Rebranding

Whello

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Executive summary

Whello is a full-service digital marketing agency based in Amsterdam and Indonesia, offering branding, web development and campaigning services. They have grown a lot the last few years since their establishment in 2018. However, this growth is not reflected through their current branding. This, combined with their desire to take the next step by entering the international market, led them to the idea of a rebrand.

Therefore, the aim of this thesis was to develop and implement a new and improved brand image for Whello that better reflects their growth and positions them as a professional and experienced player in the international digital marketing industry. The project was performed in 3 overlapping phases to ensure an iterative process based on design thinking; the research phase, the ideation phase, and the implementation phase, to conceptualize, perform, and substantialize the rebranding of Whello.

First, to start off the research phase, literature research was conducted into rebranding, international branding, and business-to-business branding. The main insights gained from this, were that the new branding should not leave too much of what worked and is appreciated behind and should be based on a universally accepted idea that is continuously adaptable to nuances. Lastly, the rebranding should be used to bridge the gap of uncertainty by showing Whello's experience and expertise, and thereby increasing the purchase confidence.

Second, the 5C analysis concluded the research phase. Key findings were that Whello's main strengths lie in their 3-step full service approach, together with their distinctive empathic approach with an emphasis on co-creation, communication, and synergy between their specialists.

Another clear distinction was the friendly approach of Whello. Lastly, it was found that Whello sees a lot of depth in growth in terms of balancing growth for themselves, their customers, their employees, and the planet.

Then, the key findings, together with findings from a workshop with employees, were turned into a new brand identity through the ideation phase. This consisted of three sections; the identity, the brand, and the evidence, together setting a foundation for the implementation phase (Figure 1). From this Whello's new brand identity was made to be empathic, cheerful, structured, and inspirational to show their strengths, growth and future vision.
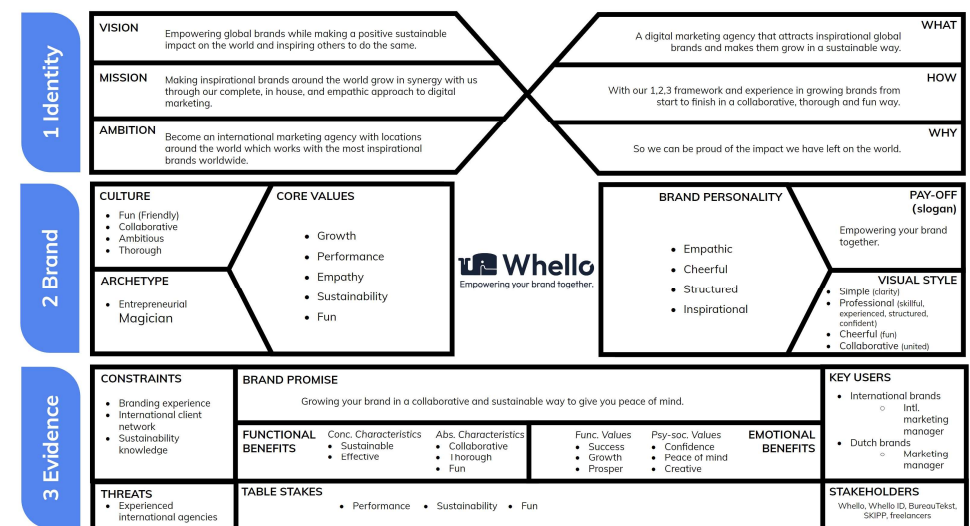
BRAND CHARTER

Figure 1: Brand charter showing the three sections, their elements, and connection.

Next, to help Whello with the implementation of their new brand identity, a Brand Guide was created and evaluated. This showed how the brand is translated visually and tonally, through a new logo design, colour palette, typography, key visuals, visual elements, tone of voice, and three brand touchpoint examples (one example can be seen in Figure 2). These examples were then also evaluated on whether they reflected the intended brand identity. This showed that most of the intended elements served their purpose, but that they should be used together, and that sustainability was not well recognized in the design.
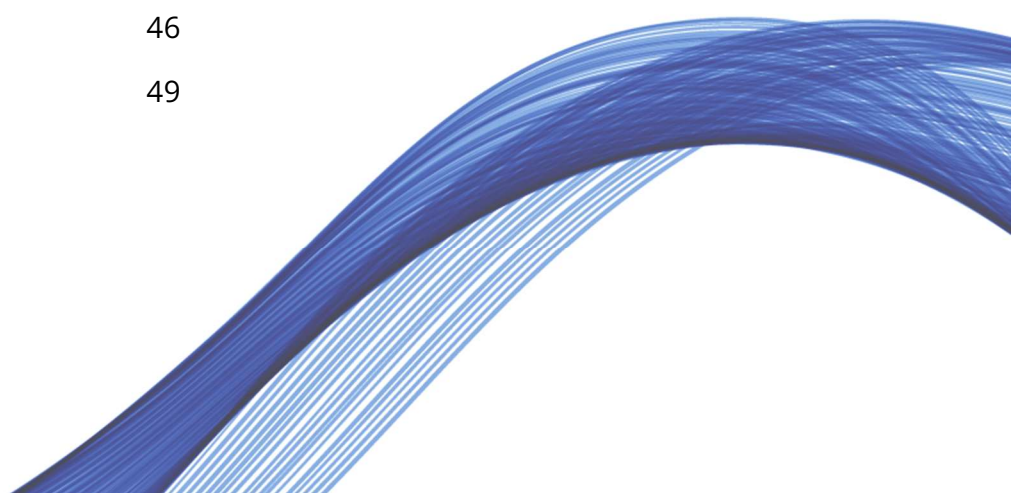
Finally, the results of this thesis were evaluated on feasibility, desirability, and viability, after which limitations, implications, and recommendations were discussed and the thesis is concluded. Key takeaways were that the new direction can be used by changing the communication, but the implementation should be evaluated further to get more insights into which elements and configurations work best.

Figure 2: Brand touchpoint example: Homepage design.

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1. Introduction

This chapter begins with an introduction and explanation of the objective of this report. Then, it outlines the method used to achieve the objective and finally it summarizes the necessary literature needed to complete the project.

1.1 Objective

The objective of this project is to rebrand Whello, a digital marketing agency that provides services including branding, web development, and campaigning. The motivation behind this rebranding effort stems from the need for Whello to showcase their growth and evolution from a startup-image to a more professional and multi-faceted brand. While at the same time giving them a head start on their international ambitions.

This stems from the problem that Whello's current brand and visual identity, which were initially created in 2018, no longer align with their expanded expertise and international vision. In order to attract larger and more diverse clients, it is crucial that Whello's brand image accurately reflects their new mission, vision, values, and level of expertise.

Therefore, the aim of this project is to develop and implement a new and improved brand image for Whello that better reflects their growth and positions them as a professional and experienced player in the international digital marketing industry. For this project the choice has been made to focus primarily on the external branding and less on the internal branding. As the scope of this project would not guarantee enough time to provide a promising result for both. This report will present the research, analysis, ideation, and implementation used to achieve this objective, which are further explained in the next subchapter *Method*.

1.2 Method

The project was performed in 3 overlapping phases to ensure an iterative process based on design thinking; the research phase, the ideation phase, and the implementation phase, to conceptualize, perform, and substantialize the rebranding of Whello.

The thesis begins with the research phase, which serves as the foundation for the brand identity conceptualized later in the ideation phase. In this phase, two types of analyses were conducted to gather and utilize the insights needed for the rebranding.

To start, literature research on branding was analysed to gain the broader knowledge required for this project. This covered three areas; rebranding, business-to-business (B2B) branding, and international branding. The findings from this research, along with the branding knowledge acquired from previous university projects, provided a comprehensive understanding of the branding knowledge required for the execution of this project.

Secondly, a 5C (Company, Customer, Context, Competition, Collaborators) analysis was carried out as a situational analysis to gain a complete view of, and thorough insights into, Whello and its market. This analysis was performed in two iterations, with the first iteration concentrating on obtaining a preliminary (outsider's) perspective of Whello and the second iteration aimed at gaining a deeper understanding of the company, its customers, and its market. The findings from these iterations were compared to identify gaps between Whello's intended image and its actual representation. These gaps, along with other insights from the analysis phase, served as the basis for the ideation phase.

The ideation phase started off during the analysis phase with an initial conceptualization, using the already gained insights. The final insights from the analysis phase and brainstorm sessions with employees were used to concept multiple Brand DNAs for rebranding Whello by utilizing brand archetypes, positioning, purpose, and personality. These Brand DNAs were then compared and discussed with Whello and its employees in a workshop to arrive at a final concept for rebranding. Which was summarized in the form of a Brand Charter that lays out all the different areas the branding has an effect on.

The final implementation phase involved the further development and realization of the rebranded image. A Brand Guide was created as a foundation for Whello to implement their new brand image in all areas surrounding their brand. To provide Whello with a clearer understanding of the rebranding opportunities, three concrete examples of a possible rebranded touchpoints were also included and evaluated.

Finally, the report concludes with a discussion of the rebranding process and results, highlighting the achieved results, possible areas for improvement, and future recommendations.

1.3 Literature research

The goal of this section is to broaden my initial knowledge together with gaining the necessary expertise and experience in branding towards the main areas of this project; Rebranding, International branding, and B2B branding. Therefore, a concise study into the main scientific concepts and frameworks surrounding these areas was performed. The key findings were then summarized to provide a basis for the following 5C analysis and ideation phase.

Rebranding research
The goal of the rebranding research was to find and understand frameworks, concepts, and arguments as a foundation for the following phases. This was done by looking at and comparing the research done on this area by different researchers.

Starting off, according to Muzellec et al. [1], rebranding can be defined as *"the practice of building a new name representative of a differentiated position in the mindset of stakeholders and a distinctive identity from competitors".* Additionally, Daly and Moloney [2] state that rebranding consists of changing some or all of the tangible (the physical expression of the brand) and intangible (value, image, and feelings) elements of a brand. Rebranding should also be seen as a continuing action instead of a one-time change. Hingemarketing and Brandfolder [3][4] provide additional insight into the reasons for rebranding, including the need to compete at a higher level or in a new market, or to reflect changes in focus, direction, or values. Next, according to Beverland [5], rebranding can take the form of either brand revitalization or brand refreshing. Revitalization involves a full repositioning and is used for declining market presence, while refreshing is a tactical shift to maintain relevance.

Rebranding also comes with its own potential pitfalls to pay attention to. One key pitfall in rebranding is the heritage rebranding trap, where a company risks leaving too much of its heritage behind if that is what customers came to the company for, according to Kaikati et al. [6].

Insights

First, the main insight to take further in the analysis is the importance of a differentiated position for Whello that is distinctively different from competitors in the mind of all stakeholders. This should be the starting point of the following Company and Competitor analyses by examining what makes or can make Whello different and stand out in the market. This should then be done by changing tangibles like a visual identity as well as intangibles like a brand personality and purpose to get an effective new brand image. As for viability, this brand image should also be seen as continuing action. Therefore, the brand should not only be designed based on the current situation, but also taking into account future trends and developments and the (international) vision of Whello. Finally, to not fall into the heritage rebranding trap, there should be analysed how much of Whello's current brand is appreciated and what that means in the long run.

International branding research

The goal of the international branding research was to identify areas that require special attention and things to consider when rebranding a company for an international audience. This was accomplished by examining and contrasting several researchers' research on this topic.

International branding refers to the process of creating and managing a brand that is successful across multiple countries and cultures. According to Holt, Quelch and Taylor [7], one approach to international branding is to use a "glocal" strategy, which involves customization to local consumer tastes for product features, communications, distribution, and selling techniques. They also specify that it is important to note that global culture doesn't mean that consumers share the same tastes or values. People participate in shared conversations, but often with conflicting viewpoints. This means that international branding requires a deep understanding of the local cultures and consumers in order to be successful. Brandfolder [4] suggests to keep things consistent, but adapt for nuances and sensitivities when creating an international branding strategy. Therefore, they point out that it is also critical to become associated with a single, universally accepted idea. Additionally, global brands are typically associated with certain characteristics by consumers such as higher prestige, product quality, reliability, and innovativeness [7]. Steenkamp, Batra and Alden [8] have found that consumers perceive global brands to be of better quality, more dynamic and exciting than local brands. Moreover, global brands are regularly associated with a sense of belonging by letting consumers feel like being part of the world, and they are also seen as powerful institutions that should tackle social issues [9]. All of the above, can provide global brands with a competitive advantage and market power, but at the same time they are held to a higher standard [10].

Insights

A first thing to pay attention to for this project is the glocal strategy and how far customization to local clients should go for Whello's brand. This balance with personalization and staying consistent, through a universally accepted idea, should be looked into while researching the international context. For instance, by looking into cultural differences and nuances as examples for forming a more complete strategy. On top of that, the potential strengths that come with being an international brand should be taken into account and compared when analysing the current brand. And ultimately, analysed to how far they will have an effect and/or are expected by clients, like for instance the need to tackle social issues.

B2B branding research

The goal of the B2B branding research was to identify key differences from B2C (business-to-consumer) branding and areas to concentrate on in the following phases. This was done by looking into research done about this concept by different researchers and comparing it.

B2B branding refers to the process of creating and managing a brand for businesses that sell products or services to other businesses. Studies have shown that on average, B2B customers are significantly more emotionally connected to their vendors and service providers than consumers. This is primarily because B2B purchasing involves more risk and responsibility. [11] [12]

Furthermore, Mudambi developed and tested a conceptual model indicating that branding was more important in B2B markets than previously believed. He found that growth of ecommerce & global competition led B2B marketers to seek for (corporate) branding to stay competitive, and that organizational buyers are looking for more than price and quality. Branding can benefit the business customer by increasing purchase confidence and reducing perceived risk and uncertainty. He further proposes that *"efforts to attract branding-receptive customers should emphasize the unique nature of each purchase, and the need for objective advice and support from a well-established, highly reputable, and flexible seller".* [12]

Next, Bendixen [13] found that, while price and delivery are indispensable factors for DMU (Decision-Making-Unit) members, brand equity plays an essential role in the decision-making process and can result in suppliers commanding a price premium in industrial purchasing. Likewise, Davis, Golicic, and Marquardt [14] found that brand image was a significantly stronger driver of brand equity for customers, while brand awareness was thought to be more important

by the service providers. This suggests that building a brand image seems more influential than pushing brand awareness in B2B context. Additionally, Cretu & Brodie [15] found that a company's reputation and its brand image influence customers' product and service perceptions, as well as their loyalty in industrial markets. Furthermore, Lynch & Chernatony [16] suggest that organizational buyers can be influenced by both rational and emotional brand values, and that their communication can be a means of developing a sustainable differential advantage.

Finally, Kuhn, Alpert, and Pope [17] found that amongst organizational buyers there is a much greater emphasis on the selling organization, including its corporate brand, credibility and staff, than on individual brands and their associated dimensions. This suggests that B2B branding should center around the whole organization instead of separate product offerings. Accordingly, Veloutsou and Taylor [18] argue that customers in B2B context look at the brand as a business partner. Therefore, the characteristics that should be emphasized are those that signal the establishment of a good working relationship such as stable, reliable, responsive, flexible, trustworthy, and knowledgeable.

Insights

The main difference found between B2B and B2C branding was the type of emotional connection. B2B organizations were found to be more emotionally connected because of the bigger risk and responsibility involved in the purchase, leading to uncertainty. Branding was found to enable the bridging of this gap of uncertainty. This can also be true for Whello, who want to show their increased expertise and experience, and therefore need a way to show their clients that they can take the risk. Hence, the rebranding should have an emphasis on increasing the purchase confidence by bridging the gap of uncertainty.

In addition, the brand image was found to increase purchasing, perception, and loyalty of B2B customers and therefore these should be taken into consideration while building the brand, rather than just pushing brand awareness. As well as, the insights that B2B customers have a bigger emphasis on the entire organization and see suppliers as a business partner instead of only as a seller. This, combined with the notion that brand image is more important to them than brand awareness, shows that Whello can and should change its brand image accordingly, making it stand for one concept rather than all its separate services. And finally, making that concept push itself through their whole communication instead of forcing it on clients with brand awareness campaigns.
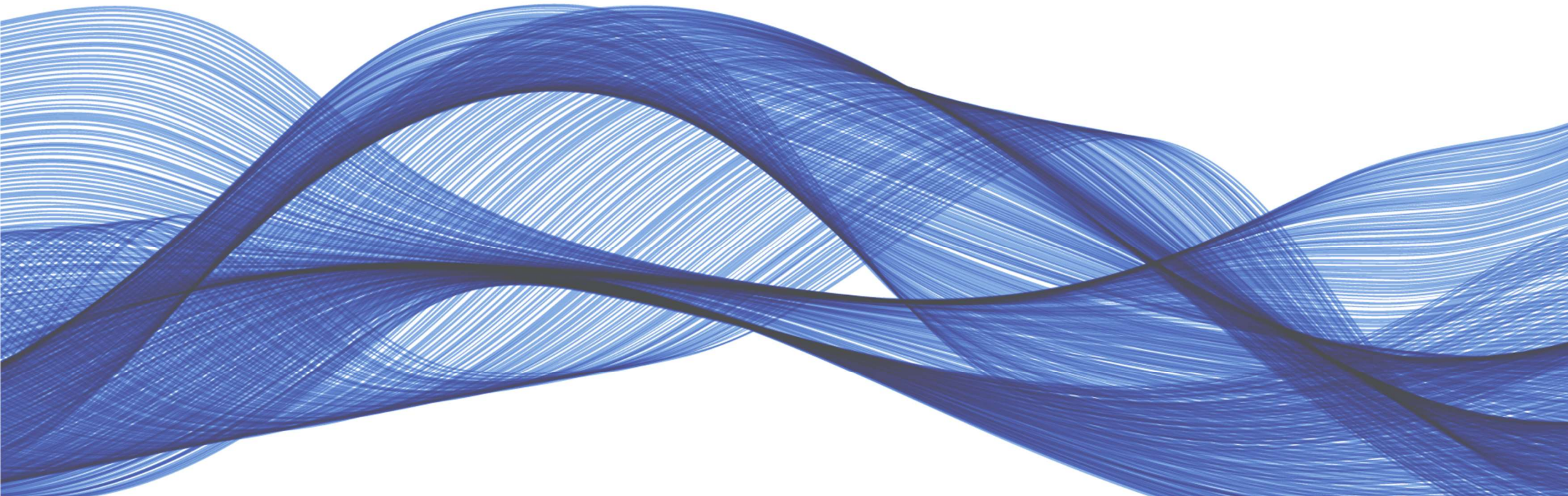
2. Analysis

The goal of the analysis phase was to lay a foundation for the ideation phase where the rebranding of Whello is conceptualized. This was done by gaining a better understanding of Whello itself and its (future) playing field, while at the same time gaining useful new insights and inspiration. Which in turn provided a basis for conceptualizing possible new brand DNA's and selecting the best one.

This chapter presents the results of the first and second iterations of the 5C analysis and their insights. Finally, the analysis chapter concludes with the main insights and final takeaways for Whello's rebranding, laying the foundation for the ideation phase.

The 5C analysis used for this project is an extension of the original 3C analysis created by Kenichi Ohmae. The 5C's are an exhaustively validated way of analysing the complete situation surrounding a company, and at the same time evaluating and understanding potential challenges and opportunities that can be used for branding [19]. The goal of the 5C analysis was to get an understanding of the brand's current situation (internal and external) and identify potential opportunities and challenges that could and must be addressed in the rebranding process.

The 5C analysis was first performed from an outsider's perspective, as I am in the unique position where this is my first interaction with Whello. This means that a first iteration was conducted without consulting Whello on their views and their already performed research in these areas. By doing this, Whello's situation could be analysed as to how they are being perceived by first time (potential) customers.

After concluding this phase, it was presented to the people at Whello and discussed, after which a new iteration of the 5C's was done. This time going in depth with Whello's previously done research, conducting interviews with the management, other employees and current clients, and ultimately comparing that to the first iteration. Finally, coming to concluding insights that form the foundation for the ideation phase.

2.1 Company

The goal of the company analysis was to understand the current state of the brand and the envisioned future. To do this, the company was analysed in the previously explained iterations.

