animal plays which sports.	Very authentic to Brazil's current state. Their city has grown a lot and it also shows the diversity of Rio by portraying Brazil's beautiful nature.	Quite intriguing and refreshing to see how they changed the perspective by turning the people and the sports into animals.	Very good balance between showcasing the country where the Olympic Games will be hosted as well as the "athletes" who will play the sports. However, the human element is slightly removed, but this is alright due to the playfulness and animated nature of the commercial.	https://www.youtube.com/watch?v=KcG5v8a44
Alibaba	China	1999	We aim to build the future infrastructure of commerce. We envision that our customers will meet, work and live at Alibaba, and that we will be a company that lasts at least 102 years.	To make it easy to do business anywhere.	The company's philosophy is customers first, employees second and shareholders third. "From the outset, the company's founders shared a belief that the Internet would level the playing field by enabling small enterprises to leverage innovation and technology to grow and compete more effectively in the domestic and global economies"	1. Customers first 2. Teamwork 3. Embrace Change 4. Integrity 5. Passion 6. Commitment	"Watch out for this woman": Alibaba's Ad for the 2015 Global Women's Conference	Alibaba.com	Alibaba the sourcing pros	Makes it easier to run a small business. Find reliable suppliers and source just about anything, from anywhere with Alibaba.com, the sourcing pros.	Not much, it does not draw you in because it's just a man standing and obviously trying to sell something. Typical selling ad. It's a bit involving with it's humor though. Do not create emotions.	No really, very clear that it is a selling effort and product focused ad.	Yes it definitely catches attention with it's humor and odd scenario.	Only the mission. No clear connection between getting hit by a baseball machine and suppliers and selling - yes his product is about protective gear but it does not showcase the company alibaba.	https://www.youtube.com/watch?v=K8j8t8t8
							To the greatness of small	Alibaba.com	Watch out for this woman.	Watch out for all of these powerful women in this ad because they have created amazing things by themselves and helped others. Encouraging women to make the world watch out for you. Nearly half of the entrepreneurs on Alibaba are women.	Yes, it definitely draws you into each and every story of the women included, emphasize and look up to the characters. The plot is involving and makes you want to keep watching. Creates cognitive and emotional response.	Yes most definitely since they use real people and their stories. Showcases clips from these powerful women and them in action. Since it is also connected to the Global Women's Conference it makes it even more authentic.	Yes, the repeating slogan Watch out for this women catches attention. It is fascinating and thought-provoking.	Yes, it connects to them all by enabling small enterprises to do business everywhere. Since they showcase different businesses and women from all around.	https://www.youtube.com/watch?v=PRX3s1s1
							Alibaba's Olympic Ad: Kenya Ice Hockey Team Dreams Big	Alibaba.com	To the greatness of small.	Alibaba empowers small businesses and young people around the world. Small can be calculated but it can not be ignored. Alibaba has a different point of view on small, they believe it has power. From small to big everyone is making a difference. Alibaba believes in the power of small.	It is inspiring and creates an emotional connection and the Olympic stories creates an Olympic advertising campaign it also creates authenticity.	Yes they use real people from the Olympics and showcases their battles. By being an Olympic advertising campaign it also creates authenticity.	Yes, catches attention from beginning with the narrative and encouraging words. Fascinating and inspiring.	Partly with the connection to small businesses but kinda hard to see that it is an Alibaba commercial since it's more focused on the Olympics.	https://www.youtube.com/watch?v=7J16G1V8_
							Alibaba.com Success Story: EyePatch Case	Alibaba.com	To the greatness of small.	People are against the guy who thinks he will play ice hockey when he lives in Africa. He says one day I will. Alibaba believes that great dreams start small and on the greatness of small.	Yes the story of this Kenyan boy with a big dream definitely draws in the audience and makes you want to see how it turns out for him, if he is able to succeed with his dream.	Yes the story seems authentic and real. Does not seem like a selling effort. Use real example.	Yes it catches attention by referring to the feeling of having people doubt you.	Not really, in the end they mention the small business and the greatness of small but the whole story is loosely connected to alibaba and their business.	https://www.youtube.com/watch?v=K5G5P185G
