BRANDING ARCHIVING SERVICES
Case company: Elka Services

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Objectives
The main objectives of this study were to find solutions of branding archive companies and their digital services. The focus of the thesis has been done by taking Elka services of Finland as an example, which is an archiving company. By looking into the perspective of the two type of customers of archiving companies- other companies using their service and researchers or consumers, the solutions were measured. Moreover, comparing their brand image with other companies around the globe, the solutions are then validated.

Summary
Archiving companies has a positive image of themselves from the companies that use their services. However, some companies have asked for more services, for example- more outlets of Elka in different cities, better database etc. On the other hand, from researchers and consumers perspective, the ones that know or used these archive services have a positive image of the companies. However, student, researchers or many consumers are
unaware of the services or the companies itself. Archiving companies, like, Elka needs to first create contents and brand image for these group of people and then look into the distribution. The ways of distribution have been mentioned in this thesis, among which the biggest one is social media.

Conclusions

Companies like Elka should create content around their providing value firsthand, that they already do. They should use these contents to convey their positive brand image. After they have created the content, they should find ways to reach those out to people. Therefore, then they should concentrate on distribution. Moreover, looking into the cross analysis of this thesis, they should add or develop more services, such as developing their online and digital based services, having more outlets in different cities and providing different solutions to their customers.

Key words: Branding, archiving, solution, service

Language: English

Grade:
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1. INTRODUCTION

Archiving companies have a tough time in building their brands and creating a brand image, as branding is quite a new subject to the archiving industry. Terech (2018) has presented the “5 Cs model,” which consists of assessing consumers (including medical sector partners), company (CBO), competitors, context, and collaborators, that would help any company in any industry to analyze the market and analyze their own brand position. However, the archiving companies which provide value first are in the right direction. Busch & Davis (2018) and Nogue (2018) have supported the same idea of attaching human emotion with branding, since branding might help in sales, but it must provide value first. The very core definition of branding comes from looking into the aspect of what consumers value, rather than what the companies want to provide. (Clifton, 2009; David, 2010)

1.1. Background

Branding has two main elements, trust and loyalty (David, 2018). To create this trust and loyalty, Clifton (2009) has emphasized about providing value to the consumers. That is, thinking from the point of view of a consumer about how they can get value and not from the point of view of a company. David (2010) pointed out the fact that with digital age, companies need to focus now on branding more than ever before. Since, there are more companies and they can directly reach to consumers without any intermediary, it is very important to create a brand image now than ever before (Gao et al, 2018). As, Gao et al. (2018) further mentioned that the direct judge would be the consumers now and it will be important to stay in their mind, which can be done through branding. Moreover, to talk about the industry of archiving, Oliver (1938) has elaborated more about archiving industry and cited the concerns for archiving. Historical files and financial files are assets to any company or country, which are reserved by archiving companies, even for example, libraries (Frand and Oomes, 2013). This is why libraries have a high valuation and they are thought to live forever. (Susan and Arns, 2007)
Susan and Arns (2007) had analyzed the libraries under three evaluations of benefit analysis, economic impact and social returns on investment. Moreover, the economic impact and social returns are deeply connected with the heritage and sense of patriotism. That is why libraries, archives and museums are responsible for preserving the heritage of the country and are valued as having high economic impact and social returns. (Mia, 2013) There is a sense of place or destination attached to it. This results in museums, libraries and archives to be a part of destination branding (Campelo et al., 2013). Joan (2018) have also talked about how museums and archives are a huge part of destination branding. Archives, libraries and museums can leverage the geography that they are in and the value added to geographical locations to create their successful branding (Joan, 2018).

1.2. Research Problem
Irrespective of the industry, most companies are leaning towards selling and marketing, rather than branding (Clifton, 2009). David (2010) and Clifton (2009) have both followed the same view of branding, as to provide value to the consumers, which would provide leverage over the consumers in the long run and keep the consumers loyal in the long run. The reason which makes it vital is that brand is the only thing that will save the companies in the future, due to the huge amount of competition and digital based services (David, 2010). Clifton (2009) have discussed this matter by providing definition of brands as symbols or attributes that stay in consumers’ head. Moreover, with the increase in competition and availability of different services online and offline, the companies that will have a clear brand image will stay in consumers head and other companies would simply fall down sooner or later (David, 2010). Clifton (2009) and David (2010) have both emphasized on having a clear brand placement and brand image to stand out in the current market.

Moreover, the branding of archiving companies is even more complicated, since they are not providing products, but service (Christine, 2011). Singh (2004) has demonstrated this problem and outlined that services are hard to brand since they do not have any tangible
presence. The key factors of branding such services or information service providers are a range of perceived values for consumers, for example- information on quality, offering recognition, reassurance, security and exclusivity, contributing to brand image and identity, market segmentation, the mutual development and strengthening of trading relationship, and legal protection. (Singh, 2004) Therefore, this research is carried out to find solutions for branding companies which provide solutions or archiving companies.