For the first iteration of the company analysis, several areas were analysed. Starting with a brief first analysis which gave a first impression and overview of the current brand. Secondly, a more in-depth analysis into the 7 Ps of the Marketing Mix was performed to get a concise overview of Whello and its context. Then, an analysis of the online reviews about Whello was done to get a first outsider's perspective of the customer experience.

To start off the second iteration, interviews with the founders and international manager were conducted, to get in depth insights into their vision. Then, Whello's method was examined more in depth. After which, current and potential clients were interviewed about their experience with and view of Whello. Finally, the main insights were summarized.

First analysis
For the first analysis of their brand and marketing communication, the main websites Whello.nl and Whello.com were analysed on their branding and offering by going through their website pages. This resulted in the following images that summarize the findings (3 and 4).
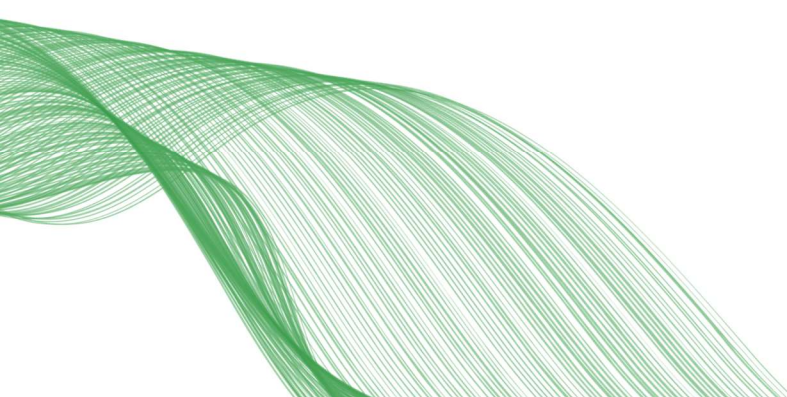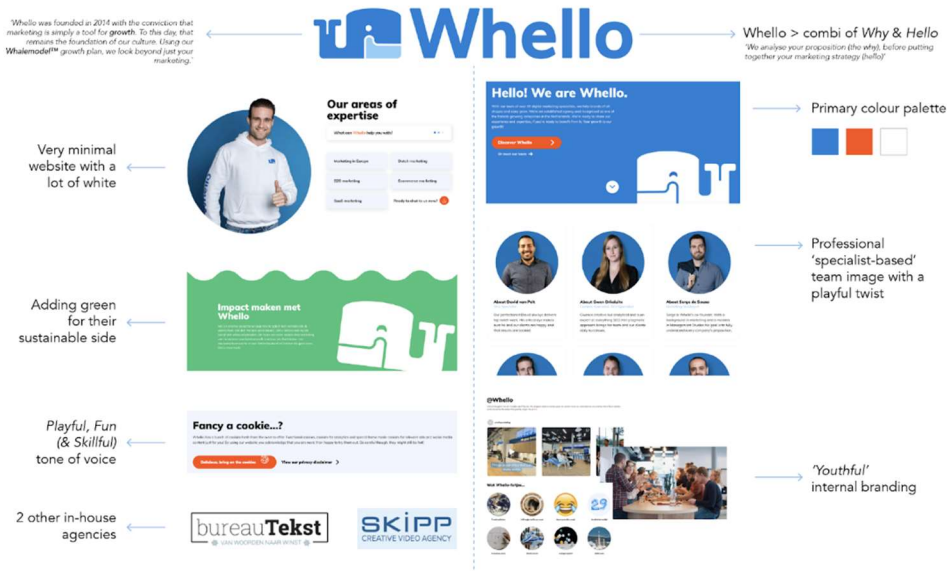
Figure 3: First analysis of Whello's current branding.

Figure 4: First analysis of Whello's services.

Marketing Mix 7P's

As a second analysis, the 7 Ps of the Marketing Mix (Product, Price, People, Promotion, Place, Physical evidence, Process) by McCarthy [20] were used, as they allow for gaining a complete view of a company. This was done by filling in the Ps with information that could be found online about Whello. Thereby, imitating a potential customer that is looking for information about the company.

Whello's core product is growing the reach of their clients. This is done by their actual product, which is the 3 step model: Branding, Website development, and Campaigning. This immediately shows their main competitive advantage; they are a full-service digital agency that can help companies and organizations with the complete process of building their brand up to and including campaigning it. To come to this product, they have an extended list of services and specializations which can be provided to clients in all possible packages. This is also what most of their clients utilize at this moment. With their core activities still being website development and campaigning, as their branding service is relatively new. Still, the main goal of Whello remains to sell the full 3 step model and show that they can provide all the necessary services with their in-house specialists. These specialists are divided into the following teams that work together to deliver all Whello's services.

New Business which have to attract new clients and show them their growth options.

Marketing which provide the SEO (Search Engine Optimization) and campaign services.

Copy (also called BureauTekst, as Whello has taken over this company) which specializes in writing the content used for the other services.

Creation which do the designing and concepting.

Management which steer the teams and company.

Web development which is done by the team in the Indonesian office.

The teams take care of the services as can be seen in Table 1.

1. Branding		2. Website		3. Campaign	
Positioning		UI/UX web design		SEA	
Employer branding		Conversion optimization		Google Ads	
Campaign concepting		Website development		Social	
Video		Webshop development		Content marketing	
		SEO		Marketing automation	

Table 1: Whello's separate services provided by the different teams.

These services also fall into their pricing strategy, as it gives them the option to sell differently sized packages to clients. Using this method, they can personalize what they sell and later on add services if the collaboration is fruitful. Even with these different packages, their main focus has still been on the digital local Dutch SME market, but they want to grow towards the international SME market. More on this in the Interview insights section.

Next, the whole organization of Whello is made up of the 5 teams in the Dutch office and team in the Indonesian office as explained before, as well as the newly established international office for Whello.com in Valencia. Lastly, the independent video agency Skipp, which resides in the same office and therefore works closely together with Whello.

Next, the promotion of Whello is primarily done using their own strengths in online advertising. Next to that, they also give lectures, workshops and attend meetings with the client base (Figure 5). Finally, they also concentrate on receiving awards for digital agencies like the FONK100, Emerce100 and FD Gazellen, as this gives them a lot of positive publicity and large reach in the digital marketing world.
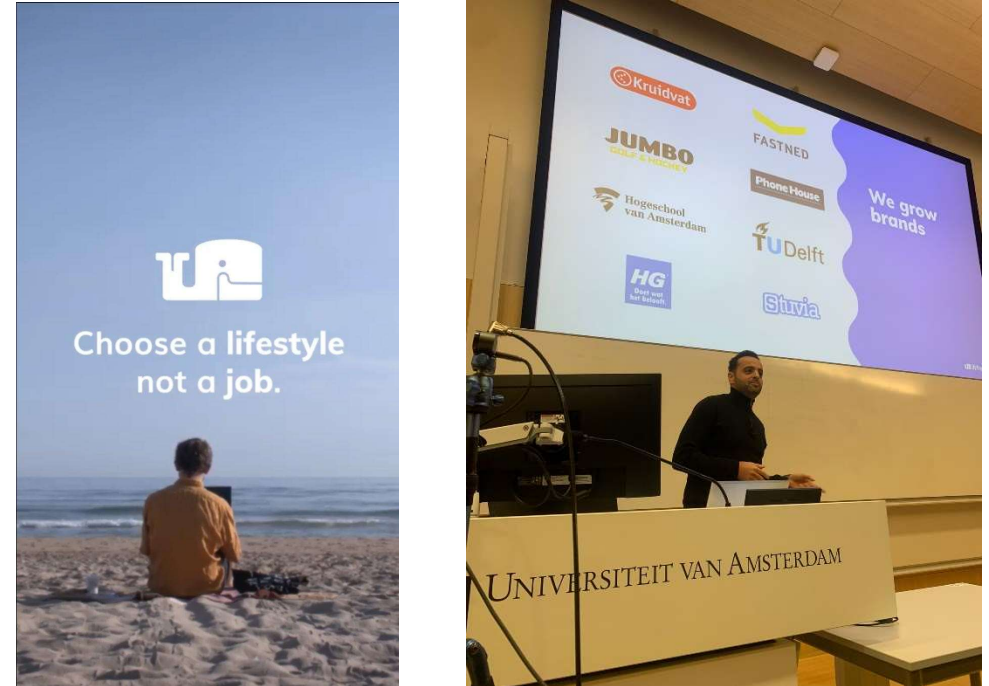

Figure 5: Example of an ad and lecture from Whello.

For their process, Whello follows the previously mentioned 3 step model, going back and fort, with good communication between the different teams and client, which shows their emphasis on co-creation. The second iteration gave a more in-depth look, which can be found in the section *Whello's method*.

Reviews

To add to the first-time-perspective analysis, a look was taken into the reviews that were found while researching Whello online [21][22][23]. To do this, reviews about Whello on several sites were analysed and then the main repeating concepts were extracted.

First, positive insights were that there was a great number of reviews of long-term customers with favourable content. Most good reviews addressed the active, open, and friendly communication style along with the great experience of working with in house specialists. With their high review scores, they were also found to be in the top 10 Online Marketing Bureaus list of Trustoo [23]. However, some negative reviews could also be found, and spoke primarily of bad communication about where the time and money were going for their project. These reviews were some years old and Whello currently uses an hour-tracking system that can help with communicating this to clients. However, in the client acquisition meetings I have attended, I have still heard of clients leaving because they did not see results quickly enough or because of disagreements about (achieved) goals.

Interview insights

To start off the second iteration of the analysis, with a bigger emphasis on Whello's own perspective, the management team was interviewed first to get a more in-depth view of Whello's own vision and goals. The interviews were conducted as intake-like conversations about the purpose, goal, and vision of the interviewees themselves, as well as their view of the company and its services. They were conducted with the two founders Serge and Nasser, and the international manager Steven, who together complete Whello's management. The full interviews and answers can be found in Appendix 8.2.

For the analysis of the interviews the Grounded Theory Method [24] was used with the constructivist approach [25][26]. This meant that with the data that was collected, an initial coding was carried out, followed by a focused coding to see what kinds of themes were brought up. These were in turn grouped into categories, from which the relationships were analysed through theoretical coding. The results that followed are now further explained.

A first category that was found, was the need of full-service. Especially the founders brought this up multiple times when talking about why they started out with Whello. They saw and worked with too many inefficient agencies that had one specialization and required freelancers for everything else. They called them *"agencies on their own island with their own trick"*. That is why they came up with a bureau that had more in house specialists. They started out with SEO, SEA and website development, but quickly realized they needed more things like campaigning and branding, which they grew into later on. Another thing they tied into this was communication. They wanted to make this one of their main strengths to keep to their promise with the client as much as possible. This eventually led to their empathic approach: *"We believed in empathizing with the customer, industry, and target group → the why, and if we understood that correctly, we could really do the marketing → the hello, together forming Whello."*.

A second category was their internal ambition. This could be summarized in a self-sufficient agency *"that can do everything by themselves"*. They want to do this by becoming a *"well-oiled machine"* that is guided by structure, *"a good system of steps that become second nature".* And by doing this leaving enough space for input, creativity, and performance. Leading to engaged teams that are involved, eager to learn, and have an entrepreneurial mindset. In the end giving Whello the opportunity to work for clients that they can be proud of: *"brands I*

can stand behind". Finally, they think this will lead to balance between growth for the client, themselves, their employees, and the planet: *"that everyone really benefits from it in the end"*.

The final category was their international and growth ambition. As mentioned briefly earlier, they want to leave the Dutch market. As they see it as a red ocean that is overcrowded with digital marketing agencies. Going towards, what they see as the blue ocean, international marketing, where there are not a lot of players providing full-service in one place. They want to help starting scale ups grow internationally and start out by *"conquering Europe"*. Thereby attracting bigger brands themselves and ensuring them to keep growing as a company and service provider. Finally, they talked about how this is one of the reasons they want to become more serious. Still, at the same time they also want to keep their *"friendly gimmick"* and keep the Whello culture the same, even in their eventual international offices.

Whello's method

Whello's method was analysed internally to get a more in-depth view of their way of working and then being able to compare that to my first iteration and client's perspective. This was done by going through presentation formats of different specialists and talking with the specialists themselves to get an idea of the steps and methods they use, and how they differ and changed over time.

First, their method underwent a major change just before this project began. They have included branding as one of their specialisms, which made it possible for them to increase the scope of projects they can tackle and become even more full-service. They are now able to start earlier in the process, making their understanding of the client even more important and allowing them to make even better use of their core strength of empathy.

Therefore, their goal now is to use the following interconnected 3 step model (Figure 6) as often as possible, as they feel like it gives the best and most sustainable results for their clients.

Figure 6: Whello's main activities divided over their 3 step model.

This model goes a step further in their involvement with the client's process, and therefore puts an even bigger emphasis on co-creation and communication. Therefore, they follow a fixed points process which can be adapted to the different packages clients have taken. The main process covers their way of working, as can be seen in Figure 7.
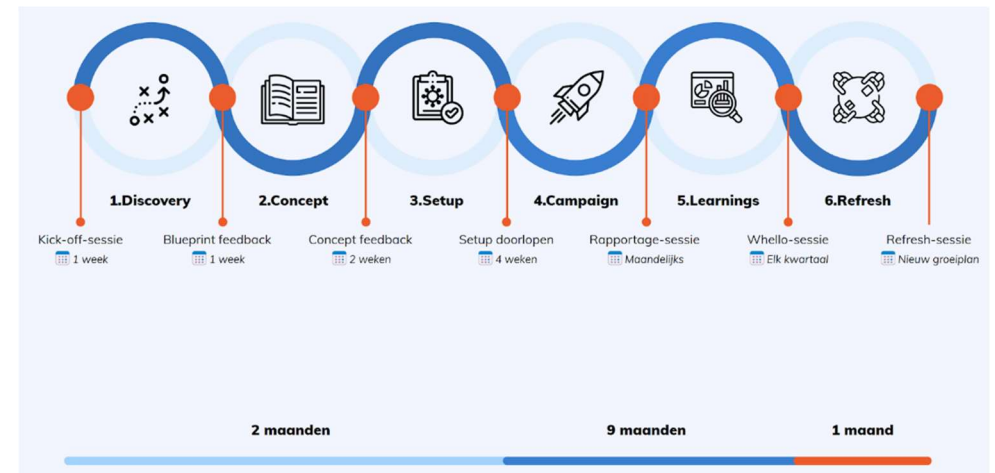

Figure 7: Example of Whello's main process.

Another way Whello demonstrates their emphasis on co-creation and empathic approach is through their Whello Sessions (Figure 8). These sessions are planned quarterly next to the already existing monthly meetings, and keeps the client updated, involved and content with the project over time.
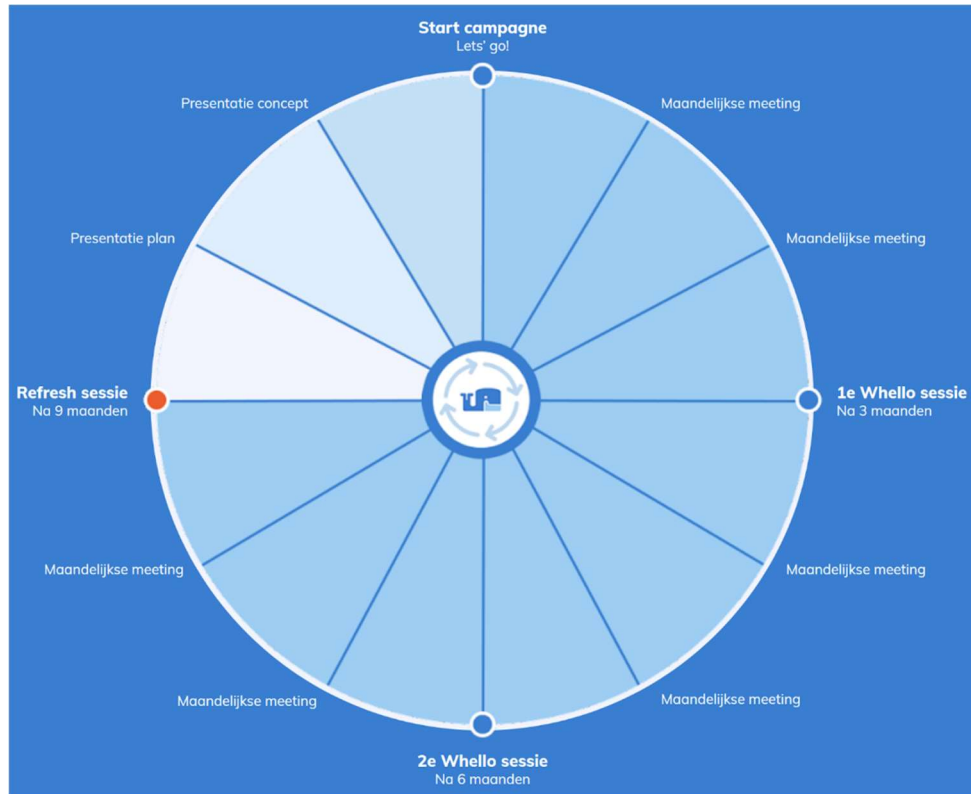

Figure 8: Whello sessions and their time planning.

Insights
The results of both iterations showed that Whello is proud of its friendly image, that is also appreciated by most customers. However, Whello is looking to professionalize its brand to show its increased competence over the years. The rebranding should reflect the new emphasis on the 3 step model, international expansion, and gained experience, while still maintaining its distinctive friendly communication.

Comparing the results of the two iterations showed that Whello's emphasis on communication, co-creation, and empathy are key elements of its brand, and should be highlighted in the new branding. The way they achieve this at the moment is their growing number of specialists, the synergy between them, and their ability to increasingly handle all services the client needs. This growth is then communicated by winning awards. Together these points are their biggest strengths and should therefore be taken into serious consideration during the ideation and further analyses, to not fall into the heritage rebranding trap identified in the rebranding literature. As this is what they believe will give them an edge in the international marketplace, but it should be complemented by the other characteristics of a global brand found during the literature research.

Coming back to their emphasis on growth. The first iteration made their goal clear, while the second iteration showed how much depth they see in this aspect. They want not only themselves, but everybody around them to grow and be proud of the work and impact they make. To ensure that this is seen by their clients as well, the new rebranding should reduce the feeling of the perceived risk and responsibility, and increase the purchase confidence by showing the expertise and experience they gained in this area. Finally, demonstrating an emphasis on growth that benefits everyone, including the planet.

2.2 Customer

The goal of the customer analysis was to find out who the current customers of Whello are, what Whello's future (international) customer vision looks like, and what the optimal fit is for both.

For the first iteration of the customer analysis, a concise segmentation analysis was performed to get a first outsider's perspective of what Whello's target group could look like. For the second iteration, this analysis was then complemented with research results from Whello's own customer analyses and interviews with their current clients to get a more in-depth view of Whello's current and future client vision. Finally, the insights were evaluated and concluded.

Segmentation analysis

For the first part of the segmentation the four main types; behavioural, psychographic, demographic, and geographic segmentation were analysed, together with firmographic segmentation to get more insights into the business side [27][28].

The first iteration was done by looking at Whello's current website. For the behavioural part, the main difference between Whello's customers was if they had one job or a longer procedure where Whello could help. Whello preferred the latter and therefore always tries to upsell more or longer-lasting services.

The psychographic type gave the most differentiating factors for customers of Whello. A big emphasis of Whello is growth and therefore most customers are the ones that have a main focus on aspiring growth. Whello does not limit itself to offering advice, but also performs the tasks and thereby keeping a longer collaboration standing. Therefore, customers should want specialists to do the work for them. These needs can be summarized in the following pain points for the target group.
- They have no understanding of the digital field.
- They don't know where to start.
- They don't know how to grow.
- They don't want to divide work over multiple companies.

The demographic segmentation can be summarized in an emphasis on online companies or companies that want to go online, and currently specifically companies within the SME bracket.

The current geographic type is concentrated on the Netherlands and a bit in Indonesia. However, the plans to internationalize, broaden this to the whole of Europe and then specifically companies that want to scale up outside their country of origin.