							Customer success story	EyePatch Case	.	A customer success story on Alibaba. Started with a guy who saw a need of privacy after students were given laptops and then a IT hacked into those when they were home. Saw the need for a phone case with a switch who can cover the front and rear camera completely. He knew Alibaba connected people with manufacturers around the world. He then had a product in his hands in a matter of weeks.	Yes, it is a real inspiring story that draws you in and create a cognitive response. A little bit emotional, involving plot and the guy is good at telling his story.	Yes it is a real story from a company that succeeded on Alibaba. Showcases that Alibaba can make small businesses succeed. Does not seem as much a selling effort as the first ad.	Yes it grabs attention from the beginning with the story about the kids getting spied on.	Yes most definitely strongly connected to their mission and purpose. Also connected to vision and core values.	https://www.youtube.com/watch?v=3v8v8v8
Kinder Chocolate	Italy	1968	At the heart of the KINDER™ brand is the commitment to sparking, sharing and celebrating the simple joys of childhood. After all, it's the simple joys children experience that make childhood magical. That's why, for almost 50 years, we have been delighting families all over the world through innovative products and experiences specially created to help parents and children share simple moments of joy together.	Spark simple joys everyday, share moment together, celebrate unforgettable milestones		Sightseeing	Kinder chocolate bar	Simply to fall in love	Cartoon: lovestory of the milk and the chocolate are two figures that celebrate their lovestory	Evoking the feelings that you have for your special someone or wanting to find this person	Displays a lovestory, although it is a cartoon it is relatable, but cheesy with the trip to Paris and very cliché	Not really, it is not really evoking fascination	Yes, make associations to cartoon characters and telling stories, bringing joy	https://www.youtube.com/watch?v=GF6yTt8p8	
						Higher	Kinder choonbons	tastes like fun	Family time in the garden, kids jumping on a trampoline with the chocolate bon 'character' (cartoon), people are real	Wanting you to have some family time, having fun and enjoying the sun	There kinda is a direct selling effort because of the product presentation in the end	Again not really a special story that requires you to think or being mysterious, pretty straight forward	Reflects core values and brand mission very well as it sparks simply joy of having a Kinder Chocolate snack	https://www.youtube.com/watch?v=8v88v88	
						Enchantimals	Kinder surprise	Curious?	Showing a dad with his daughter wondering about what surprise could be in the egg	Evokes the feeling of curiosity and makes you think of when you were last having a Kinder surprise and how you felt about opening the inside surprise	Has a direct selling effort with the slogan in the end - are you also curious? (the go buy Kinder surprise)	Might be perceived intriguing because it plays with the fascination when opening the surprise and also focusing on the mystery of whats inside	As the curiosity of the kid is focused on, this ad also refers directly to Kinders mission and values	https://www.youtube.com/watch?v=8v88v88	
						Circus	Kinder bueno	My moment. My bueno.	Showing a woman juggling with her daily life and everything that she has to do - showcased by her being different artists in the circus. Plays on the fact that it is important to take a moment and a break	Involving as you can relate to the daily struggles of life making everything happen and finish all your to dos	Authentic as you sometime forget to take a break during the day, no direct selling effort - product presentation at the end is here not perceived like one	Thought provoking as it makes you think of the time you took a moment for yourself	Again refers the taking a break to the core values of enjoying the simple joys everyday	https://www.youtube.com/watch?v=8v88v88	
						Walk like a penguin	Kinder Pingu	Just enjoy it	Showing a mum and her kids. She has a lot of daily to-dos but then thinks of the Kinder Pingu and that they should take a break and enjoy it. In a penguin way they walk to the fridge to get one	You can feel the excitement of the kids of getting a treat	Debatable, with the long product presentation in the end it kind of presents a direct selling effort but it is not perceived as strong as in previous ads	Not really, the campaign is also about taking a break but you would not be as intrigued as in the Kinder bueno ad	Also refers to the mission and core value of the brand	https://www.youtube.com/watch?v=8v88v88	