1.3. Research Questions

This thesis provides an exploratory research on the perspective of customers of an archiving company on their brand and the ways to create a positive brand image based on the extant literature. With the growing web 2.0, libraries, archives and museums are expected to provide value to their consumers and build trust their consumers. (Chua and Goh, 2010; Adrienne and Lee, 2012; Paolo et. al., 2012). As Adrienne and Lee (2012) has demonstrated how companies should represent themselves as a positive brand as a digital storage company by leveraging social media.

Sean, McLoone and Thomas (2013) has followed this same theory of leveraging social media to educate the mass of the collections of museums, libraries and archives. Educating others, producing interesting contents and providing value would make the company be a leader in their specific industry (Yong-Mi and Abbas, 2010). Therefore, this thesis would mainly aim to understand:

- How should companies take the changing customer values into account when planning business in a networked environment?
- How can companies represent themselves as a positive brand as a digital storage company in today’s market?
- How can companies stand out in the market of archives or data management industry?
1.4. Research Objectives

To understand the brand image that a company has, it needs to consider how the companies and consumers perceive their brand (Singh, 2004; Christine, 2011; David, 2018). On the other hand, brand identity is the perceived brand image of a company of itself (Clifton, 2009). This led to me in creating the research questions in a way to understand the perspective of consumers and the company of the company. This thesis would aim to do the following:

● To find out the perception of the consumers of Elka as a brand and why they chose Elka rather than any other company.
● To find the pathway to provide value first-hand
● To find how Elka can represent themselves as a positive brand as a digital storage company.
● To also explore the specific steps that can be taken by Elka to improve their brand image or even renew it.

1.5. Definitions

*Branding* conveys as Singh (2004) defined it by a notion of symbol to create competitive advantage in consumers’ minds.

*Integrated Solution* is to create problem-solving solutions to maximize financial values with new technologies. (Brady, Davies and Gann, 2005)

*Business archives* are valuable records of different businesses. (Holmes, 1938)

*Destination branding* means to brand a specific destination to bring more consumers in that area. (Campelo et. al., 2013)

*Web 2.0* means the dynamic and user-generated version of the internet. (Chua and Goh, 2010)
2. LITERATURE REVIEW

2.1. Purpose of literature review
The purpose of this literature review is to highlight the processes through which a business archive company can establish a brand image. Archiving companies, such as museums, libraries or even business archives are have a tough time in building their brands and creating a brand image, as branding is quite a new subject to the archiving industry. Terech (2018) in his journal has talked about the “5 Cs model,” which consists of assessing consumers (including medical sector partners), company (CBO), competitors, context, and collaborators, that would help any company in any industry to analyze the market and analyze their own brand position. This model is well versed and would add a lot of value to the research as it talked about the positioning of brand, which is vital for any company who are at the first stage of establishing their brand image. However, companies that are providing value first hand, rather than asking for return from the consumers of their services are already in the right direction (Clifton, 2009). Busch & Davis (2018) and Nogue (2018) have supported the same idea of attaching human emotion with branding, since branding might help in sales, but it must provide value first. This theory has been more described in depth and explained the factors of providing value, and how it should be represented to the consumers to gain a leverage over them. When any company provides value to their consumers before even asking anything from them, the consumers start building a positive image about them and there is more positive relation with the end consumers. (David, 2018)

2.2. Evaluation and preservation of business archives:
Concerns about the survival of business archives for future and the needs of research were already recognised in the 1930s by the Economical community (Oliver, 1938). He has described about how archives have a huge potential to gain trust of consumers and
create a positive brand. Archives are the heritage keepers of the nation, which genuinely
attracts the consumers to have a positive image of archives in their heads (Christine, 2011). Campelo et. al. (2013) have well described the use of geography and the value
added to geographical locations to create successful branding. They talked about how
geographical locations can help to reach the customers and how it can be used to have
a leverage over the emotional aspects of the consumers. However, they have mainly on
destination branding, but conclusions can be drawn on how the value of location or
heritage of a location or place can be conveyed as a brand. As archiving companies tend
to save the heritage of a nation or a location, the in-depth discussion can be used in
understanding the core use of archiving and saving the history or business history of a
nation and thus, using that image and perspective to add value to the customers and
create a positive brand image in that process.

Joan (2018) on the other hand, had talked about place branding, which seems to be a
contemporary of destination branding. Nevertheless, the writer portrayed how the three
components of place branding, which are- place culture, place identity and place image
create long term impression on others. It gets interesting later on when the writer mixes
this up with emotional affect over the people in that geography, which can be a leverage
of a national archiving company too. According to Adrienne and Lee (2012), archiving
services need to convey their part of the responsibility and the citizens part of the
responsibility.