Finally, the firmographic segmentation can be summarized by saying that Whello is not very focused. They have a very broad target group in order to attract as many customers as possible, complying with their growth vision. Before their expansion into international businesses, they were primarily focused on businesses in the Netherlands, but didn't have to be Dutch. Their current focus is on SME's, yet they want to grow towards attracting large enterprises with their international expansion.

Whello's customer analysis

To start off the second iteration, Whello's current customer analysis was analysed to get a more in depth view of their perspective and research. They summarized it in the form of the following persona (Figure 9). Next to that, Whello themselves gave some more insights. Taken together, this resulted in some key customer takeaways.

Clients were looking for profitable campaigns and wanted to be relieved of certain tasks, so they can focus on their own expertise. Next, it needs to be within the marketing budget. Lastly, the clients were found to look if Whello has relevant experience and if Whello's approach matches with their company and what it needs.

Next to the current persona, Whello has already started on developing a new persona for their international clients (Figure 10). This showed that clients needed Whello to fill the gap in their knowledge of the local markets, and therefore their ability to expand abroad. They require Whello as their partner in this and help them with a strategy to grow internationally. The target companies are also bigger than most of Whello's current domestic clients as they should have the need and capacity to expand abroad.

Figure 9: Persona Whello for Dutch customers.

Figure 10: Persona Whello for international customers.

Client interviews

To complete the customer analyses, in-depth client interviews were conducted to gain insight into current and future perspectives and needs. For this, a group of current and prospective clients, representing the majority of Whello's customers, were hand-picked. They ranged from long-time Dutch clients to prospective international clients to get a broad view and be able to compare the different markets. The clients were interviewed primarily on how they came to Whello, their view on the current branding, and marketing agencies in general. The interviews with questions and complete insights can be found in Appendix 8.3.

The results were analysed according to the same method as mentioned in the *Interview insights* of the *Company* chapter. The resulting categories from the interviews can be broken down into two parts. First, how Whello is currently viewed, and second what the clients feel Whello is missing.

Starting with the current view, the clients saw Whello as young, fresh, funny, structured, straight to the point, ambitious, and involved. They were prided on their collaboration and *"the personal contact was a plus"*. Most clients pointed out that Whello was recognizable and remembered because of their simplicity, and many talked about the Whale icon when bringing this up. But this came with the side effect that it *"made them look a little childish, as the employees also looked young"*. Next, it was noted multiple times that Whello's proposition was very clear. Clients knew what they were getting and what more Whello was capable of, even if the client was not very in the know of this field of expertise. Together with this, some clients also applauded how clear Whello's size was in comparison to most other agencies. However, there were also some inconsistencies, which will be addressed next.

Next to what Whello is viewed as, the clients also noted some points that were missing for them at this moment or could be improved upon. Some clients were missing seniority and thought the branding and other communication was too playful, and therefore didn't show their experience and the depth of what they were capable of. This translated into other things, like not being seen as experts and innovators. Therefore, clients were still missing the feeling of complete relief of their marketing as they expected agencies in the future to *"just do it all"*. Another thing that was often cited was the lack of a focus on sustainability, as clients thought that it could be a good fit and almost a must for a young company with a fairly young/up-to-date target group. They expected *"a statement and full commitment to a theme"*. A final point was that although Whello's proposition was viewed as clear, there was still some disconnect as some clients said they didn't know the full proposition. One international client for instance thought they didn't market in other countries than the Netherlands and another found them to have *"limited services"*, even though in reality they market more services than most other agencies.

Insights

From the segmentation analysis, it can be derived that Whello's main emphasis is on finding clients they can help with their full process and then preferably for a longer time. Next, an analysis of Whello's own customer analysis showed that clients want to be relieved from tasks and therefore look for a fit with relevant experience and approach. And also, for international clients that don't know how to go about expansion. Therefore, Whello's branding should make clear that their main approach is full-service. Finally, client interviews revealed that while Whello is clear about what they can do and appreciated for most parts, there are times when the communication does not yet align with the level of expertise. Hence, why it is crucial to make their main distinctions more explicit in the rebranding.

2.3 Context

The goal of the context analysis was to gain insight into the broader external environment and developments surrounding Whello, and also to gain insight into possible expansion opportunities for the international vision.

First, to get insight into possible nuances and cultural differences that impact local marketing, a cultural analysis of Spain and Germany was done. As these countries have a significant presence in Europe, while at the same time differ a lot culturally. Which can then be used as a foundation of insights for the international rebranding, as identified in the literature review with regard to global culture. And to look into the broader macro environment surrounding Whello, a DESTEP (Demographical, Economical, Social, Technological, Ecological, Political) analysis was performed, to get complete insights into potential challenges, opportunities, and viable strategies.

Cultural analysis
Starting off with Spain, there are some key differences in the marketing world compared to the Netherlands. First, there is a more spontaneous attitude which flows through how business is done and should be marketed [29]. There is also a bigger emphasis on influencer marketing and one of the biggest in the world [30]. Spain was also hit as one of the worst in the Covid-19 pandemic, and therefore it can be said that even now they value certainty more than a lot of other countries. Lastly, Spain is a hotspot for startups as they get a lot of support from the government and global investors. [31]

For Germany, even though it's right next to the Netherlands, there are some fundamental cultural differences that shouldn't be overlooked. First to sum up, Germans can be seen as more pragmatic, descriptive, proud of their region and respectful towards expertise or experience. They are also bigger on privacy and like to compartmentalize leisure and work. [32]

Other differences can be found when you delve deeper into the German marketing world. They are the European Union's leading Ecommerce market, and also rely on search engines far more than any other country for advertising [33]. Finally, this connects with another insights that Germans are extremely informed shoppers [34].

Demographical
In the online digital agencies world, there is not a big emphasis on demographic areas. However, location still matters with the reputation it brings. Favourably, The Netherlands stands out in the digital marketing agencies world [35] and specifically Amsterdam is seen as the hotspot for the biggest growth in this area [36].

Economical
The biggest relevant shift in the economical landscape, is that since the Covid-19 pandemic uncertainty is the new normal in almost all playing areas. Therefore, together with the rising costs worldwide, companies want as much certainty as they can get. [37]

Social
A first big trend in this area, is that inclusivity becomes a requirement, instead of an additional strength companies can take pride in. Customers also already involve themselves more with brands that make a commitment to addressing social inequalities [38]. This connects to the following trend of core values that are getting more important, especially for the growing Gen Z businesses [39]. It is already being researched that having and showing a holistic purpose is a beacon for growth [40]. This also ties into the next trend; an increasing emphasis

on customer experience which is not slowing down [41]. Following that, one of the main new focuses is authentic, humanized branding [42]. Organizations already look to hybrid experiences to create more personalization, innovation, and connection [43].

A deeper look into the Dutch digital marketing agency trends resulted into the fact that the number of full service agencies is having a revival. However, at the same time the term also needs a review, as more and more specializations are being added. [44]

Technological
The two largest relevant areas that are evolving in the technological field are the metaverse and AI generated content. Both are capable of having a big effect on how digital marketing agencies operate. Therefore, showing your distinction becomes even more important. [45]

Ecological
Bureaus with an open eye for people, the environment, and society are gaining ground [44]. Tying into the holistic purpose of the social developments.

Political/Juridical
The demise of cookies will have a big effect on the digital marketing world and therefore the focus should be shifted towards first party data marketing, as this is going to be the new norm. [46]

Insights
First, for the cultural analysis the main insights gained were that countries can differ substantially on multiple aspects of their approach to marketing and how to market to their residents. Therefore, local values and ways of living should always be researched and taken into account, even when rebranding towards a universally accepted idea, as identified in the literature research. Accordingly, this plays into the fact that the rebranding should be seen as a continuing action and not as a one time change that stays that way, but one that adapts to new situations over time.

Second, from the macro analysis, the marketing image of The Netherlands and Amsterdam stood out, so this could be used when rebranding Whello for international clients. Next, the need of certainty can also play a big part in the trust clients will have in your company and should therefore also be communicated effectively through the brand. Then, an insight was the growing emphasis on the core purpose and authenticity of companies and the growing need to show this collectively with social responsibility and personalization towards people's needs. Together with the growing importance of sustainability. Finally, the changing landscape of marketing, with a possible, cookie-less, AI and commerce media driven future. Whello's rebranding should show in their expertise and distinction that they are a step ahead of these changes to be trusted.

2.4 Competition

The goal of the competitor analysis was to gain insight into the competitive playing field and how the international playing field differs from the current one. And through this gaining insight into possible gaps and opportunities.

For the first iteration of the competition analysis, to start, a broad search online was done to get a view of which companies would pop up first and most often. First, this was done for the SME market of digital marketing agencies in the Netherlands. Then, for Germany and Spain to get more in depth insights in the cultural nuances in these markets. The final competitors that stood out were then put in a Product Range Model (Figure 11) to see their competitiveness to Whello. This model was used to understand the playing field and the relationship between competitors and Whello.

For the second iteration, to get more in depth insight, Whello themselves were asked what they thought of the current competitors and which ones they would add. Then, final insights were gathered from the analysed competitors and competitive market. Finally, these insights were used to come up with multiple perceptual maps, from which the best new positioning of Whello was established. The perceptual maps are used to find and show where gaps and opportunities in the competitive market can be, which in turn can be used to position Whello's rebrand.

Product Range Model analysis

The Product Range Model consists of 4 layers, going from the closets to the most different competition:

1. Product form competition
   o Consisting of companies with similar features and values.
2. Product category competition
   o Consisting of companies within the same product category.
3. Generic competition
   o Consisting of companies that still fulfil the same need.
4. Budget competition
   o Consisting of companies in the same price segment and market.
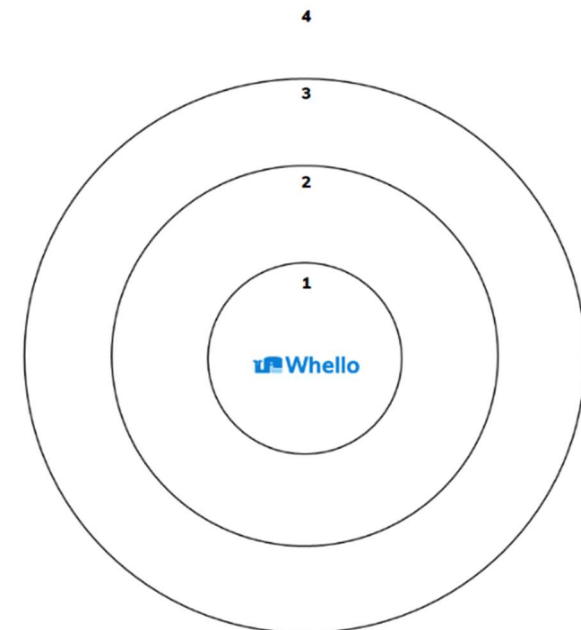
Figure 11: The Product Range Model framework.

First, competitors from the Netherlands were analysed and put into the model. This was done by searching online for the best digital marketing agencies on multiple sites and awards lists [47][48][49][50]. The competitors that stood out the most and most often, were then analysed on their home page, services, unique selling points (USP's) & possible weaknesses (Appendix 8.4). After which, they were positioned in the Product Range Model (Figure 12).

The main insights gained from this, were that not a lot of competitors stood out with a combination of branding, web development, and campaigning at the same time. Yet, some still promote themselves as a full-service agency while only showing two of the three services. Next, the companies that stood out the most focused on one strength even if they had multiple capabilities like Whello. The internationally concentrated Dutch companies showed expertise as their main strength. Another strength that was shown a lot was growth marketing, but this seemed to work almost negatively as a lot of companies showed this as their main strength, and therefore it didn't show any differentiation. A final insight is that there was a big divide in the branding of creative and professional focused companies. The former focused more on statements and the latter on explaining their skills.
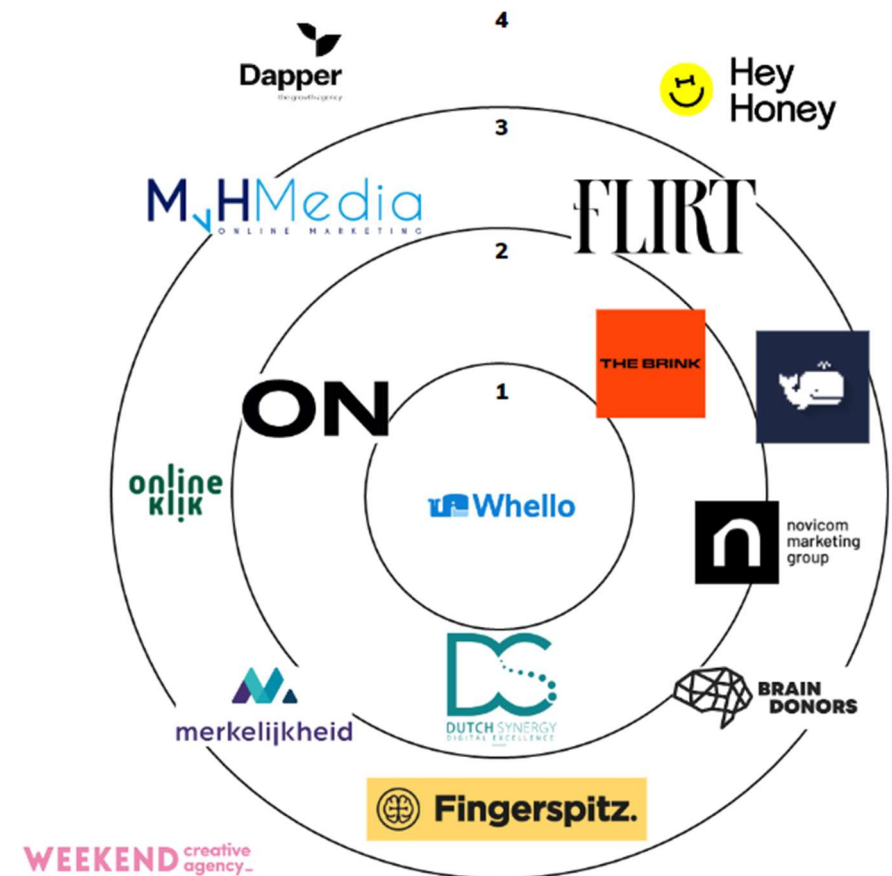
Figure 12: Dutch competitors compared with the Product Range Model.

Secondly, possible future competitors from Spain were analysed in the same way (Figure 13) (Appendix 8.5) [51][52][53][54]. The main insights gained from this, were that there is a bigger emphasis on communication in Spain. This also showed in their ability to explain what they meant under full-service marketing. This was a lot closer to Whello than the Dutch competitors. The Spanish competitors put a bigger emphasis on broader solutions than showing one strength. Local preference was also reflected in the fact that the majority of sites were only available in Spanish.

Finally, possible future competitors from Germany were analysed (Figure 14) (Appendix 8.6) [55][56][57][58][59]. The main findings were that there are not many competitors with a branding focus, as the German market is currently much more concentrated on content creation and SEO. In line with the findings of the context analysis, there was a big emphasis on showing knowledge and ability from the German competitors. Finally, there was a much greater emphasis on English than in Spain.

Figure 13: Spanish competitors compared with the Product Range Model.
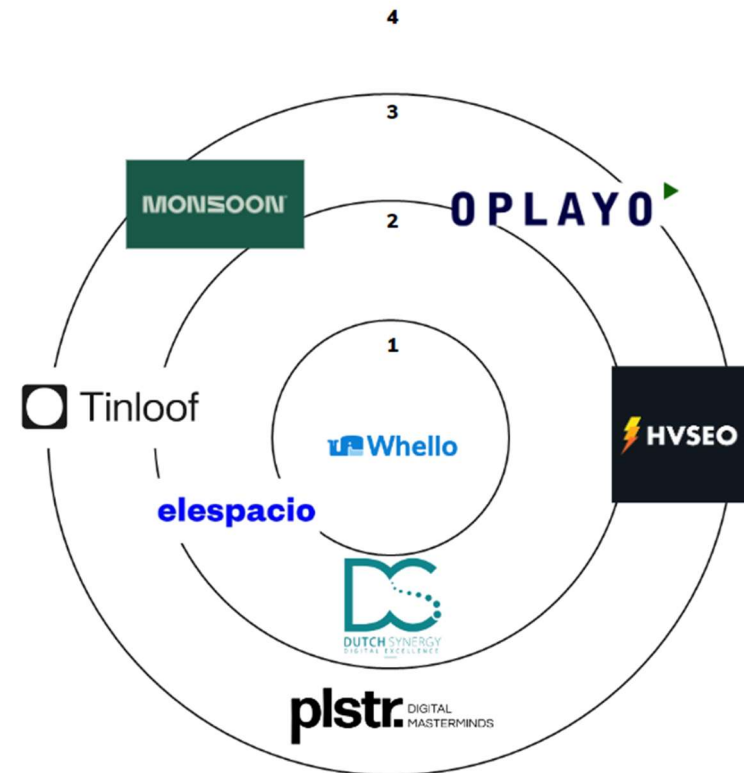
Figure 14: German competitors compared with the Product Range Model.

Perceptual maps analysis

The second iteration of the competition analysis consisted of a new iteration of the competitors with Whello's input. Then, choosing the final best batch of competitors for Whello, and lastly putting them in perceptual maps to find a basis for the new positioning.

The new iteration of competitors was this time done with insights from Whello and where they look for competitors. They indicated that they find their main competitors to be the ones that score high in the same category awards as them. Showing again that this is where digital marketing agencies concentrate on getting attention for their brand. Therefore, next to the already analysed FD Gazellen, other awards like the Emerce100 and FONK100 were explored to find new competitors (Appendix 8.7) [60][44]. These were then compared with the competitors from the first iteration, and again the ones that stood out the most were analysed again (Appendix 8.8). However, this time in the analysis the focus was primarily on their core values and strengths to form a basis of input for the perceptual maps.

Thus, the perceptual maps were made. To have a basis for the axes, Whello's values and strengths from the previous analyses were compared with the ones that stood out the most from the final competitors. This resulted in the following values.

Whello's values
- Growth
- Co-creating
- Full-service experience
- Unique approach
- World bettering (clients)
- Friendliness
- International

Competitor values
- Transparency
- Expertise
- Boldness
- Performance
- Connecting
- Innovating
- Creativity

From these values multiple axes were made, after which the final competitors were positioned, and finally the best new positioning for Whello was found by looking at the most optimal open spaces. This resulted in three final perceptual maps.

The first map (Figure 15) with axes *Expertise/Full-service* and *Performance/Creativity* was made to show the main different directions digital marketing agencies go with their branding and focus. Whello was found to be best positioned in one of two differentiating places. These places will be further explained later in the subheading *insights*.

The second perceptual map with axes *Expertise/Co-creation* and *Dutch/International* was made to show the different markets and how they are approached at the moment. This showed one promising differentiating spot for Whello (Figure 16).

Figure 15: Perceptual map with axes Expertise/Full-service and Creativity/Performance.

Figure 16: Perceptual map with axes Expertise/Co-creation and International/Dutch.

The final perceptual map with axes *Expertise/Co-creation* and *Serious/Friendly* was made to show the different approaches with their services and brand personality. It showed that Whello can best be positioned in one of two differentiating places (Figure 17).

Figure 17: Perceptual map with axes Expertise/Co-creation and Friendly/Serious.

Insights
The final takeaways from the competitor analysis can be summarized towards the possible new positions gained from the perceptual maps. A first insight was the differentiation opportunity for promoting a full-service approach, which is a strength of Whello at the moment. While a lot of competitors promote their one strength or expertise there is a gap for companies that show clients that they can help them with all their services in one go. Subsequently, another gap away from showing expertise was co-creation. This showed that there is room for differentiation by showing clients that they are taken with in the process, instead of only having to rely on an expert. Next, there were opportunities found in both performance/serious and creativity/friendly. As these are opposites, for the final positioning a side has to be chosen. Finally, from the competitor analysis for Spain and Germany, it can be concluded that Whello has strengths for both types of markets. Yet, as mentioned before, the branding should still put an emphasis on one universal idea, and then nuanced with their most locally appropriate strengths.

2.5 Collaborators

The goal of the collaborators analysis was to gain insight into how Whello operates with their partners and thereby getting a more complete view of the ways they work and stand in the marketing market. This was done by getting an overview of all collaborators, their relation with Whello, and finally possible threats and opportunities coming out of these or possible collaborations.

Currently, the closest collaborators of Whello are their in house agencies BureauTekst and Skipp. These agencies are promoted on Whello's website as part of Whello. BureauTekst is genuinely part of Whello as they are bought under their label. Skipp, however, is not an actual company from Whello, but they work under the same roof and therefore work closely together on projects and share clients. Another different collaborator is the branding agency Come Into Bloom. Although, the company in reality does not work in conjunction with Whello, it's founder Rosalinde Dijkman set up the branding department of Whello together with Whello's own employees, and now runs it. Lastly, Whello also works together with freelancers and other agencies for (parts of) projects they have no time or expertise for at the moment. However, these differ a lot from time to time, so there are no longer collaborations made there.

For the future international vision, Whello is already thinking about possible new collaborations. They want to use native freelancers in the beginning of their international expansion, to fill in the gaps that they are missing when it comes to local knowledge about the country where marketed. Eventually, Whello wants to have multiple native experts employed for the countries in which they market the most and possibly set up offices there too.

Insights

The findings from the collaborators analysis can be summarized into threats and opportunities to get usable insights. A first possible threat is that Whello has, or will have, a boxed view because of their long-term collaborations. Whello wants to grow bigger and more international in the future, but should take their current collaborations with to maintain the same quality. Another possible threat is that the use of freelancers does not align with their promise of full in house service. Even though they do most of their work in house, they can benefit from widening this even more by filling the gaps they have now with new specialists who used to be freelancers and communicating this effectively.

A first opportunity is that they can collaborate with new agencies as they already have experience in this way of working. They can for instance work together with a branding agency to strengthen their prominence in this area and gain more expertise. Lastly, just like the last threat they can also attract new in house specialists for specialisms they don't have at the moment to keep broadening their full-service approach. Staying one step ahead of the competition.

2.6 Final takeaways

The goal of the final takeaways is to combine the findings into the main possible threats and opportunities of Whello's branding, which can then be used as a design brief to start off the ideation phase of the rebranding.

Starting off with a first opportunity, the main selling point of Whello was their 3 step full-service approach. Whello themselves are quite clear that their future direction is concentrated on the 3 step model and also on using this during their international expansion. This model, together with their distinctive empathic approach with an emphasis on co-creation, communication, and synergy between specialists, has provided a really good basis for differentiation from the competition. How much this differentiated them differed per country, as could be seen in the competitor analysis. Therefore, the rebranding should be adaptable to cultural nuances, which ties into that it should be seen as a continuing action.

Another clear distinction was the friendly approach of Whello. The company and customer analyses showed that it was appreciated by most clients, and the competitor analysis showed how it made Whello stand out in the overcrowded market. Additionally, Whello were also very proud of their friendly image. Hence, there is an opportunity to use these strengths as a foundation for the rebranding, and to improve on them. Thus, keeping Whello's core intact, and thereby evading the possible heritage rebranding trap.

Secondly, a threat that can lead to a potential opportunity, can be summarized under expertise and experience. This is what Whello has gained a lot over the last few years, but hasn't been shown through the branding effectively yet. This was backed up by client interviews, which

showed that they didn't know the full extent of what Whello was capable of. Next to that, from the literature and context analysis, it also became clear that for B2B branding there is a significant need for certainty to increase the purchase confidence. This makes the ability to show your experience and expertise even more important. Lastly, the competitor analysis showed that there is a gap in the market for companies showing performance together with a friendly approach. Therefore, the rebranding can combine these two into the new direction of Whello, showing their gained experience while keeping their existing distinction.

A next opportunity, is showing Whello's approach to growth in a more clear way. From the company interviews it became clear that Whello sees more depth in this aspect. Next to growth for Whello and their clients, they also put an emphasis on personal growth for their employees and leaving a positive impact on the world. This ties into an emphasis on sustainability. Something that isn't reflected fully in Whello's branding at the moment. While the literature analysis showed that international brands are more expected to tackle social issues, the context analysis showed the growing importance of authentically expressing your core purpose and being socially responsible. This, combined with Whello's desire to make a positive impact on the world, makes this a significant opportunity that needs to be reflected in the rebranding before it becomes a threat in the future.

A final opportunity, which was found during the company and collaborations analysis, ties into the full-service approach again. To keep ahead with showing their empathic full-service, Whello should keep expanding on their specialists and close collaborations, and show this expansion through their branding. This way keeping the distinction of complete full-service.

3. Ideation

The goal of the ideation phase is to find the optimal new brand DNA for Whello by using the insights gathered from the previous analyses together with co-creation with the management and other employees. The Brand DNA answers the question of how Whello should be rebranded to showcase their growth and be ready for their international ambitions. These intangibles will form the important brand image and lay the foundation for the tangible elements in the Brand Guide (discussed in the next chapter) that can be used for brand awareness, together completing the rebranding goal of this report.

The ideation is explained through three main sections; the Identity, Brand, and Evidence domains of the Brand Charter (Figure 18), which was based on the Brand Compass [61]. The sections build towards the complete Brand DNA and new positioning, to come to a consistent story and concrete direction which can be used as a foundation throughout all communication. The three sections are explained through the general direction, their components, and how these came to be.

BRAND CHARTER

1 Identity

VISION — Empowering global brands while making a positive sustainable impact on the world and inspiring others to do the same.

MISSION — Making inspirational brands around the world grow in synergy with us through our complete, in house, and empathic approach to digital marketing.

AMBITION — Become an international marketing agency with locations around the world which works with the most inspirational brands worldwide.

WHAT — A digital marketing agency that attracts inspirational global brands and makes them grow in a sustainable way.

HOW — With our 1,2,3 framework and experience in growing brands from start to finish in a collaborative, thorough and fun way.

WHY — So we can be proud of the impact we have left on the world.

2 Brand

CULTURE
- Fun (Friendly)
- Collaborative
- Ambitious
- Thorough

ARCHETYPE
- Entrepreneurial
  Magician

CORE VALUES
- Growth
- Performance
- Empathy
- Sustainability
- Fun

Whello — Empowering your brand together.

BRAND PERSONALITY
- Empathic
- Cheerful
- Structured
- Inspirational

PAY-OFF (slogan) — Empowering your brand together.

VISUAL STYLE
- Simple (clarity)
- Professional (skillful, experienced, structured, confident)
- Cheerful (fun)
- Collaborative (united)

3 Evidence

CONSTRAINTS
- Branding experience
- International client network
- Sustainability knowledge

BRAND PROMISE — Growing your brand in a collaborative and sustainable way to give you peace of mind.

FUNCTIONAL BENEFITS	Conc. Characteristics	Abs. Characteristics		Func. Values	Psy-soc. Values	**EMOTIONAL BENEFITS**
	• Sustainable • Effective	• Collaborative • Thorough • Fun		• Success • Growth • Prosper	• Confidence • Peace of mind • Creative	

KEY USERS
- International brands
  ○ Intl. marketing manager
- Dutch brands
  ○ Marketing manager

THREATS
- Experienced international agencies

TABLE STAKES
- Performance
- Sustainability
- Fun

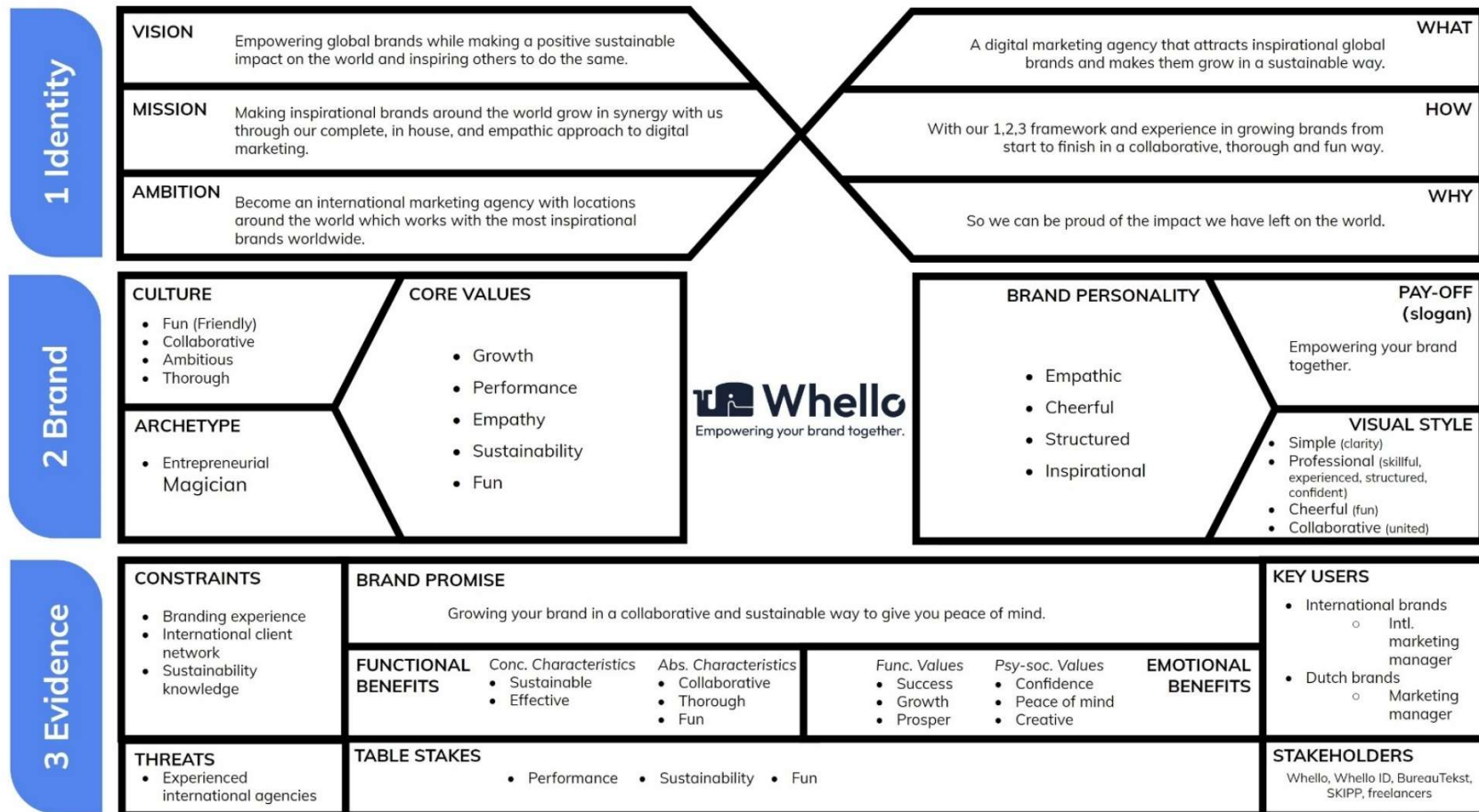**STAKEHOLDERS** — Whello, Whello ID, BureauTekst, SKIPP, freelancers

Figure 18: Brand charter showing the three sections, their elements, and connection.

3.1 Identity

First, the Identity section consists of the Vision, Mission, Ambition, and their counterpart targets; the What, How, and Why. Together, they build an internal consensus for Whelllo's positioning. Therefore, the team leaders of every specialism of Whello were involved in the development of these statements by way of an interactive workshop (Appendix 8.9). The outcome of the workshop combined with the insights from the analysis gave the following statements in the first section (Figure 19).
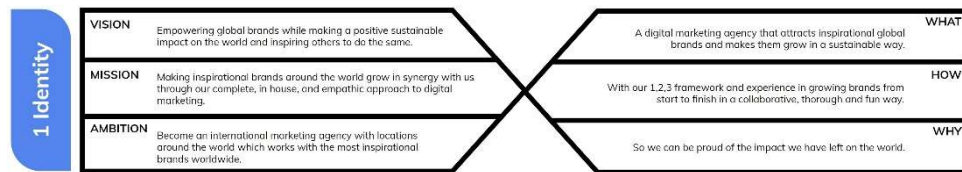

Figure 19: Identity section of the Brand Charter.

First, the positioning of the rebranding had to be formed. This was done by way of the 6 brand questions from Johnson [62]. One of the questions *What do we do and how do we do it?* can be summarized under complete full-service. The vision statement starts off with empowering, which stands for giving the clients everything they need to succeed and flourish. To in the end, reduce their feelings of uncertainty and perceived risk, giving them relief and increasing their confidence to succeed. On top of that, the workshop with the employees showed that demonstrating performance was a necessary component in their market. A next distinction Whello shows in this aspect is their specialists working in synergy with themselves and the client and in that sense making the service more and more complete, as described in the mission statement. To complete Whello's full-service differentiation, another brand question can be answered: *Why are we here?*.
Which is answered by empathy, the core of Whello. Understanding the client and co-creating with them became clear to be why they started the company and why they have found the success they have now.

Together, with the insights that brands should look to humanize more and show authenticity, this value is becoming even more important for Whello in the future. Lastly, looking at the How section, to achieve these goals, Whello needs to use their current experience in a way that reflects what has worked for them in the past in an even better way, showing more expertise and differentiation from other competitors.

A second theme, was answered by the brand question *Who are we here for?*. Whello's vision is to work for global brands in the future as they see the Dutch market as too overcrowded and want to tackle bigger and more impactful projects. This became clear when interviewing the management. They need to obtain the skills and status to attract the right brands. Therefore, they should strive to grow themselves to becoming a renowned agency that can choose and work with the brands they think make an impact on the world. This leads into the next differentiation, sustainability. The employees together with the management agreed on wanting to help the world as much as they can while doing their work. Additionally, it was evident from the context and client analyses that this could be an essential competitive advantage going forward. Therefore, Whello's work should leave an impact they can be proud of. Which leads into the theme inspirational. This stands for Whello wanting to become recognized with their method and approach to the level of inspiration for others, also with their approach to sustainability. Together with working for brands they can be proud of and inspire them too. This was made clear by the vision of management and employees about the impact they wanted to make.

3.2 Brand

Second, the Brand section consists of the main elements Core Values, Brand Personality, and their base elements Culture, Archetype, Pay-Off and Visual Style (Figure 20). Together they show the brand's symbolism and therefore explain the shift from the internal identity, started in the previous section *Identity*, towards the external displaying of the rebranding. The outcome of the workshop combined with the insights from the analysis were used as a foundation again. Additionally, for helping with answering the brand question *What is our personality?* leading to the ideation of the brand personality, archetypes, core values, together with a cluster research based on Aaker's brand personalities [65] with employees was done (Appendix 8.12). These results were then worked out further to get a more detailed and unique new brand personality for Whello.

Figure 20: Brand section of the Brand Charter.

Starting off, with the vision of the company in mind the archetype was used to get a foundation for the core values and eventual brand personality. Using the insights gained so far, together with an analysis of the existing archetypes (Appendix 8.10) [63] and a quiz conducted by the founders (Appendix 8.11) [64], a final archetype was found: The Entrepreneurial Magician. The Magician stands for Whello's intelligent and knowledgeable ability of transformative lasting change through experiences that feel exciting for their clients.
This, along with elements from the sub-archetype of the Creator; the Entrepreneur, who represents ambition, vision and generating ideas

and turning them into reality. These values lay a foundation for the core values Whello wants and should strive for based on the previously gained insights.

Then, when answering the brand questions *What do we value the most?* and *What makes us different?*, continuing from the archetype foundation, the final core values and brand personality of Whello could be formed.

A first value is Growth, which is Whello's main proposition and most important value they strive towards for themselves, their clients, and the planet. It was also found to be essential in the target market and something that clients were always looking for.

Secondly, Performance, as Whello delivers full-service, a lot of what they offer is concentrated on output and immediate performance. Therefore, this is critical for them, as found out during the workshop. As well as, their clients as they want to be sure and get the peace of mind that what Whello brings them will give them the success they need. This should be translated into a thorough and ambitious culture. As, this aspect was already present internally and showed the expertise Whello worked with for their clients. Yet, there should be a bigger emphasis on it that translates better to the external brand showing the expertise to clients as well. Which translates into the brand personality structured. As this is what makes Whello able to tackle projects and perform and ensure growth through synergy between the client and specialists. The client analysis showed that this was already a valued skill of Whello's, and should therefore come back more in their personality, to show their methodical and systematic side. Translating also into their visual style with simple, showing clarity and straightforwardness. In the end, better displaying their expertise and trustworthiness, showing their growth, maturity, and ability to perform.

Then, Empathy, what Whello started out with and what still seems to be missing in the digital marketing agency market. At the heart of Whello is an understanding of the customer and their context, not just the execution of tasks. However, it should be made more prevalent. Because this is a real gap in the market, as found in the perceptual maps, and even more important because of the understanding of international clients and the local areas to which they want to expand. Therefore, there should be an even bigger emphasis on showing the collaboration in the visual style, by displaying the united team of Whello and open nature of the employees exhibiting their empathic approach.

Next, Sustainability, which was found to be crucial according to previously mentioned context, client, and company analyses. Here too, there needs to be an actionable target, to avoid the appearance of greenwashing. Therefore, it should drive major decisions like which clients to work for, pushing clients towards being more sustainable, and giving back where they can. In the brand personality this comes back as inspirational, which shows the future vision of Whello as dissected previously. It encompasses the ambitious, insightful, intelligent and creative side of Whello. Showing the growth and maturity from a playful and young brand to one that inspires and is looked up to.

Lastly, Fun, as this is what has set Whello apart from the start and was seen as a strength through all client analyses. However, for the brand personality the emphasis has to be shifted to fit with the new more mature direction. Therefore, there has been chosen for cheerful. This shows the fun, kind, friendly, and enthusiastic side of Whello that clients appreciated and at the same time expect from an empathic agency. Whello's founders and employees were proud of this side themselves and therefore this can be used a real strength for the brand, as it makes them authentic. Which is important as found in the context analysis.

This should also be translated further into the visual style with a new influx of enthusiasm, inspiration, and confidence.

Finally, the pay-off which encapsulates the previously gathered brand identity. *Empowering your brand together*, shows what Whello can do and how. Empowering, shows their new direction away from a playful helper towards an experienced expert that inspires. Together, shows Whello's core strength of the synergy between their specialists as well as their empathic approach.
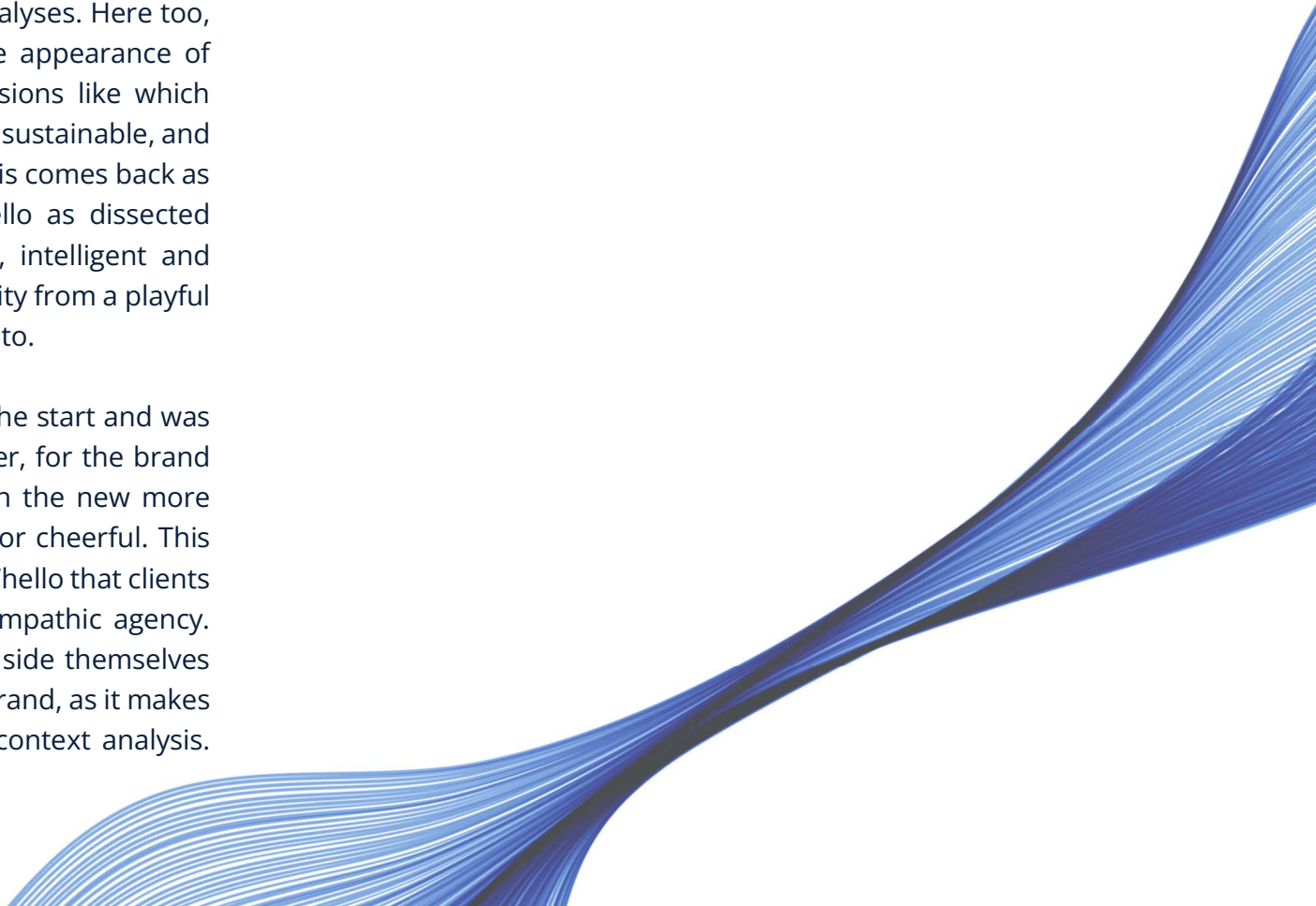
3.3 Evidence

The final section of the Brand Charter completes the Brand DNA as a steppingstone to the tangibles in the Brand Guide. It translates the previously conceptualized ideas towards concrete characteristics for the customer and summarizes the necessary contextual elements (Figure 21).