2.3. Impact of changing customer values on brand image:
The need and use of archiving companies to create a safe place for everyone is very vital
(Mia, 2013; Jacques, 2004; Oliver, 1938). By creating safe place, what they meant was
that the company’s or country’s specific files that are supposed to be private should be
kept private and the files that should be public should be made public. Building trust with
their consumers and companies is the first challenge for the archiving industry (Jacques,
2004). Arroyo and Diaz (2017) has talked about how companies can start getting a
positive brand image by combining with another positive brand. They also talked about
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how a company can use that in two different forms of exclusion and inclusion model. They
had illustrated quite well on how brands can use the leverage of other brand to stand out
in the market and create the sense of trust with consumers. Oliver (1938) with his tone of
humor, has pointed out the importance of efficient archiving of both the past and the
ongoing businesses. He has illustrated how every companies should concentrate on
archiving their data and the significance of archiving their data. Moreover, the consumers
value on brand image is changing over time. The consumers now want from companies
to add value to their life history or any other field (Singh, 2004). Oliver (1938) has provided
a very interesting point of view on this matter that how consumer values are changing
and how it is very much important to have a significant brand image to cope up with the
market and the consumers in it. He has talked about how archiving companies are
thinking that they might not be needed in the future, wherever looking from the consumers
point of view, it is clear that archiving companies provide value to the people and that is
why, it will still be needed in the future.

2.4. Scopes of branding a digital storage company in a web 2.0.:  
Branding scopes are needed to be explored in order to understanding what kind of brand
image an archiving company can create (Susan and Arns, 2007). Mainly, archiving
companies have two major consumers, which are the nationals who use their services
and the companies who use their services (Wendy et. al., 2010). On the same note, Oliver
(1938) had emphasized more on how archiving would still be needed in future. These
theories have been combined well by Singh (2004), where he talked about branding the
services of different archives by considering the different consumers in different ways. On
the other hand, Brady, Davies and Gann (2005) has talked about how service companies
need to shift more towards solution providing companies and how that will make the
companies have a leverage over the consumers. They took into account how the market
is becoming more networked and the necessity of digitizing services and solutions are
increasing. Kujala et. al. (2010) have gone deeper and talked about scopes and pathways
that companies can follow to become a service provider company. They have moreover,
argued how this is more important in a networked environment like this, where everyone
is providing service. The shift from product based service or solution to customer-centric service or solution has led to companies major implications for the kind of activities that need to take place (Brady, Davies and Gann, 2005). Moreover, Chua and Goh (2010) have discussed that with the advancement of web 2.0, companies and consumers are now connected to each other more than ever before. Advancement of web 2.0 leads to companies being digital with their services and providing better services from the competitors to gain competitive edge (Paolo, Grillo, Villanacci, 2012). This advancement has shown companies to go digital and be present where their consumers are at. Archives, museums and libraries have always raised awareness and told their stories, with the digital age, they get to tell their stories and raise awareness on a broader field (Yong-Mi and Abbas, 2010; Paolo et. al., 2012).

2.5. Creating consumer value to have a positive brand image:
Verčič and Ćorić (2018) has very well conveyed the message of providing value to the customers first hand. Their article is well versed on how value creation is the way of building reputation in the modern world. Their analogy in the matter is very convincing as they have mapped the history with the current situation and illustrated how companies are naming the age old reputation as ‘personal brand’ in the modern world. It is now more important to provide value to the customers first, before even asking anything from them in order to create a positive brand image (Clifton, 2009). Buscha. & Davis (2018) has interestingly written in kind of the same knots about how companies need to start asking their customers what the customers need, what values can be added to the customers, rather than always trying to sell their service or solutions. Both of the articles are just mirror images of each other and support each other in the fact that, companies have been long rooted to their marketing and sales, but now they need to concentrate on branding to have leverage over the consumers and have a sustainable strategy in the long run. Verčič and Ćorić (2018) has further emphasized on sustainability and the future of branding, so that companies start thinking about the long run, rather than the short-term gains. Therefore, the shift to consumer centric approach is actually a long-term leverage for the companies. The process of creating a positive brand would give the companies
the leverage over their consumers, provide actual value and required solution or service to their consumers, and build trust and loyalty of the consumers towards the company. (David, 2018)

2.6. Creating value by delivering integrated solutions:
Kujala et. al. (2010) have highlighted how companies should have a branch of integrated solution providing in their field of expertise. Helander and Möller (2007) following the same theme had been a bit more skeptical about if companies are actually understanding what solutions they should provide. They pointed out four main questions that companies should ask themselves about their system supplies and solutions. On the other hand, Brady, Davies and Gann (2005) had pointed out four different factors that companies should look into before even thinking of being a solution provider. These three literatures are intertwined in such a way that they complete each other. However, it is in a way, a bit unclear that if every company who are an expert in their own field can actually provide integrated solution. Since, the writers have been raising questions from different angles, it is yet to be identified on which track or factor, the companies should be looking into the future of providing solutions by them. As there are no one way to look into the future and evaluate their solution providing strategy (Helander and Möller, 2007). However, combining the articles strategies together an optimal solution for the context of the specific company should be very feasible. Service providers or solution providers need to start hiring to strengthening their solution providing team by employing experts (Brady, Davies, Gann, 2005). They furthermore mentioned that, ‘In the initial stages, the team producing the proposal needs to be multi-skilled and cross-functional with representation from commercial management, technical design and project management.’ As Kujala et. al. (2010) has highlighted the fact that service providing companies need to understand the customer needs and start their solution providing services from there. Brady, Davies and Gann (2005) proves this fact and proposes a theory of this stage, which is shown below:
This diagram shows the cycle of integrated solutions and that it derives from the customer needs. Additionally, Kujala et. al. (2010) also illustrated with the same derivations that companies need to have a strategic engagement phase and then a value proposition phase, to let the consumer decide if their solutions would provide value to them. This, then chalks down to how the consumers perceive the solutions and if they need the solutions. Moreover, Brady, Davies and Gann (2005) also mentioned that ‘because it is difficult to quantify the value of a solution, an IS requires a commercial framework based on co-operation and trust. This allows the proposal team to develop a creative proposition with the customer and develop a common understanding of how value will be measured in terms of pricing and margins, the volume and mix of products and services, capital costs, and distribution of risks.’

2.7. Role of Social Media in Branding:
Liew, King and Oliver (2015) in their journal of “Social Media in Archives and Libraries: A Snapshot of Planning, Evaluation, and Preservation Decisions” has demonstrated how different archiving companies are using social media for archiving and the methodologies to do so. They have pointed out the fact in increase of huge attention over social media and backed their argument with statistics. They have also talked about how different archives are rising in social media and how to get a fair share of the attention in one’s own archive through creating a brand for themselves in social media. Aligning with the illustrations of Brady, Davies and Gann (2005), it is pretty clear that in this networked environment, the need of digitizing archives is very vital and according to Liew, King and Oliver (2015), the best and growing digital media where all the attention is, is in the social media, which would create a huge opportunity for the archiving companies. They have moreover illustrated different tools of social media that these companies can use and have elaborated on the fact of which companies are being successful in doing that. They have also been successful in providing the statistics of previous planning and strategizing of the use of social media for preservation.

The point of Verčič and Ćorić (2018) about sustainability goes hand in hand with Liew, King and Oliver (2015), since they all emphasizes on the future of branding more. And according to Liew, King and Oliver (2015), social media would be a great tool to raise awareness to the mass people, provide them value and then get the leverage over them for the long run, by making them trusted and loyal consumers. Libraries, archives and museums have always tried to raise awareness of knowledge, which has become easier to reach more people by producing content in the web 2.0 (Yong-Mi and Abbas, 2010).

2.8. Summary:
To conclude, these literatures show a way of focusing more on the values that the companies are providing to their customers and focusing on expanding the horizons to becoming a better solution provider and entering social media platforms and thus creating a positive brand image and establishing the brand.
2.9. Conceptual framework:

Basically, the different conceptual frameworks that have been talked about above from are usable. However, combining all of them, there is a very fascinating pattern of 3S, which are ‘Service’, ‘Solution’ and ‘Social media’ which can be used to provide the consumer value at first hand and create a positive brand image for archiving companies.

As Singh (2004) mentioned that the shift in customer centric mentality, is what makes companies provide value to their consumers, which would in future create a positive brand image for the company.

Moreover, on the same note, when companies are looking for customer needs, they would be able to figure out the solution services that the other consumers or companies are looking for (Paolo et. al. 2012; Brady, Davies, Gann, 2005; Kujala et. al., 2010). Therefore, a conceptual framework for the branding of an archiving company would have three different propositions or branch to consider and improve. These three branches would be providing solution, building a strong brand image and brand position by producing content and being present in social media and digitizing their services which they are providing. As, Kujala et. al. (2010) have pointed out that companies need to have better and faster solution providing both online and offline to gain competitive advantage in the solution and service providing market. Therefore, the conceptual framework for the archiving companies would be as below:
3. Background of Elka

Elka is a business archiving company. I have taken Elka as the case company for my thesis of branding archiving services. According to the website of Elka, concerns about the survival of business archives for future and the needs of research were already recognised in the 1930s by the Economical community. Oliver (1938) has elaborated more on this and the concerns for archiving. He has described about how archives like these have a huge potential to gain trust of consumers and create a positive brand. Since most of the companies are Finnish, it is a huge opportunity for Elka to influence every business in the country to submit their documents to Elka, since Elka might be the only company representing the economic history, growth and heritage of Finland.