Figure 21: Evidence section of the Brand Charter.

Starting with the brand promise, which lays out the brand foundation that clients can expect. Translating into the functional benefits sustainable and effective, as the rebranding strives for an image that shows the new direction towards making a good impact in multiple concrete ways and showing effectivity of the full-service approach with the empathic 3 step model. And collaborative, thorough, and fun. As these show through in how the work is delivered to clients and should therefore be reflected in the brand and its positioning. Additionally, the emotional benefits' functional values success, growth, and prosper, as these are the main factors that clients want out of the collaboration with Whello. They come out of the psycho-social values confidence, peace of mind, and creative, which is what the clients need to feel to attain their goals.

Then, the main constraints that come with this rebranding are the following. First, Whello is quite new to branding as a service, so emphasizing on showing their full-service approach as a main strength through their branding should be done carefully. Therefore, concentrating on displaying what they know and gaining experience, not by selling hot air. Secondly, the brand's emphasis is on attracting global brands. As Whello is new to this territory, they should concentrate on building their network and gaining expertise. This leads to the main threat to Whello in the future, which is the presence of experienced international agencies. Even though this market is not as competitive as their current one, they should approach it distinctively showing their strengths and not their inexperience. Lastly, Whello previously didn't have a substantial emphasis on sustainability and should therefore approach showing their new direction carefully to not be viewed as greenwashers, as explained before. Furthermore, specifying the previously mentioned target group of sustainably inspirational global brands, gives to two key users for Whello going forward. For international brands, the international marketing manager was found to be the main contact as stated by the international manager of Whello. For the Dutch brands that want to go international, the emphasis can still lay more on the marketing manager as Whello will first concentrate on brands that are in their beginning stages of expanding abroad. Then, the stakeholders stay primarily the same as found in the collaborators analyses. However, a new emphasis on attracting and working with native freelancers for local projects where Whello is missing experience is needed.

Concluding the evidence section, the insights can be summarized through three main stakes. First, performance was and will be of utmost importance for Whello going forward in their new target market and showing their new brand. Secondly, sustainability, as mentioned before, will be a main point of emphasis as Whello is new to this playing field, but should make the necessary step to stay competitive in the future. Lastly, fun, because when looking at the analyses and literature research surrounding the heritage rebranding trap, it is clear that Whello should not abandon this distinction in the near future in order to continue to grow.

4. Implementation

Now that Whello's new brand DNA has been created, it needs to be translated into tangible concepts and actions that can be implemented across the company. For this a Brand Guide is developed to form as a foundation for consistency of the brand across the full organization of Whello. It builds up by showing more and more of its elements complementing each other as the pages progress, guiding the reader through the elements of the brand and how they can be used separately and ultimately together.

The guide consists of the following sections. First, the Brand Rationale, which summarizes the Brand DNA in an actionable story that is understandable for every employee. In this way getting everyone on the same page about the brand's new direction and future. Secondly, the new Logo Design is explained and how it can be used throughout the brand actions. Then, the Colour Palette is laid out and its use is clarified. Next, the Typography is explained through new fonts and how they should be used. Following this, the visual imagery style is illustrated through Key Visuals and their choice is clarified. Subsequently, two new Visual Elements are explained and how they should be applied throughout the brand. Then, the new Tone of Voice is clarified through four main values supported by examples. Lastly, the Brand Guide is concluded by three touchpoint examples that show all elements coming together, to complete the foundation for implementing the rebranding. Finally, the completed brand guide examples were evaluated with employees from Whello and current clients, to see if they reflect the brand identity as intended.

4.1 Brand Rationale

The Brand Rationale (Figure 22) explains the core of the rebranding by laying out the aspects that make Whello distinctive as explained in the previous chapters. It does this by explaining how core values and different parts of the brand personality are reflected in the brand and how they work together. The rationale is already told with the tone of voice and visual style in mind, to give the reader a feel for it before it is explained later on.
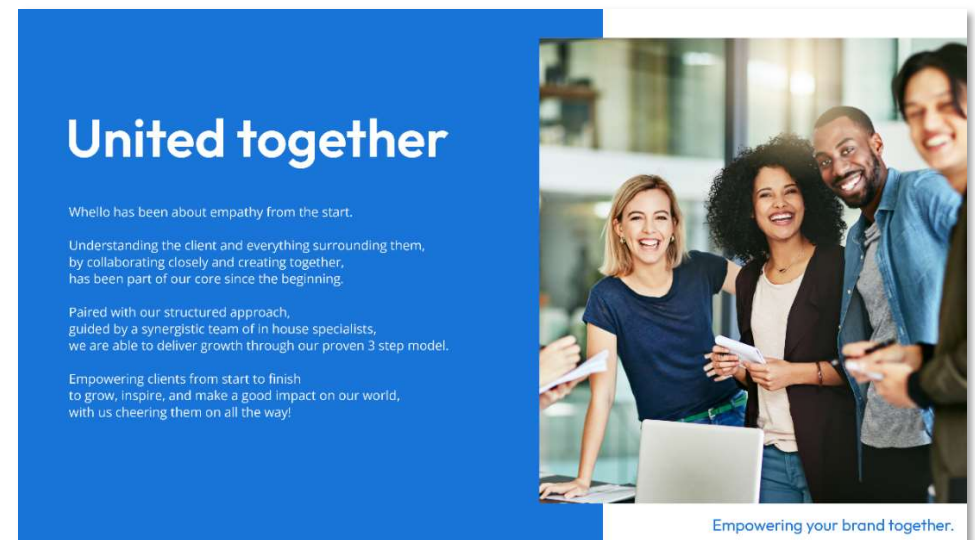
Figure 22: Brand rationale as displayed in the Brand Guide.

4.2 Logo Design

With the newly formed Brand DNA, the logo is also adjusted to display the new direction (Figure 23). The new logo consists of a combination of an icon, word mark and pay-off, usable in multiple configurations (Figure 24).

The original icon has been kept for the following reasons. From the client analyses, interviews, and workshop with the employees it became apparent that the whale worked in a lot of aspects. First, the icon was very recognizable for current and new clients. Which is in line with the saying by Blake Deutsch; *"Symbols are the fastest form of communication known to humankind"* [66]. They referred to it more than once as the thing that they remembered first about Whello. Second, it explains the name and origin of the company, relating to the important empathy value. Lastly, it showed the friendliness of the brand. However, to show the growth and maturity of Whello there has been chosen to change a few aspects of the icon. First, from the analyses it was established that the icon exuded too much playfulness instead of only kindness, because of its cartoonish display. However, to keep the current recognizability only the colours have been changed, as this took away most of the playful and cartoonish feeling. The new icon is made up of a darker blue which represents a more competent, reliable, and mature tone to the brand. Additionally, it has been decided to make the icon usable in two colour variations; blue and white. This to emphasize its maturity and simplicity, showing the expertise and structure of the brand. Finally, the whale mascot fits perfectly with what the new brand stands for through its growing size, social and collaborative nature, symbolization of wisdom, and its inspirational ability to break through water into the sky.

Figure 23: New Logo Design as displayed in the Brand Guide.

The word mark has been modified as well. The font has been changed from Muli to Outfit, to get sharper and more symmetrical letters, showing the move away from playfulness towards more maturity and structure. On top of that, the O is modified towards a circle completing at the top, representing the full-service approach and inspirational look upward. As a result, the word mark is now more distinctive when displayed on its own.

Finally, there has been chosen to have a logo variant with the pay-off included next to the icon and word mark. This makes for an even more professional look and feel, demonstrating distinction and actionability by better showcasing what Whello stands for from the start.
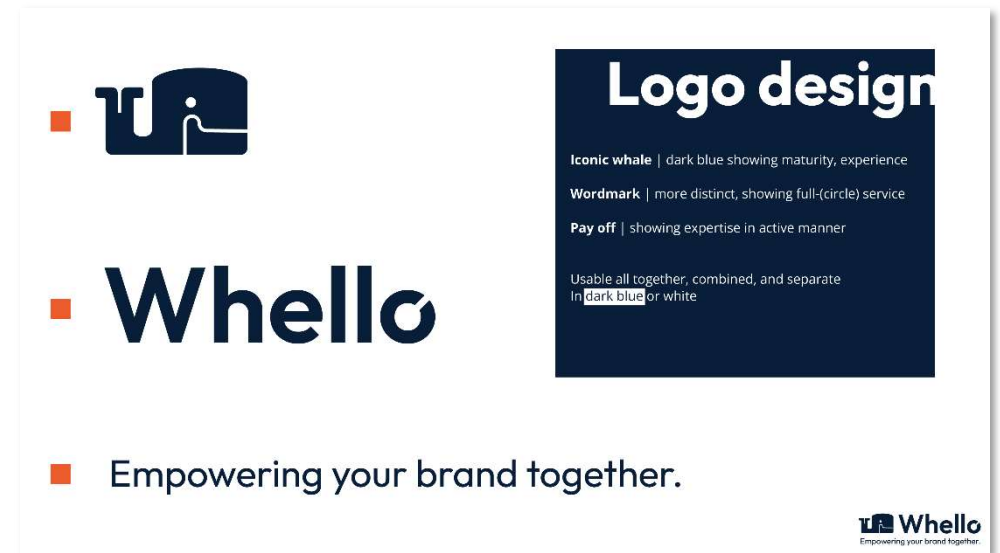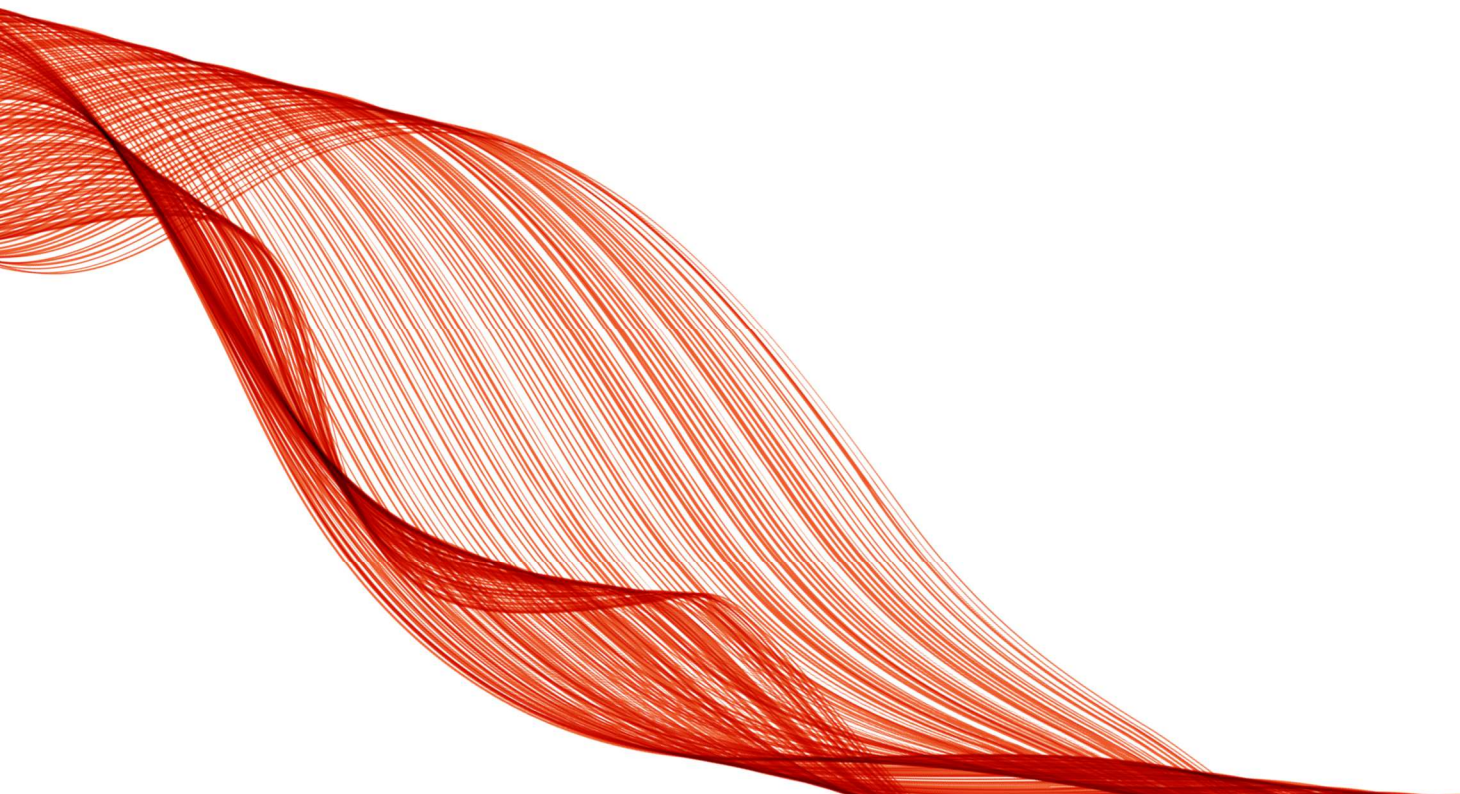

Figure 24: New Logo elements as displayed in the Brand Guide.

4.3 Colour Palette

The colour palette has also been updated to help showcase the rebranding consistently (Figure 25). This was done through trying out multiple colour combinations that showed aspects of the brand identity, discussing them with Whello and finally choosing the best fitting and working one. First, the previously explained darker Humpback Blue has been selected as the primary colour. As the name suggests it also represents the blue colour of the back of a humpback whale adding to the consistency. The darker colour was also chosen because concepting showed that it worked best with the following lighter colours. Then, the first secondary colour, a lighter blue named Bright Sky has been chosen to act as a counterpart to the darker blue. It stands for the inspirational nature of the sea and sky, showing this side of Whello. On top of being

in line with Whello's previous colouring and therefore keeping some important recognizability. Next, the following secondary colour is White. Even though white is sometimes regarded to as not being a colour or being part of every colour palette, there has been decided to put an extra emphasis on the colour in this palette. As the white is critical in displaying the clarity of the brand and not letting the other colours take over too much space. Next, there has been chosen for adding Active Green, to symbolize the new emphasis on sustainability and an even bigger emphasis on sustainable growth, and therefore making this one of the main colours of Whello's new palette. Lastly, Whello's existing Active Orange has been kept to reflect the enthusiasm, openness and complete the cheerful feeling by pairing it up with the other colours. Which in the end makes the brand stand out from the crowd.

Primary colour	Secondary colour	Secondary colour	Secondary colour	Secondary colour
Humpback Blue	Bright Sky	White	Active Green	Active Orange
Maturity	Inspirational	Clarity	Green Planet	Enthusiasm
#091E39	#1974D8	#FFFFFF	#63CB75	#FF4D09
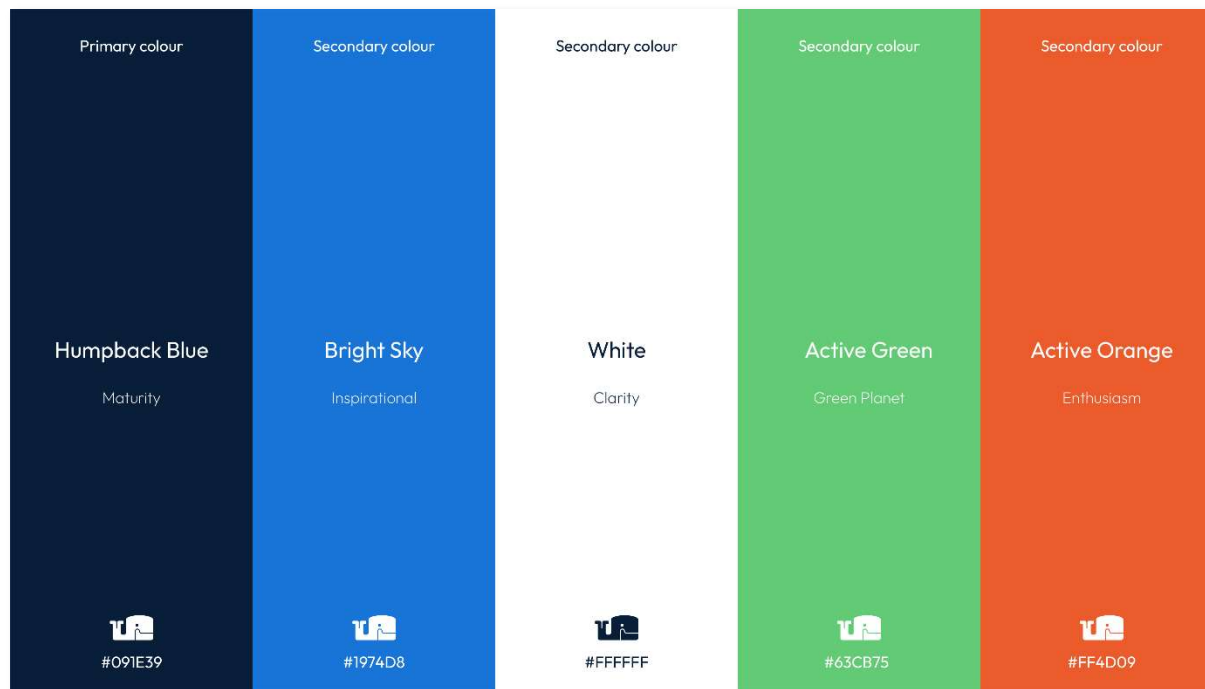
Figure 25: New Colour Palette as displayed in the Brand Guide.