Moreover, in the official website of Elka, it is mentioned that, after the Second World War, the Central Chamber of Commerce had set up a committee to investigate the establishment of a central archives. It completed its proposal in 1953. When no funding was available for maintaining the archive, the project dried up. The Chamber of
Commerce decided to carry out counselling and education activities, which eventually resulted in the establishment of the Commercial Archives Association in 1960.

The history of the central archives of industry in 1974 was of great importance. At that time, the Act on State Aid for Private Archives, which solved the biggest obstacle to the creation of the archive, was granted. The good repository association actively started to set up a central archive and made various surveys. There were a number of alternatives to the location of the central archives, but the activity and commitment of the City of Mikkeli to supporting the operation weighed so heavily on the fact that the decision to establish a business archive in the capital of South Savo was finally easy to make. Before the foundation of the foundation, the city of Mikkeli had set up a so-called The Elka Commission to prepare the archive for getting to the city - later the established acronym was in use before the actual operation started. Archives like these have a huge potential to gain trust of consumers and create a positive brand. Since most of the companies are Finnish, it is a huge opportunity for Elka to influence every business in the country to submit their documents to Elka, since Elka might be the only company representing the economic history, growth and heritage of Finland.

There are two types of consumers of Elka. One are the companies than use Elka Services to archive their business documents and the other are the researches who can use Elka Services for researching about any business from Elka’s archives.

4. METHODOLOGY

Yong-Mi and Abbas (2010) have raised the notion of looking into the perspective of the consumers to understand their perception of the archiving company. Therefore, I have taken online surveys from the potential consumers of Elka, to understand their perspective. Similarly, Marcia et. al. (2010) have raised the notion to look into the archiving companies public relations department and executives perspective on how the company is doing in its branding and what image it has. This has led me to interview the
executive of the company, and understand the brand identity that they hold in their head. As, brand identity might not even be real or in accordance to the market, since it is the perception of the company on its own branding (Clifton, 2009). Finally, the researches have been done to understand the perspective of the companies that use Elka Services. As, it is important to know what the other companies perceive as their need of solution and service, and then create or develop solution and services accordingly (Paolo et. al. 2012; Brady, Davies, Gann, 2005; Kujala et. al. 2010). The main methodology is to cross analyze the perspective of the companies using Elka services and the perspective of researchers or even potential customers on Elka services, to provide some solutions for Elka on how to establish their brand identity, image and positioning. As Frank and Oomes (2013) have emphasized on cross analyzing on the different types of consumers of archives to come to a centralized solution for the company.

4.1. Instrument Design

Mainly two types of methods have been used to conduct the data collection for this thesis. As, one way to evaluate the brand image perceived by consumers is to directly understand their perception attached to the company (Yong-Mi & Abbas, 2010; Singh, 2004; Jacques, 2004; Frank and Oomes, 2013). This is why I used Webropol survey to collect data from the researchers and potential consumers who might use Elka services. Moreover, Susan & Arns (2007) and Frand & Oomes (2013) have highlighted the fact that to sustain the business of archiving companies, it is important to understand the perception of other companies on the importance of archiving companies.

It is also important to be able to provide solution and service in this wide competition era, tailored to what the companies view as their need of solutions and services (Brady, Davies, Gann, 2005; Kujala et. al. 2010). Therefore, I took direct interview with companies that use Elka services, to better understand their perception and their need of services and solutions.
4.2. Primary Data Collection

Singh (2004) have discussed about the core of branding branching to provide value that the consumers need. Similarly, Clifton (2009) have discussed about the importance of understanding the perspective of the consumers on the brand image of the company. Terech (2018) have raised the point which seems very much like the combination of the theory of Singh (2008) and Clifton (2009). It is very important to first understand the perspective of the brand image of the consumers and then to understand their need and how they can be provided value to create a positive brand image (Terech, 2018). Therefore, primary data has been collected by using the Webropol survey. The respondents selected for this survey are mainly students and researchers, who have either heard of Elka services or have not. The questions for this survey were-

1. Have you ever heard of Elka Services?
2. What is your age?
3. What is your profession?
4. Do you think services like these are important for students and researchers?
5. Why do you think Elka services is important for researchers and students?
6. Add one service or factor, that you would expect from a service like Elka, that will make your research much easier
7. Add one reason why you would be willing to pay for services like this

See the survey in Appendix: B.