4.4 Typography

The typography of Whello has also been adjusted to show the growth and change in direction (Figure 26). This was done through trying out multiple font styles, choosing three directions and discussing them with my company mentor and designer of Whello. First, as mentioned before the font Outfit has been added to the logo and will also be used for titles and subtitles. This way giving clarity and bold enthusiasm to the headings of Whello. Then, for the written text there has been decided to use a more conventional and clearer font with Open Sans, exhibiting the growth in maturity, openness, and structure of Whello. And finally, as Whello often works in Gsuite programs, which come with a limited font selection, the font Trebuchet MS has been added to match and reflect the new branding in these areas.
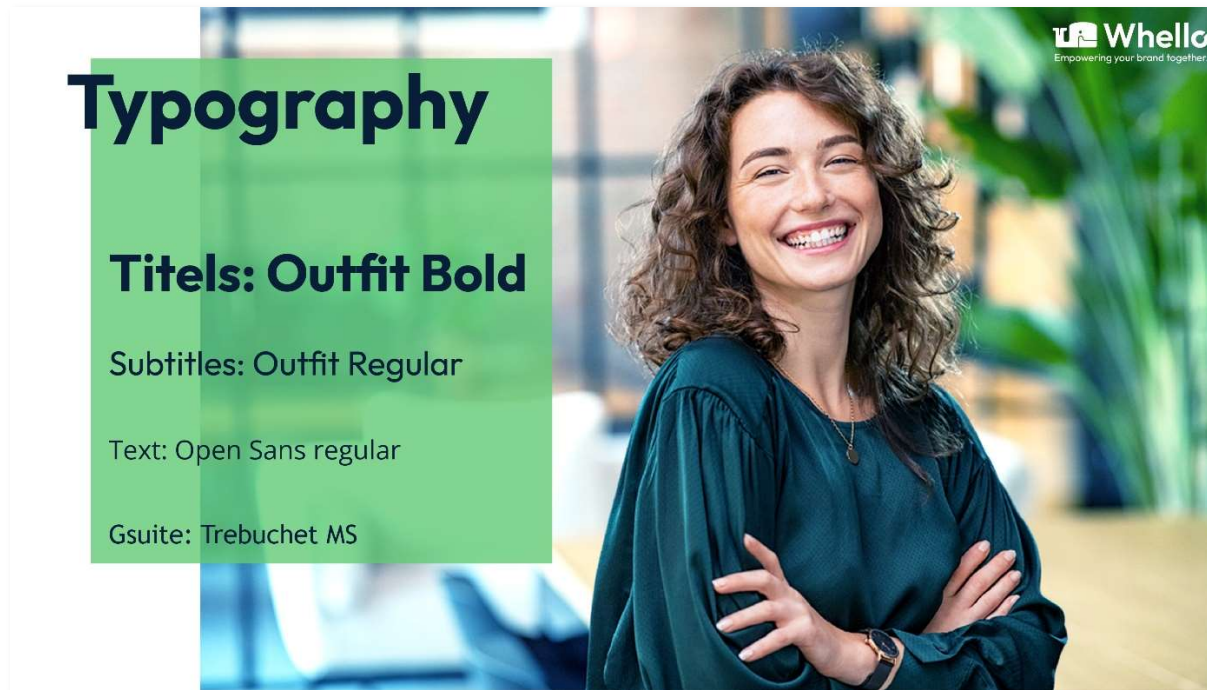
Figure 26: New Typography as displayed in the Brand Guide.

4.5 Key Visuals

To complement the previous elements, examples of key visuals are displayed and explained in the Brand Guide as well (Figure 27). This was done by translating the visual style found in the previous chapter into four principles, finding images that explained them best, and finally testing with Whello if that translated. The four examples concentrate on showing one aspect of the visual principles, but all fit into the overall direction.

First, the upper left image shows confidence through someone who is happy with their work and has a confident posture. Second, the upper right image shows the collaborative emphasis of Whello, by showing a cheerful subject explaining or working together with other attentive subjects that feel included. Then, the lower left image concentrates on showing the cheerfulness through a group that looks happy and enthusiastic. Lastly, the lower right image show clarity through having an easily recognizable main subject with a fairly empty background, creating the feeling of enough negative space. Finally, almost all images together show some greenery and a humane and authentic feeling, representing the sustainable and empathic approach of Whello.

Figure 27: New Key Visuals as displayed in the Brand Guide.

4.6 Visual Elements

In addition to the design elements previously presented, two types of additional visual elements were designed to support the translation of the brand onto Whello's output and complete the visual brand identity. This was done by concepting multiple elements, using them together with the previous brand elements, and discussing the best working ones with Whello, ultimately coming to the following two elements.

First, to let the meaning of the colour palette fully come alive, the colours are all used with this element (Figure 28). The rectangular blocks move away from the round and puff elements used in the current branding, and thereby show a more structured and mature design, while still being cheerful through their colours. The blocks also have a moving twist in regard to other elements (as can be seen throughout the Brand Guide), to show the growth and inspirational element of moving forward. Lastly, to make them more dynamic and usable in different scenarios they can be made more transparent to also have an even bigger moving effect by showing their overlapping.

Second, to still keep in the theme Whello is known for, the use of waves is rethought (Figure 29). For this rebranding, a combination of flowing line waves has been designed, showing the element of synergy between multiple specialists working towards a full-service solution. The large number of lines shows how many aspects of digital marketing Whello masters, and simultaneously can perform in synergy with each other, as shown by them all flowing together in one direction. The line waves come in multiple configurations and can be adjusted to be a blue or orange colour depending on if expertise and reliability or enthusiasm and openness wants to be shown (as displayed through the brand guide). Lastly, they can also be adjusted to be more or less apparent by changing their transparency.
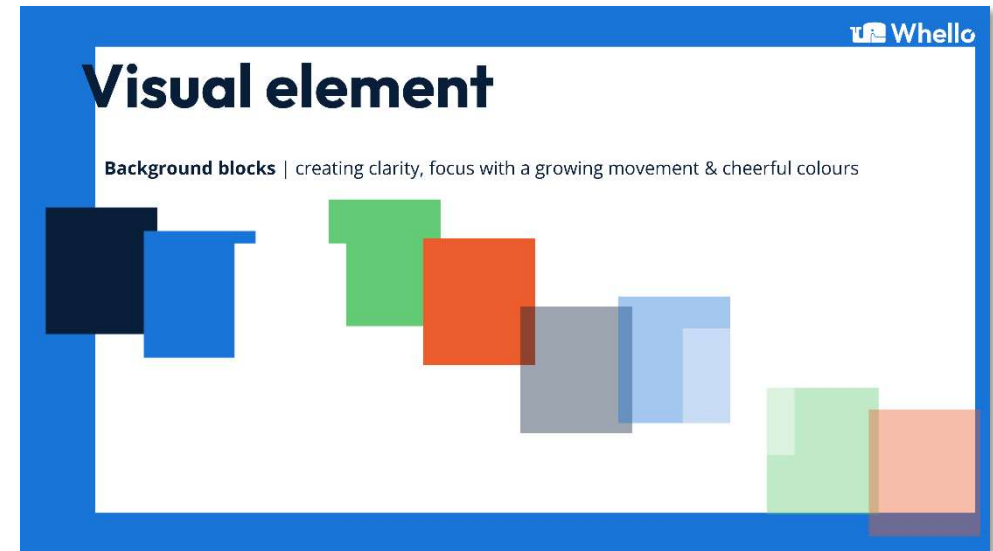
Figure 28: Visual Element 1 as displayed in the Brand Guide.
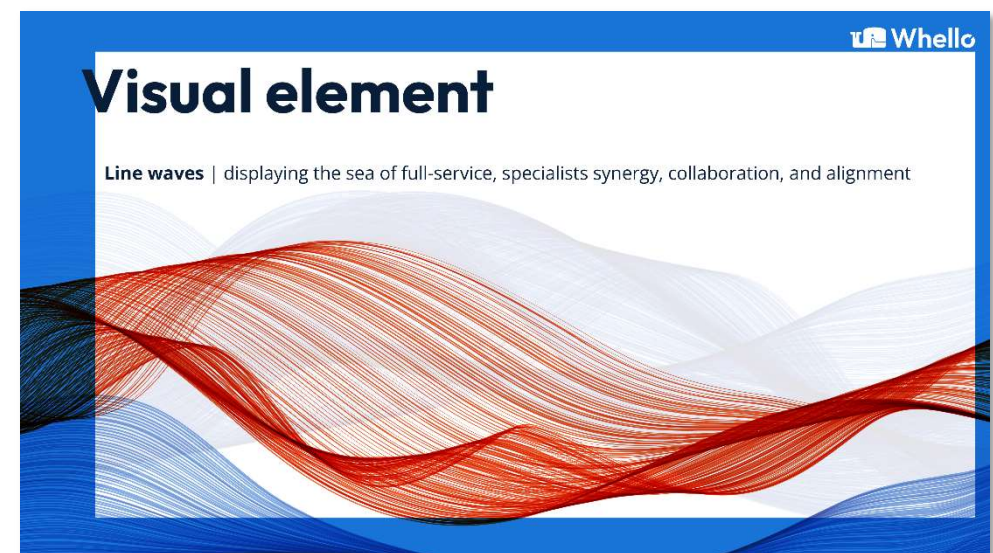
Figure 29: Visual Element 2 as displayed in the Brand Guide.

4.7 Tone of Voice

Lastly, the tone of voice concludes the Brand Guide elements (Figure 30). It consists of four important values that have to be followed, further explained by do's and don'ts. They were construed by looking at Whello's current tone of voice guide and changing it towards the new direction. The first value is that the tone has to be Empathic. The language and way of talking has to be understanding, open, kind, collaborative and inclusive. This shows the consistency of Whello's most important value empathy across the whole brand. The second one is Cheerful, as stated before this is an essential factor that makes Whello stand out. Therefore, it should also come forward in the tone by using positive and enthusiastic language. The third one, Professional, is a move away from the witty language used by Whello before and towards showing more maturity, through using knowledgeable, confident, structured, and clear language. Lastly, the fourth value Ambitious stands for the inspirational side of Whello and should therefore reflect active and empowering language.

Figure 30: New Tone of Voice as displayed in the Brand Guide.

4.8 Touch point examples

The final pages with touchpoint examples conclude the Brand Guide by showing how the elements can be used together to form a brand touchpoint of Whello. The touchpoints were selected in consultation with Whello, as they gave insights in which touchpoints most clients went through in the customer journey. This resulted in the following: a social media ad as the client's first encounter with Whello's new brand, then a new homepage design as the second touchpoint, and finally a slide deck template design for Whello's presentations as the final touchpoint for the client's journey.

Social media ad

The first touchpoint image shows a visual that is simple, collaborative, confident, and cheerful (Figure 31). It is complemented by an actionable saying that is collaborative, enthusiastic, and confident, placed on a transparent white rectangle to give structure to the image. The visual is then completed with a distinct line wave pattern which leads to the new logo design with pay off in white.

Figure 31: Social media ad example as displayed in the Brand Guide.

Website homepage

For the second touchpoint a concise mock-up of a new homepage design for Whello's rebranded image was made (Figure 32). It shows all the elements explained in the brand guide together while explaining Whello's approach and strengths with the adjusted tone of voice.

Figure 32: Whello.com homepage design example as displayed in the Brand Guide.

Presentation template

The final touchpoint made is the PowerPoint template design (Figure 33). To give Whello an example of the visual style used while presenting that fits with the rebranding. Here this has been chosen to use the line waves and rectangular blocks as guiding elements, showing the movement of the new brand. On top of that, there has been chosen to use a lot of white to put an emphasis on the clarity of the discussed matter, providing structure to Whello's brand.
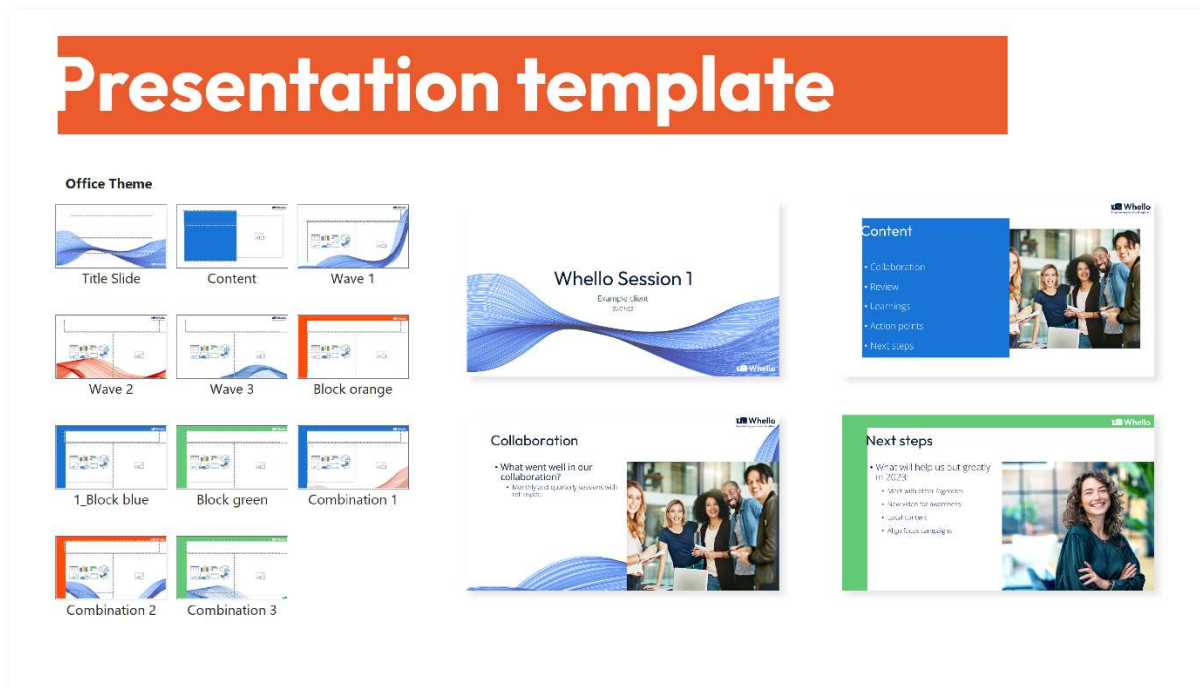

Figure 33: PowerPoint presentation template design example as displayed in the Brand Guide.

4.9 Brand touchpoints evaluation

To conclude the implementation phase, the previously created brand guide touchpoint examples are tested to see if they reflect the intended brand personality. First, the method is explained, then the results are summarized and finally conclusions are drawn.

Method

In order to test whether the designed touchpoint examples represented the intended brand identity, a cross-sectional study was set up. In the test, the social media ad and homepage design were shown after each other and open-ended questions as well as multiple select questions were used to gather input on which values and characteristics the participants saw in the examples. Therefore, the research question for this study is as follows: *Are the brand personality and the core values of the rebranded Whello recognized as intended through the touchpoint examples?* It was then hypothesized that primarily the right values and characteristics would be chosen, but not all at the same time. As people will have different interpretations and not everybody will perfectly align. However, for the reasoning why there has been chosen for the right values, it is hypothesized that the right cues in the design will be pointed out. To test these hypotheses, three types of questions were formulated as seen on the right:

1. What kind of values do you feel describe this image?
   - An open question, to let the participants describe what they see without having any other cues or guides. To see which things stand out the most in the design and if the intended values stand out.
2. Choose 4 values/traits that you think together represent this image in the best way.
   - A multiple select question, consisting of the core values, brand personality traits, and other opposite values and traits. To see if the intended values are chosen above the ones that should not be reflected in the design.
3. Why did you (not) choose for 'core value' in the previous questions?
   - An open-ended question to gain insight into whether the intended cues led people to choose the right values, or why they didn't see the intended values in the design.

The survey was then sent to designers and copywriters of Whello that had not been involved in this project before, to see what people without previous knowledge about the rebranding would see. Additionally, current clients were asked as well to see if the intended brand identity translated to the customer as well. The survey was kept anonymous (except for selecting their role; designer, copywriter, client) to let the participants free in what they could say about the design.

Results

The results of the survey have been summarized. The complete questionnaire and results can be found in Appendix 8.13.

A first promising result is that most participants saw one or multiple of the intended values in the first touchpoint example: the social media ad. Collaboration, involved, supportive, kindness, powerful, and structure were mentioned and align quite well with the brand identity. However, other selected values, such as corporate, surprised and class, go in a slightly different direction. This was also seen from the results of the choice question of the social media ad example. Here formal ranked highest, followed by authority and only after that growth, performance, and empathy. Inspirational and structured ranked lower and sustainability and cheerful closed out the bottom.

Second, for the homepage design example, the results of the multiple select question were as follows. Structure ranked highest, followed by growth, empathy, cheerful, and formal. Inspirational was found to be in the middle, with performance and sustainability ranked at the bottom.

Then, the participants answered why they selected or didn't select the intended values. First, they picked empathy because of the images of nice smiling people that looked inviting. However, others didn't select empathy because they found there was a bigger emphasis on Whello themselves than on collaboration, it looked too corporate and distant, and lastly the stock photos used seemed too impersonal. Next, the reason some participants selected sustainability was because of the writing about impact on the world and the green elements. However, others found there to be no indication of a sustainable service from Whello. Following, cheerful was chosen because of the visual style, the text, and imagery of laughing people. Yet, others found it too formal, distant and again the stock photos too generic. Subsequently,

structured was selected, because of the clear build up and logical menu items of the website, the clear 3 step model, and lastly the nice flow of multiple content blocks. However, others didn't select it, as they found the design too lively or messy. Finally, inspirational was picked by some participants because of the image style. However, others found the design to be too standard or loud. And didn't see ideas or examples and too many stock photos.

Conclusion

An initial conclusion is now drawn, which will be developed further in the chapter, *Discussion*. Looking back at the research question and hypotheses, it can be said that some parts of the design examples worked, others didn't, and some intended values were not seen back very well.

First, the participants saw many of the main values and traits in the social media ad, but it was also viewed as too formal, authoritative, and distant. This could be because of the use of stock photos as mentioned multiple times by the participants. Additionally, the values inspirational, sustainable, and cheerful were not selected as much by the participants. This could be because the ad doesn't show the complete colour palette and its bright colours.

Second, the participants also saw many of the values and traits in the homepage design, but again it was viewed as formal. On top of that, participants also found it less inspirational and sustainable again, together with a lack of performance for this example. The latter differs significantly with the previous ad example, as there it ranked as one of the highest. This could be because in the social media ad the focus was on the powerful quote Empower your brand. Create with us., while the homepage design was viewed as more cheerful with the colours and writing. Still, sustainability ranked as one of the lowest, even with the

complete colour palette present. Therefore, it can be said that this value didn't come back in any of the design cues. However, participants said that they expected clear examples of sustainable services instead of design cues for the sustainability value. Then, inspirational was selected a few times, but didn't come out on top. The participants dedicated this to again the stock photos, but also the loudness and liveliness. This could be because of the multiple bright colours and stand out line waves in the background. Lastly, one value that was found to be represented the best in both examples was structure. This could be because of the use of the blocks as a visual element as they found that to make a nice flow and clear build up.

In conclusion, most of the intended elements did serve their purpose in making the brand personality and core values recognizable and mainly for the right reasons. However, the sustainability aspect wasn't seen at all and was better shown by showing examples of Whello's sustainable efforts instead of design cues. This ties into the fact that the examples were not complete designs. Especially the homepage would have possibly profited of being filled with more content and showing more sides of Whello's new branding instead of only acting as an extension of the brand guide. Another factor that could have possibly helped with showing the values all together was making them dependent on less separate design elements. Now the values and traits came back best by showing all the elements together, but this isn't always possible as became clear from the social media ad example. Finally, Whello has always used imagery of their own employees and office and therefore the use of stock photos was found to be a distraction and a degradation of the visual imagery by most participants. They saw the photos for what they instead of what they could be with Whello's own input. Therefore, this had to be communicated better or Whello's own images should have been adjusted and used instead.
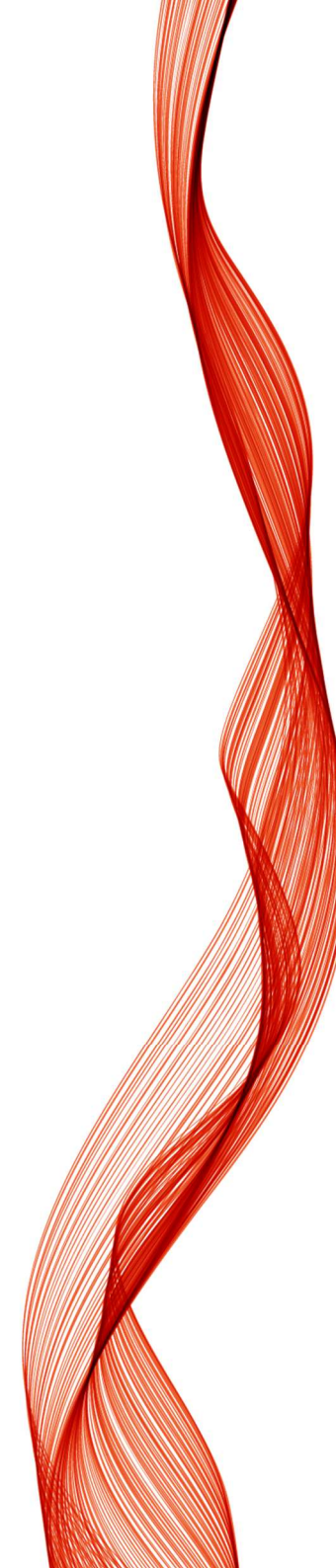
5. Evaluation

The evaluations of the results of the thesis are described in this chapter. The feasibility, desirability, and viability of the delivered results are assessed based on the findings and conclusions of the thesis. First, the brand identity described in the chapter *Ideation* is evaluated, after which the implementation of the previous chapter is evaluated.

5.1 Evaluation of brand identity

This section addresses the evaluation of the new brand identity of Whello created for this rebranding project. The aim of the brand identity, as stated in the introduction of this report, was to accurately reflect Whello's new mission, vision, values, level of expertise, and position them as a professional and experienced player in the international digital marketing industry.

Feasibility

The brand identity was created as a guiding foundation for the implementation. The worked out implementation in the previous chapter shows that a complete Brand Guide and brand touchpoints that follow all aspects of the brand identity can be created. The Brand Guide reflects all parts of the brand identity as they are intended to be seen in their entirety.

Desirability

The brand identity was created based on the insights from the analysis, which consisted of interviews with the management on their vision of Whello and workshops with employees about Whello's vision, mission, and values. On top of that, consistent discussions have been held with employees to check with their preferences, adjustments, and the chosen directions. Furthermore, to align with their new client vision, international clients have been interviewed and the international market has been analysed. However, the exact international market positioning requires further research, which was not yet possible within the scope of this project.

Viability

During the analysis, the future context and current competitive playing field were analysed thoroughly. They showed promising developments and gaps where the new brand identity was based on and positioned in. However, again the scope ensured that more research must be carried out in the international market to be sure of the viability there as well.

5.2 Evaluation of brand implementation

This section addresses the evaluation of the implementation of the rebranding of Whello. The aim of the brand implementation, as stated in the introduction of this report, was to implement a new and improved brand image for Whello based on their new brand identity that better reflects their growth over the past years.

Feasibility

The implementation showed, through the creation of the brand touchpoint examples, that the brand guide could be used to implement the brand identity. However, it also showed limitations as mentioned in the conclusion of the touchpoints evaluation in the previous chapter. On top of that, the brand guide was primarily adjusted to feedback from my company mentor, a designer from Whello. Yet, it was not used by another designer than myself, as the scope of this project didn't allow for more testing. Therefore, to ensure that other designers from Whello can also use the Brand Guide as intended, this will need to be investigated in the future.

Desirability

The Brand Guide was based on the complete brand identity as mentioned before. Therefore, it aligns with Whello's analysed values and needs. However, the Brand Guide was only iterated on with feedback from one designer, and therefore in the future it should be discussed further with other employees and the management to ensure everyone understands and agrees on the new visual direction.

Viability

As explained before, the Brand Guide shows Whello's gained experience and expertise, but also their ever expanding emphasis on full-service. As their notion of full-service expands with new services in the future, the new rebranding is ready to implement that by focusing on the empathic foundation that stood at the beginning of Whello's journey and still makes them stand out from the crowd.

6. Discussion

This chapter concludes the thesis by going through the limitations of the project, the impact of this thesis in the implications, future recommendations for Whello, and finally a conclusion of the results and personal reflection on the project.

6.1 Limitations

The project came with a few limitations, primarily because of the scope and timing or changes during the projected timeline. A first limitation, was that because of the timing there was no room for a full evaluation of the brand identity and implementation. Parts of them have been evaluated with Whello and their clients, but evaluating the explanation of the new brand identity and brand guide should still be done. This is further explained under *Recommendations*. A second limitation, is that during the project most discussions about the rebranding have been held with my company mentor Reinier. He is a designer that has been there from the start and has created the original brand guide from 2018. Because of these things, there is a possibility of a bias towards his and a designer's views for Whello instead of the complete companies' (changed) view, even though other employees have been involved from time to time. On top of that, Whello Indonesia has not been involved during this project even though they are part of the organization of Whello and should eventually be included in the rebranding, but communication and timing made that too broad for this project.

6.2 Implications and recommendations

Starting off, the results of this thesis have an impact on multiple aspects regarding Whello and its organization. First, the creation of a new brand identity means that Whello now must concentrate on changing their communication to align with the new branding and staying consistent. For this, the created Brand Guide can be used as a foundation for the new direction, both visually and tonally. In addition, the touchpoint examples and test results can be used to see which elements work best in which context and which elements need to be adapted to fully convey the new brand identity.

Furthermore, there are also recommendations for the rebranding of this project. First, as mentioned before the brand guide still needs to be tested on whether it works as intended when used by other designers. On top of that, it needs to be tested with other employees than designers, to see if they understand the implementation and are able to communicate it to their clients. Next, as the final evaluation of the touchpoint examples still revealed some discrepancies, additional touchpoints need to be designed to overcome the shortcomings and complete the vision of the brand identity. Lastly, as again found during the touchpoint evaluation, the sustainability aspect of the brand is better implemented through services than only visually. Therefore, Whello needs to use this insight to effectively complete that part of the rebranding.

6.3 Conclusion

To conclude, the results of this thesis are reviewed by looking back at the objective formed in the beginning. The aim was to develop and implement a new and improved brand image for Whello, that better reflects their growth and positions them as a professional and experienced player in the international digital marketing industry.

The first questions that therefore needed to be answered was; *What was working and what was missing in the current branding?* The analysis showed that the emphasis in growth and the friendly approach worked very well for Whello in their current branding. However, multiple of their strengths and parts of their vision were not recognized yet. Their new 3 step model being a complete full-service empathic approach with an emphasis on co-creation, communication, and synergy between specialists, was not recognized by clients very well, but could set them apart from their competitors. On top of that the brand needed more emphasis on a universally accepted idea to be better adaptable to

cultural nuances for their international approach. Lastly, their vision showed a big emphasis on sustainability, which was not yet present in their current branding.

Thereafter, the next question of *How could the current brand identity be improved?* could be answered. This was done by creating a Brand Charter that showed a new emphasis on growth, performance, empathy, sustainability, and fun to get a distinctive brand that is competitive and can adapt at the same time.

Finally, the last question that needed to be answered was; *How could these improvements be implemented?* This was done by creating a Brand Guide which showed the following improvements. First, a darker blue was used as the main colour to show Whello's growth and experience. Secondly, the logo was made more structured and professional. Then, bright colours were added to show their cheerful side. Next, visual elements based on these colours were created in the form of structured blocks and line waves. Following, the tone of voice was changed to be more empathic, cheerful, professional, and ambitious. Ultimately, the brand guide was evaluated with Whello and their clients. The key takeaways were that multiple colours should be used together, and that sustainability could be better presented as a service rather than just visually. Nonetheless, most of the intended elements did serve their purpose in making the new brand personality and values recognizable and the rebranding work because of that.
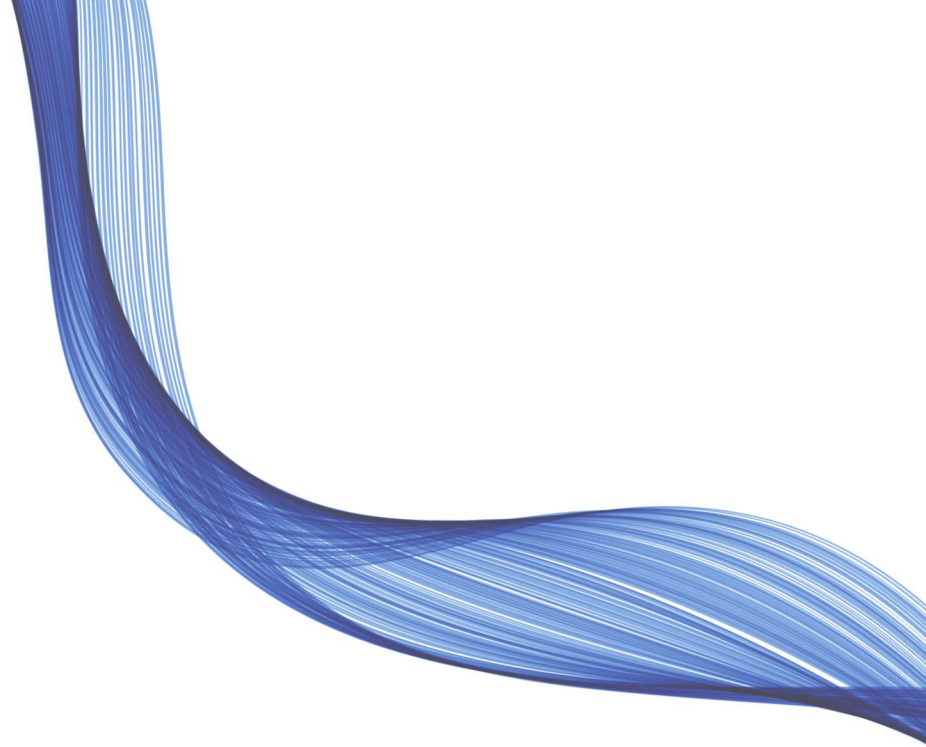
6.4 Personal reflection

Looking back on this project I have learned more than I could have imagined at the beginning. About branding, but also about myself. In this reflection I want to take a look back at the personal learning goals I have written down at the beginning of this project and acknowledge the people that helped me along the way.

My first personal learning goal was to put to use what I have learned the past years during my Bachelor, Master, Minor abroad, and internship. While I feel like I have used and gone through almost everything I learned before, I think I have learned even more new things during this project. That was also my second goal, to combine my previous learnings with my new ones. I must say that this made for, me maybe making the most mistakes I have ever made in a project, but therefore in the end also for, the project I have learned and gained the most from. It was difficult to be on my own and at the same time put everything I learned to the test, together with learning new things every day, in the most efficient way, but in the end this gave me skills and knowledge I could have never learned before.

Then, I definitely could have not done this without all the people surrounding me, therefore I want to thank the following people. My chair Pinar and mentor Sijia for guiding the way through this new B2B branding landscape with expert feedback and also humane open conversations. My company mentor Reinier for always being available to help, learning me a lot about how business is done outside of university projects, guiding me through working in an office, and always staying positive and kind. My family for helping me with the project and mentally where they could. And finally, my girlfriend, who kept by my side through all the difficult stages and supported me in the best way throughout the project.

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8. Appendix

8.1 Project Brief

Rebranding of Whello
project title

Please state the title of your graduation project (above) and the start date and end date (below). Keep the title compact and simple. Do not use abbreviations. The remainder of this document allows you to define and clarify your graduation project.

start date 21 - 11 - 2022   23 - 04 - 2023 end date

INTRODUCTION **
Please describe, the context of your project, and address the main stakeholders (interests) within this context in a concise yet complete manner. Who are involved, what do they value and how do they currently operate within the given context? What are the main opportunities and limitations you are currently aware of (cultural- and social norms, resources (time, money,...), technology, ...).

Whello is a Dutch Digital Marketing Agency based in Amsterdam (and departments in Indonesia), which specializes in growing brands from one phase to the next in the Netherlands or scale up to Europe and beyond. On top of that, they work together with their in-house web developers, copywriters and video agency to give the full package to their clients.

Whello themselves, however, are in need of a re-brand, as they have outgrown their youthful start and need a better way to show that they are a more professional and complete agency with an international vision. Right now, their visual identity doesn't reflect back their growth and is also based primarily on their first iteration at the start of the company. Therefore, they want to re-brand their company into the more professional and research-backed brand they currently are, to signal their growth and better show what they are about at this moment in time. This way, signaling they are ready for bigger and more international clients, to keep continuing their growth.

Stakeholders
Client
   - Whello
   - Nasser (co-founder)
   - Reinier (designer)
   - (SKIPP video agency)
   - (BureauTekst copywriters)
University
   - TU Delft
   - Chair
   - Mentor

Main opportunities
Cultural- and social norms:
   - With a lot of smaller companies having entered the market focusing on a specialized service, can Whello use their broad package of several services to come out on top?
   - The marketing world shows a youthful image compared to other markets, will professionalizing your image make Whello stand out in this market in a positive way?

Resources:
   - Digital Marketing Agency with expertises surrounding everything branding related and beyond, which have successfully brought companies a full service package for some time.

Main limitations
Cultural- and social norms:
   - Established company with employees and clients that have been working with the existing brand for some time, can they all change into a new image in due time?
   - Employees with different expertises surrounding branding will all have their opinion on the re-brand, how to balance this?

space available for images / figures on next page

PROBLEM DEFINITION **
Limit and define the scope and solution space of your project to one that is manageable within one Master Graduation Project of 30 EC (= 20 full time weeks or 100 working days) and clearly indicate what issue(s) should be addressed in this project.

Problem explanation
The current brand and visual identity of Whello are based on a first iteration by the founders and grew from there to become what it is now: a young (startup) looking, not very multi-faceted brand, even though they have grown a lot in their starting expertises and other expertise areas (international). To continue their growth and reach bigger and more international clients, they are in need of showing their development and evolution away from the startup image they still possess. Therefore, they are looking for a more complete brand image that looks more professional and shows their current experience and expertise.

Goal
Re-branding of the Digital Marketing Agency Whello by professionalizing, internationalizing, and future-proofing it, as well as showing their grown expertise.

Delivering this in a visual identity package combined with implementation advice and a concrete example, with which the employees with different expertises can change accordingly, to eventually be the kick-start to changing the whole company according to the re-brand.

*Whello's own problem definition focus slightly differs, as they are primarily looking for inspiration on branding methods and their new branding, and therefore have given me space to set up my own project from which they can then get their inspiration, as a re-brand was already on their schedule.

ASSIGNMENT **
State in 2 or 3 sentences what you are going to research, design, create and / or generate, that will solve (part of) the issue(s) pointed out in "problem definition". Then illustrate this assignment by indicating what kind of solution you expect and / or aim to deliver, for instance: a product, a product-service combination, a strategy illustrated through product or product-service combination ideas, ... In case of a Specialisation and/or Annotation, make sure the assignment reflects this/these.

The re-branding is done by analyzing the current brand and its context, and from that creating a new brand DNA, and making a brand guide and implementation strategy with a concrete example for the newly formed brand.

To come to the deliverables of a brand guide and implementation strategy for the re-branding of Whello, the project starts off with an analysis, which provides a base for the ideation phase where a brand DNA is created which will in turn form the base for the deliverables.

First, the analysis consists of a 5C analysis to get a better picture of the context surrounding the current brand, which is then complemented with a customer journey and touchpoint analysis to get a more in depth understanding of the current situation. To supplement this information gathering, research into re-branding and B2B branding as a concept are done. Lastly, to further improve the use and analysis of the gathered information, the 10 types of innovation are used. This will result into a step-stone into the ideation phase by giving a base of information and possible uses of that information.
Second, the ideation phase starts off with choosing one or multiple archetypes, which will (together with the analysis outcomes) be the basis for further ideation into the brand DNA, consisting of a personality, purpose and positioning. These will then be worked out further into a brand charter which will cover all the theoretical sides of the new brand and the VIS guide, which will explain this further along with imagery.
Finally, the brand charter and VIS guide will be used to create a key message, timeline and campaign elements for the implementation strategy.

PLANNING AND APPROACH **

Include a Gantt Chart (replace the example below - more examples can be found in Manual 2) that shows the different phases of your project, deliverables you have in mind, meetings, and how you plan to spend your time. Please note that all activities should fit within the given net time of 30 EC = 20 full time weeks or 100 working days, and your planning should include a kick-off meeting, mid-term meeting, green light meeting and graduation ceremony. Illustrate your Gantt Chart by, for instance, explaining your approach, and please indicate periods of part-time activities and/or periods of not spending time on your graduation project, if any, for instance because of holidays or parallel activities.

start date 21 - 11 - 2022   23 - 4 - 2023 end date
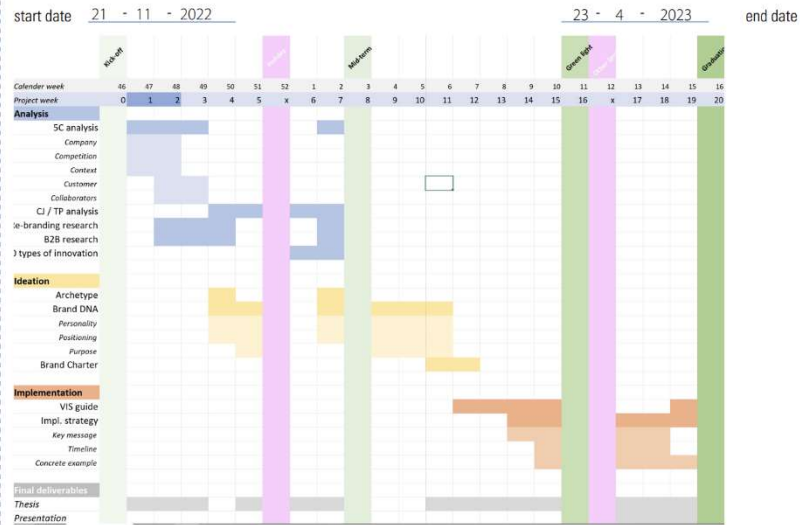
- Analysis
    5C analysis
    Customer journey/touchpoints analysis
    Research into re-branding (Beverland & other sources)
    Research into B2B branding & marketing
    10 types of innovation (Doblin)
    (Whello's 3 step approach)
- Brand DNA
    Archetype, Purpose, Positioning, Personality, Brand Charter, Visual Identity System (VIS) Guide
- Implementation strategy
    Key message, Timeline (ADIA), Campaign elements (1 concrete example)
- Final deliverables
    VIS guide, implementation advice (+example: video, website wireframe)
    Presentation, Thesis

Notes:
- Next to the feedback meetings, regular heads-up meetings are planned every (other) week with the chair, mentor and people from Whello.
- The analysis and ideation are subject to slight changes based on how much of Whello's approach is going to be used.
- The ideation is already started during the analysis to iterate with the gained and changing knowledge.
- The week after Green light week is put there as a buffer for other work done for the company or some extra days off.

MOTIVATION AND PERSONAL AMBITIONS

Explain why you set up this project, what competences you want to prove and learn. For example: acquired competences from your MSc programme, the elective semester, extra-curricular activities (etc.) and point out the competences you have yet developed. Optionally, describe which personal learning ambitions you explicitly want to address in this project, on top of the learning objectives of the Graduation Project, such as: in depth knowledge a on specific subject, broadening your competences or experimenting with a specific tool and/or methodology, ... Stick to no more than five ambitions.

1. Put to use what I have learned the past years during my Bachelor, Master and internship.

    1.1 Co-creating with a client, while leading the project myself.

    1.2 Attacking a project in a less linear way by diverging and converging multiple times to get to new insights.

    1.3 Using the multiple branding analyses, ideation and creation methods I have learned and gathered over the years.

2. Combining what I have learned with new things I will/want to learn.

    2.1 Making my own branding method, combining my study, internship and the knowledge of my client.

    2.2 Applying this method to my graduation project and adapting it in the meantime, to find and improve my creative process to one I flourish in.

    2.3 Be confident enough with this method and my knowledge to take a year off after my studies to travel and after that come back still as a brand designer with a vision.

    2.4 Find out what kind of things/projects I like to do most, so I can start looking for that direction when I finish.

    2.5 Dosing my own time by being my own boss and thereby finding my (optimal) work rhythm.

    2.6 Developing other skills like photo- and videography, by combining my current knowledge with Whello's experience and expertise in those area's.

FINAL COMMENTS

In case your project brief needs final comments, please add any information you think is relevant.