4.3. Qualitative interviews

Companies need to focus on tailoring their solutions and services based on what the consumers require to be a successful solution and service provider (Brady, Davies, Gann, 2005; Kujala et. al. 2010). Moreover, they need to understand and evaluate the current perception of the consumers on their services and solutions to stay up to date (Brady, Davies, Gann, 2005). Therefore, I have personally interviewed five different companies that use Elka services. It is important to note that most of them are companies, however,
one is a museum archive of Nordea bank and another one is Tat, which is employers’ information bureau, so it is not a company. Elka has many employers’ organizations’ materials in their archives like Tat. The interviews of Elka and Nordea bank museum were taken by in person interview, whereas the interview of the rest four companies was taken over phone. The name of the other four companies are Nokia, Stora Enso, Tat and Wartsila. As, Singh (2004) and Clifton (2009) have illustrated that for successful branding, the evaluation of others on the brand image of the company and comparing that to the perceived brand identity would provide the solutions that are required. Moreover, I chose these companies due to the huge resource that they have and due to their relation with Elka. Since, while evaluating libraries, archives and museums, it is very natural to take into consideration the resourceful companies to better understand the need of these services for other companies (Wendy et. al., 2010; Frank and Oomes, 2013). On the other hand, Brady, Davies, Gann (2005) and Kujala et. al. (2010) have illustrated the importance of understanding the solutions and services required for resourceful organizations, so that it can be applied to relatively smaller companies. It is required to expand the horizon of different types of consumers to measure the brand image (Terech, 2018). This led to me into considering employers’ information bureau and a bank museum as my interviewees.

The respondent companies of the direct interviews are outlined in the table below:

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Position</th>
<th>Organization</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>R1</td>
<td>Records Management Manager</td>
<td>Nokia</td>
<td>14.03.2019</td>
</tr>
<tr>
<td>R2</td>
<td>Museum Director</td>
<td>Nordea</td>
<td>12.02.2019</td>
</tr>
<tr>
<td>R3</td>
<td>Communications Manager</td>
<td>Stora Enso</td>
<td>13.03.2019</td>
</tr>
<tr>
<td>R4</td>
<td>Director</td>
<td>Wartsila</td>
<td>11.03.2019</td>
</tr>
<tr>
<td>R5</td>
<td>Director</td>
<td>Tat</td>
<td>21.03.2019</td>
</tr>
</tbody>
</table>

Table.1: Table of companies interviewed
5. FINDINGS

These interviews and surveys have given me a window to look into a whole different horizon on how the different customers view Elka in comparison to how Elka think of themselves as a brand. This window has created opportunities for me to look out of the box and view Elka from a different point of view.

5.1. Companies perspectives of a data storage company

In accordance to the interviews, most of the companies are satisfied with Elka’s services. This proves that they have a positive image of the brand of Elka. Most of them cited that they used the services because of their need, since they needed a place to store their archives and it would lessen the pressure of their work. This notion was actually supported by one the oldest of journals, written by Oliver (1938), where he mentioned that archiving would always be important for companies. This statement still proves to be true in 2019 and it will be always true in the future. All the business archives for different companies are valuable for historical importance, as stated by R1.

Moreover, while taking the interview of R2 she mentioned that they wanted to keep records of their business from the past and make them public to help the researchers in their research and from a corporate responsibility point of view. As Verčič and Ćorić (2018) has described how much companies need to view issues from the aspect of corporate responsibility. They have talked about how companies are trying to be more open, transparent and giving back to the community. R2 mentioned that Elka has given companies an opportunity to do that and how Elka has played a vital role in cutting the costs to do that. This is very important in building the brand image of any company too. In this more open and connected world, brands that are more transparent and that provide value to their customers are going to be the only sustainable brands. R3 has stated that Elka helps them to find and sort any useful materials for their marketing or future business
development for their business. This is a great notion from Elka as being a service and solution provider. As Kujala, Artto, Aaltonen and Turkulainen (2010) has mentioned how businesses should focus on being a solution provider to add real value to the service they are providing. For example, Elka is archiving the business files for different companies and alongside that, they can start providing different solutions on which files the companies need for their marketing or business development by looking into the archives. Brady, Davies and Gann (2005) has also mentioned how different business can explore their chances of entering in the solution providing business within their own expertise.

Moreover, R4 and R5 both have mentioned how they find it much flexible to work with Elka, as R1 mentioned “We also like the process regarding confidentiality of records (i.e. sometimes records are not classified as public and our permission is required for reviewing non-public records)” This helps in companies to build trust with Elka. R4 has mentioned that their view of Elka’s brand is trusted, since they are connected to the government and other trusted companies. This theory is elaborated by Arroyo and Diaz (2017), where they talked about how companies can leverage their brand by collaborating with other trusted partners. This has surely played a positive role in creating the brand image for Elka to their customer companies.

One thing in common from all these companies was that they wanted to have a better database from Elka, from where they can find all their materials at one place and search materials through key words. They have also suggested that it might be better if Elka have their outlets in other major cities, which would drive more researchers and companies to use their services. Moreover, for the security issues, all of them asked for similar access that Elka has to their materials, since some files are confidential to the users, they are also confidential to the companies, which makes the companies also ask to open the files for them from Elka.

A chart showing the different concepts of brand image of Elka and how each of the companies view them is provided below:
Table 2: Companies perspective on Elka’s services and brand

5.2. Researchers perspectives of a data storage company

Through the surveys for the researchers and potential researchers, however, I analysed that they have a positive image of Elka, by understanding the services of Elka, but they think that there are many online sources from where they can research. From my thorough research, I have found out that however very old materials are hard to find online and people have to pay for those materials. An example would be the financial statements of different merger companies before their merger. However, in the surveys, the respondents have mentioned that they would be willing to pay for the online services of Elka if the information are reliable and they can find a wide range of information at a single place. The main reasons behind this would be fast and vast information nature of the service. A table showing what mattered to the researchers the most and the number of respondents that raised that matter is outlined below:

Sample number of potential respondents: 18

Importance: 5 is most important, 4 is very important, 3 is important, 2 is less important, 1 is not important
<table>
<thead>
<tr>
<th>Concept</th>
<th>Respondents</th>
<th>Importance out of 5 (5-being most important)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Importance of archives</td>
<td>13</td>
<td>Very important</td>
</tr>
<tr>
<td>Fast</td>
<td>18</td>
<td>Most important</td>
</tr>
<tr>
<td>Organised search engine database</td>
<td>18</td>
<td>Most important</td>
</tr>
<tr>
<td>Credible resources</td>
<td>13</td>
<td>Very important</td>
</tr>
<tr>
<td>Massive resources</td>
<td>10</td>
<td>Important</td>
</tr>
<tr>
<td>Critical resources</td>
<td>15</td>
<td>Very important</td>
</tr>
</tbody>
</table>

Table 3: Researchers importance of Elka’s services

This table shows that researchers value an organized search database and quick service the most. Then, they value that the resources should be very credible or should have critical resources that is hard to get. This calls to action to create a fast service of also digitizing the data, having a an organized search engine database, having credible and critical resources, that would be available in the database.

6. DISCUSSION AND ANALYSIS

From building a strong brand, Elka might also consider excelling as a solution provider brand. Since, they have a vast amount of information of both successful and unsuccessful companies, they might consider in providing marketing strategies, branding strategies, business development strategies etc. to different startups or entrepreneurs.

6.1. Cross implications of their perspectives to create common ground

The perceptions of Elka’s brand can be leveraged by conveying the brand image as the holder and saver of Finland’s business heritage. I believe that Elka should convey their brand image associated with the keeper of heritage of Finland, as that would create a lot of leverage emotionally and practically on their side. As Joan (2018) and Campelo, et. al.
(2013) have mentioned that human perception of brand with geography is very significant. This would create a sense of pride and responsibility for the nation researchers and companies (Campelo et. al., 2013). Therefore, Elka can follow this strategy to create a brand image and portray that in their website and social media appearance.

6.2. Cross implications of their demands to create common ground
As most companies and researchers have demanded to have a better database and better solutions. I believe that Elka should create a more advanced database, from where all the different section of files of business of different companies would be at different sections, they can searched using keywords and provide solutions for different marketing, business development and other core services related to businesses. Moreover, since some files are not accessible for everyone, those files are not accessible to even that company. The database should be in such a way that would provide equal access to a certain company as of Elka to a certain company's database.

6.3. Cross implications of their perspectives and demands
While conducting the survey, I understood that many researchers are unaware of Elka. One of the reasons maybe the weak presence of Elka. One way to improve that presence is to create a strong brand identity both online and offline. Offline marketing for their brand might start by creating a motto for themselves, which will convey their message that they do not require money from their users, but they are trying to provide value to their users, as being the heritage saver of Finland. This would create the brand position and brand image for them. And for brand differentiation, they can leverage their partnership with government and other companies as a strong brand of their own, which would give them a competitive advantage over other archiving companies. For social media, I would suggest Elka to start using different social media and start producing content. In my interview with the director of Elka, we brainstormed ideas and came up with two type of contents. These types would include interesting and informational content to connect with
researchers and young enthusiasts and content that would be nostalgic to other groups of people. To go deep into this, the contents can be of different types and forms, for example video, audio, image and written texts, which would be informational and which would create value for the researchers and keep them interested in the stories of Elka and the stories of other companies. This would not only benefit Elka, but also benefit the companies that uses Elka services. This would also create a more strong brand image for Elka and more companies would be interested to submit their files to Elka, as they would get the value when Elka would convey their message. Moreover, Elka would be a part of the community for all kinds of businesses and startups, as they would learn about the history of marketing, business development, ideas etc from the contents that Elka would produce.

6.4. Assessment of findings
The findings are quite reliable, since they are direct interview with different companies that are using Elka services and surveys answered by different aspiring researchers and actual researchers. Elka can leverage from these findings and develop on the areas that they think are worthy for developing.

7. CONCLUSIONS
To conclude, Elka already has a strong brand identity. However, brand identities are only a company’s own views on their brand image (Clifton, 2009).

Cross analyzing that brand identity with the brand image, which means the perception of others on the brand image of Elka would provide them an edge in the business archive market. Therefore, the main findings are discussed below to see the implications that the company can consider and use it have competitive advantage in creating a positive brand image.
7.1. Main Findings
This would link back to my section of cross implication of different perspectives and demands of the consumers and working on the shortcomings. This would include establishing the brand positioning of Elka, creating a developed database, providing solutions and having an authority in the social media.

7.2. Implications for International Business
All of these findings can be implied in international business, since these findings are concentrated on brand creation and providing value. In this current connected and vast competitive world, only brands would be sustainable in the future (Clifton, 2009). As Singh (2004) has illustrated that with companies being more transparent and more in number for the same products and services both online and offline, people would start using brands that they only remember. Therefore, this is a very interesting shift in the markets, and more companies should start focusing on creating their brands, rather than only selling or marketing.

7.2.1. Recommendations for Elka
Recommendations for Elka would be to look into these findings and evaluate on which aspects they want to excel. I believe that social media marketing still has underpriced attention. There is a lot of potential for companies like Elka to create a strong brand, presence and reputation through social media. Creating contents is nothing other than building a reputation for the company (Paolo et. al., 2012; Yong-Mi and Abbas, 2010; Singh 2004). Every service and company need the attention first and then the word of mouth to create a brand for themselves. With the emergence of social media, it has become easier than ever before. It is similar to the analogue marketing. The media called radio is mobile phone now, the media called television is YouTube and Facebook now and the media called magazines and flyers is Instagram now. However, after they have started creating content, I would suggest them to research more on the distribution, because the language and tactics of different social media varies from one another. The
different platforms have their own language. I have created a short table for the different type of contents that work on these social media, which is provided below:

<table>
<thead>
<tr>
<th>Websites</th>
<th>Contents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tumblr</td>
<td>Animated gifs</td>
</tr>
<tr>
<td>Pinterest</td>
<td>Infographics</td>
</tr>
<tr>
<td>Instagram</td>
<td>Great photos and quote cards</td>
</tr>
<tr>
<td>Facebook</td>
<td>High visual content</td>
</tr>
<tr>
<td>Twitter</td>
<td>Quotes and smart hashtag usage</td>
</tr>
<tr>
<td>LinkedIn</td>
<td>Written articles</td>
</tr>
</tbody>
</table>

Table 4: Contents with the context of different social media

Moreover, I believe that while creating the brand positioning, Elka should convey the message of providing value at first hand, which they are already providing to the students who can come to their office and research for free. And providing the value, they can have a leverage over the consumers in the macro (David, 2018). In this way, the consumers would have a perception that Elka is providing for free if they are able to visit their office, however, if they cannot, then it is on them. And that will create a positive image of Elka in their mind and then with the top-notch service, they consumers would be willing to pay for the online services of Elka in the long run.

7.3. Limitations for the results
The result is much limited to a national business archive company, rather than an international business archiving company. It has not been compared with other national archiving companies around the world. The specific solutions and services required by an archiving company has not been talked about, since this thesis was based on the case
company, Elka services. Five interviews have been taken from big companies who use Elka services. There might be some useful information that could have been pursued by interviewing smaller companies and understanding their demands of solutions and services.

7.4. Suggestions for Further Research
One of the suggestions for further research would be to look into the specific fields that Elka can excel in being a solution provider. Moreover, after their branding through offline and online media, a research on how the customers and companies view Elka services and what they expect from Elka at that point of time. Another interesting point would be to look into the different international archives similar to that of Elka services and compare which solutions and services they are providing and their methods of branding.
Reference List:

1. Joan, N. (2018) ‘Geographies of affect: In search of the emotional dimension of place branding’ Communication & Society; 31(4); 27-34


Appendix A: Core questions for companies:

1. Why did you or your company start using Elka services?

2. Do you like their process of archiving?

3. What kind of services did you use from Elka after you have submitted your files for archiving to Elka?

4. Are you satisfied with Elka services?

5. If yes, then why?

6. What are some of the areas that Elka can still improve and provide you better service?
Elka in Your Service

1. This is a survey about Elka, which is a business archive company. Any student, researcher or person can visit Elka Services company in Mikkeli and read and research about any of the companies file that Elka has archived for free. However, anyone can order it in digital form, then they charge them according to the time required for transforming the file into digital form.

2. Have you ever heard of Elka Services? *
   - Yes
   - No

3. What is your age?
4. What is your profession?

5. Do you think services like these are important for students and researchers?
   - Yes
   - No

6. Why do you think Elka services is important for researchers and students?

<table>
<thead>
<tr>
<th></th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neither Disagree nor Agree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>More sources of research</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Flexibility of digitalisation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Time saving</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
7. Add one service or factor, that you would expect from a service like Elka, that will make your research much easier *

8. Add one reason why you would be willing to pay for services like this?