8.2 Internal interviews

Interview questions

Understanding purpose, goal, vision
- Why did you start?
- What is your story?
- What is your ambition?
- What drives you?
- What does success look like?
- How will you do it?
  - Price strategy
- What do you expect from me?

Describe the product
- What makes you unique?
- What are your core values?

Nasser

Doel en visie
1. Waarom ben je begonnen met Whello?
   - Eerst freelancer marketeer bij andere opdrachtgevers en toen samengewerkt met andere bureaus, toen geleerd hoe het werkte, veel specialisten en techneuten en daardoor niet echt snel resultaten, ze keken niet naar alles eromheen, toen het idee om een **bureau** te beginnen die **het hele pallet aan kan**
2. Wat is Whello's verhaal?
   - Samen met Serge begonnen, eerste klanten waren er al van vroeger en oude opdrachtgever serge, 5-6 klanten, in die tijd vooral google driven and facebook beginnend, SEO & SEA en de website bouwen
3. Wat is jouw ambitie?
   - Whello een **bureau is dat van zichzelf alles kan**, tevreden klanten die hun **merkbelofte** krijgen, dat de teams zelfstandig zijn, marketing automation toevoegen
   - Scale ups die **europa willen veroveren**
   - Uiteindelijk naar 5 miljoen

4. Wat drijft jou?
   - De **macht en de kennis om een bedrijf/organisatie te laten groeien**, dat wat jij doet en in gelooft dat dat het echt uit komt, creëren op zichzelf
5. Hoe ziet succes er voor jou uit?
   - Dat het ook echt mooie merken zijn, **klanten waar je trots op kan zijn**, dat het op elk niveau klopt en alles goed **presteert**, merken waar ik achter sta, **dat iedereen er ook echt beter van wordt**
6. Hoe ga je dat succes behalen?
   - Communicatie vanuit whello dat dit is wat we zoeken, branding van whello dus ook, **serieuzer maar toch kleine gimmick**
   - Dienstverlening, wat we ze beloven dat dat ook echt uitkomt
   - Wat is jullie prijs strategie?
     - Grotere merken maar ook meer verdienen per merk
     - Midden en groot MKB
7. Wat verwacht je van mij?
   - Key words, zinnen die blijven hangen als rode draad en daarmee de branding en communicatie tot stand zetten die dit uitstraalt
   - Dienstverlening die intern ook klopt
   - *Redesigning van funnel / merch*, dus andere manieren die ook erg belangrijk om de brand te laten zien, seminars
     - Eerste seminar voor SAAS marketing
   - *Fingerspitz lab, slimme branding*

Beschrijf het product
1. Wat zijn Whello's kernwaarden?
   - **Full-service in house**
   - ondernemendere mindset (andere bureaus alleen tech specialisten)
   - **gevoel van thuis** voor klanten
   - resultaat gedreven, **getting shit done**, doen wat je **belooft**
   - **communicatie** tijdens leveren dus niet alleen als het af is, meerdere vaste meetings

Serge

Doel en visie

1. Waarom ben je begonnen met Whello?
- Toen we begonnen zagen we dat de bureaus op hun eigen eilandje stonden met hun eigen trucje, wij geloofden in het **inleven in de klant, branche en doelgroep** → de why, en als we dat goed begrepen konden we pas echt de marketing doen, stukje empathie en inleven in wat is er nodig
2. Wat is Whello's verhaal?
- **Wat** is er nou voor **nodig om succes te geven aan zo'n bedrijf**, elke keer hadden we daarvoor weer een andere specialist nodig
3. Wat is jouw ambitie?
- Dat we een **geoliede machine** opzetten met een **bewezen formule** om bedrijven te laten groeien
  - Er komt een bedrijf binnen, identificeren wat er nodig is en uitkomst het bedrijf gaat hun doelstellingen halen die wij hebben afgesproken
4. Wat drijft jou?
- Persoonlijk hou ik van **avontuur en uitdagingen**, elke dag is anders nieuwe klanten en bedrijven, **rust in de chaos**, constant nieuwe vraagstukken

5. Hoe ziet succes er voor jou uit?
- **Groei** voor bedrijven en groei voor whello en het team, **balans** tussen die 3 dingen
- Wat wij kunnen betekenen voor **de planeet**
- Dan wordt het voor **iedereen**
6. Hoe ga je dat succes behalen?
- Zorgen dat het hele team als een **geoliede machine** werkt, iedereen weet wat hij kan verwachten, talenten goed inzetten, goed systeem van stappen die als second nature doorgelopen worden, en daardoor ook **ruimte voor input en creativiteit**
- Wat is jullie prijs strategie?

7. Wat verwacht je van mij?
- **Internationale**
- Concrete tussentijdse deliverables
  - Wie is de doelgroep en daar op aanpassen
    - Wat kan er nu al aangepast worden
    - Praktisch maken uit insights die ik tot nu toe heb

Beschrijf het product

1. Wat maakt Whello uniek?
- Het hele pragmatische en **performance** gericht, maar ook **creatief** sausje met veel **innovatie**
- **Betrokkenheid en leergierigheid** → cultuur

Steven

Doel en visie

1. Waarom en wanneer ben je begonnen bij Whello?
- 2016, internationaal communicatie marketing specialisatie gestudeerd, naar de vs, barcelona gestudeerd, veel gereisd na afstuderen, uiteindelijk madrid bureau gestart, naar nederland als freelancer teruggekomen en benelux klanten meegenomen, daardoor in contact gekomen met serge en nasser
2. Wat is Whello's verhaal tot de beslissing tot internationalisatie?
- Blue ocean red ocean strategy , red ocean in NL veel spelers en concurrentie, internationaal blue ocean daar veel meer speelruimte, whello wil echt compleet internationaal worden met niet perse een connectie met de benelux meer
- Europa loopt voorop qua digitaal en innovatie, amsterdam binnen digital marketing
  - Ook uiteindelijk expats experts bij Whello
  - Whello cultuur overal hetzelfde, gebruik Whello/nederlandse cultuur
3. Wat is Whello's ambitie? (internationaal)
- Inlt doelgroep
  - International growth marketeer
  - International marketing managers

- Fase waarin je gaat verkennen dat je internationaal wil gaan, uitvinden hoe gaan we die grens over
- Ambitie om te groeien in het buitenland
- Proberen een probleem op te lossen in de markt
  - Hoe aanpakken dat je in het buiteland expert wordt
    - Data gedreven
    - Natives gebruiken, maar eerst alleen als freelancer per land
    - Alleen full-time aannemen als iemand echt nodig is voor die taal/cultuur

Categories from coding

- **Full service need..**
  - <u>Inefficient agencies</u>
    - als freelancer samengewerkt met bureaus met veel specialisten en **techneuten boekten niet snel resultaten**
    - Toen we begonnen zagen we dat de **bureaus op hun eigen eilandje stonden met hun eigen trucje elke keer hadden we daarvoor weer een andere specialist nodig**
      - Keken niet naar alles eromheen
  - <u>Growing full-service</u>
    - in die tijd vooral google driven and facebook beginnend, SEO & SEA en de website bouwen
  - <u>Communication focus</u>
    - communicatie tijdens leveren dus niet alleen als het af is, meerdere vaste meetings
    - iedereen weet wat hij kan verwachten
  - <u>Empathic approach</u>
    - **wij geloofden in het inleven in de klant, branche en doelgroep → de why**, en als we dat goed begrepen konden we pas echt de marketing doen, stukje empathie en inleven in wat is er nodig
    - Er komt een bedrijf binnen, identificeren wat er nodig is

- **Whello's ambition..**
  - <u>Self-sufficient agency</u>
    - **Whello een bureau is dat van zichzelf alles kan**
    - Full-service in house
  - <u>Well-oiled machine through structure</u>
    - Dat we een geoliede machine opzetten met een bewezen formule om bedrijven te laten groeien
    - dat het op elk niveau klopt en alles goed presteert
    - rust in de chaos
    - Zorgen dat het hele team als een geoliede machine werkt
    - **goed systeem van stappen** die als second nature doorgelopen worden
    - ruimte voor input en creativiteit
    - Het hele pragmatische en performance gericht
    - Data gedreven

- klanten die hun merkbelofte krijgen
- Dienstverlening, wat we ze beloven dat dat ook echt uitkomt
- resultaat gedreven, getting shit done, doen wat je belooft
- uitkomst het bedrijf gaat hun doelstellingen halen die wij hebben afgesproken
- De macht en de kennis om een bedrijf/organisatie te laten groeien, dat wat jij doet en in gelooft dat dat het echt uit komt
  - Engaged teams
    - dat de teams zelfstandig zijn
    - talenten goed inzetten
    - **Betrokkenheid en leergierigheid** → cultuur
    - **ondernemendere mindset**
  - Creativity
    - creëren op zichzelf
    - maar ook creatief sausje met veel innovatie
  - Brands you can be proud of (Mooie Merken)
    - Dat het ook echt mooie merken zijn, **klanten waar je trots op kan zijn**
    - **merken waar ik achter sta**
  - Balanced growth (Whello, client, planet)
    - **dat iedereen er ook echt beter van wordt**
    - Groei voor bedrijven en groei voor whello en het team, **balans tussen die 3 dingen**
    - Wat wij kunnen betekenen voor de planeet
  - Communicate the new Whello branding
    - Communicatie vanuit whello dat dit is wat we zoeken, branding van whello dus ook

- **Whello's international ambition..**
  - Help starting international scale ups
    - Scale ups die europa willen veroveren
    - International growth marketeer
    - International marketing managers
    - Fase waarin je gaat verkennen dat je internationaal wil gaan, uitvinden hoe gaan we die grens over
    - Ambitie om te groeien in het buitenland
    - Proberen een probleem op te lossen in de markt
  - Attract bigger brands
    - Grotere merken maar ook meer verdienen per merk
    - Midden en groot MKB
  - Leave Dutch market
    - Blue ocean red ocean strategy , red ocean in NL veel spelers en concurrentie, internationaal blue ocean daar veel meer speelruimte, whello wil echt compleet internationaal worden met niet perse een connectie met de benelux meer
    - Europa loopt voorop qua digitaal en innovatie, amsterdam binnen digital marketing
  - Friendly performance
    - **serieuzer maar toch kleine gimmick**
    - gevoel van thuis voor klanten
    - Het hele pragmatische en performance gericht
    - Whello cultuur overal hetzelfde, gebruik Whello/nederlandse cultuur

8.3 External interviews

IdeaalCatering - Frank
1. Kan je kort vertellen hoe je tot Whello bent gekomen?
    1. met serge gestudeerd, samen iets bedacht, als freelancers voor whello, Intromarketeers, **al sinds het begin samen**
2. Hoe kijk je naar Whello, wat is het eerste dat in je opkomt?
    1. **positief gevoel, hip**
3. Hoe onderscheidt Whello's branding zich in jullie ogen van zijn concurrenten?
    1. wel leuk de branding, wel **grappig**, **groter voordoen dan je bent**, dev kan wat beter overkomen dan het eigenlijk is, **grote ambities**
4. Hoe kijk je naar de agency markt?
    1. **vechtersmarkt**, **loyaliteit is minder** in deze markt, **snel groeien** met levericks, geen lange relaties
5. Hoe kijk je naar de toekomst?
    1. online markt staat bij veel bedrijven in de kinderschoenen, lange tijd nog gebruik maken van dit **kennisverschil gaat weg**, maar kan niet bij mooie woorden blijven voor altijd
6. Hoe kan Whello daar op inspelen?
    1. **underpromise overdeliver**, dat is nu vaak andersom, minder verdedigen, minder zeggen meer doen, **straight to the point**
7. Met welk merk associeer je Whello? (maakt niet uit welk product)
    1. nike, **hip**, maar **niet te trendy** al een **vastere waarde**
8. Als je morgen CEO van Whello was, wat zou je doen?
    1. waar kunnen we echt **waarde toevoegen voor de klanten** en daarmee uiteindelijk ook voor Whello
9. Wat gun je Whello?
    1. dat alle **ambities** waar worden, vooral groot marketing bureau worden, waar ze veel **plezier** van hebben

Lighthouse - Katja
1. Kan je kort vertellen hoe je tot Whello bent gekomen?
    1. gericht op employer branding, whello had daar **goeie pitch** voor
2. Hoe kijk je naar Whello, wat is het eerste dat in je opkomt?
    1. **niet innovatief**, niet out of the box, **standaard**, meer van verwacht zoals bedrijf man, maar dan meestal ook 3x zoveel betalen, sales pitch was **overpromised**
3. Hoe onderscheidt Whello's branding zich in jullie ogen van zijn concurrenten?
    1. **kleur, logo en uiting** heel herkenbaar, **gelimiteerd** aanbod, **afwachtend**, andere er meer bovenop
4. Hoe kijk je naar de agency markt?
    1. allemaal zonder werk, ongoing business, **internationaal kan je alles overal doen**, wishy washy, **full-service niet goed genoeg** daarom zelf gedaan, **ontzorgen** het liefst
5. Hoe kijk je naar de toekomst?
    1. meer dan een website, **bigger picture** wordt belangrijker, dat duidelijk maken, de **expert**
6. Hoe kan Whello daar op inspelen?
    1. **just do it all**, **freelancers binden aan bedrijf**, native english, chatgpt,
7. Met welk merk associeer je Whello? (maakt niet uit welk product)
    1. coolblue, kleur, **eenvoud** positief
8. Als je morgen CEO van Whello was, wat zou je doen?
    1. **samenwerkingen** aangaan met andere agencies om **gaten op te vullen**, kleine partijen die erg goed zijn innovatief, out of the box, **waar zit het juiste talent** waarmee je kan werken internationaal
9. Wat gun je Whello?
    1. **prijs** winnen, veel **werkplezier**

Maium - Stephan
1. Kan je kort vertellen hoe je tot Whello bent gekomen?

1. **workshop van whello**, via via
2. Hoe kijk je naar Whello, wat is het eerste dat in je opkomt?
    1. jonge groep, jonge honden, **bevlogen**, **betrokken**, korte lijntjes, **snel** reageren, miss soms **ontbreekt aan senioriteit** (managen van een project), **frisse** en leuke website en branding, kleuren en stijl spreken hem erg aan, linkedin, brandguides zien er goed
3. Hoe onderscheidt Whello's branding zich in jouw ogen van zijn concurrenten?
    1. **no nonsense**, niet de beste willen zijn, **niet superluxe**, **hip** bedrijf
4. Hoe zie jij de agency markt?
    1. **te groot** en **ingewikkeld** en te veel concepten, fijner als het **to the point**, **persoonlijke contact** spreekt mij aan
5. Met welk merk associeer je Whello? (maakt niet uit welk product)
    1. klm, **nike air max**, jonge en hippe
6. Als je morgen CEO van Whello was, wat zou je doen?
    1. andere markten **uitbreiden**, meer focus op **duurzame projecten** of duurzaamheid inzetten, duurzaam zijn als organisatie zelf omdat **jonge doelgroep en medewerkers**, statement maken, een thema kiezen en daarop inzetten
7. Wat gun je Whello?
    1. mooie toekomst, **uitbreiden** naar het buitenland en succes daar, bredere markt aan te trekken

Every Foods - Elena
1. How did you find Whello when looking for an agency and why did you choose us?
    1. looking specifically in the benelux, german company founded 20 years ago, focused on dach region, benelux portion opened 1.5 years ago, but now for long-term need a branding in benelux, **looking for a local marketing agency Benelux (only found things in the netherlands)**, liked the website not too vague, medium sized company, design is average but nice, **clear what they can do** and how they can help you,

employees looked young, little childish maybe, clear to set up a initial call
    2. **other agency's websites can be too broad**, so you only understand at the end, not only marketing teams are looking also other expertises like me (expansion) and **we also need to understand**
2. What are the first things that come up when you think about Whello?
    1. **medium sized** company, bigger than other companies because they're bigger and **more professional**, cover more needs, not too big, **startup** like , **young**, very **professional**, very **data driven**
3. In your view, how does Whello's branding differentiate it from its competitors?
    1. **presentation design** was really nice, colors and design, **structured and clear**, steps really clear, **childish but makes them recognizable**, but you can achieve the same with other things, **whale stands out** (also as a tab) therefore keep it in your memory
4. How do you look at the digital agency market and its future?
    1. took a while to identify / categorize the **size**, a lot of companies, designs in general were **not really clear**, the **netherlands has by far the biggest presence** of the benelux
    2. **Nordic have a more lean style, liked that more**
    3. How can Whello capitalize on that?
        1. **show how big you are, less clutter and clear what you're doing**
5. What brand(s) do you associate Whello with? (doesn't matter what product)
    1. **Lululemon, use a lot of colors,** mid-sized but giving an excellent **professional** service/product, **trendy**, **growing**, very **specific** on what they do
6. If you were the CEO of Whello tomorrow, what would you do?

doing great already! **targeting more outbound**, offer **so many services** already → brands always have interest in one

8.4 Dutch competitors analysis 1
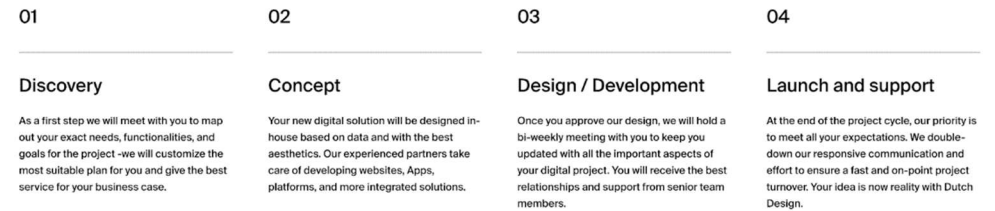
FLIRT Creativity

- *Worship culture, Sacrifice mediocricy*
- Services
    - Branding
    - Strategy & Advertising
    - Production & Visual Design
    - Online Marketing & Social Media
    - Digital innovation
- Sortlist: 20 employees, €5000 minimum project
- USPs
    - full in-house production of video, photography, graphic, motion, animation, AR/VR
    - free consultancy
    - creative, abstract, stand-out and modern image
- Weaknesses
    - not the biggest focus on SEO

The Brink Agency

- *Turn your ideas into reality, with bold & effective Dutch design.*
- Services
    - Identity
        - Visual design
        - Corporate identity
        - Branding & brandbook
        - Online strategy
        - Copywriting
        - Marketing content
    - Development
        - Front- and Back-end web development
        - UI/UX
        - Mobile apps
    - 3D Technology

Our approach

01	02	03	04
Discovery	Concept	Design / Development	Launch and support
As a first step we will meet with you to map out your exact needs, functionalities, and goals for the project -we will customize the most suitable plan for you and give the best service for your business case.	Your new digital solution will be designed in-house based on data and with the best aesthetics. Our experienced partners take care of developing websites, Apps, platforms, and more integrated solutions.	Once you approve our design, we will hold a bi-weekly meeting with you to keep you updated with all the important aspects of your digital project. You will receive the best relationships and support from senior team members.	At the end of the project cycle, our priority is to meet all your expectations. We double-down our responsive communication and effort to ensure a fast and on-point project turnover. Your idea is now reality with Dutch Design.

- Sortlist: 20 employees, €3000 minimum project
- USPs
    - 3D
    - Copywriting
    - International image
    - Stand out designs
- Weaknesses
    - No sign of any form of co-creation
    - No focus on SEO

Novicom Marketing Group

- *Creative & Data-driven*
- Services

MARKETING STRATEGIES

It all starts with the perfect strategy. We bring creativity, technology, concepts, stories, and data together in a brand, campaign, advertising, or full marketing **strategy**.

CONTENT CREATION

Reach, inspire, and activate your audience with our data-driven **creative content**. Our approach will generate the right impact on your audience with our splendid designs and storytelling.

MARKETING CAMPAIGNS

We use owned, earned, paid, and shared media channels and content to set up the correct marketing/sales funnel for your digital **marketing campaigns**.

SOCIAL MEDIA MARKETING

We create, curate, and publish social media content. We **manage social media** accounts, from storytelling and design to advertising and community management.

DATA ANALYTICS

The right content, in the right place, at the right time. We continuously gather, organize, and enrich data. We **optimize** content, marketing campaigns, and pages based on **data-insights**.

DASHBOARDS & REPORTS

All campaign data, audience insights, and results are **visually displayed** in a super clear real-time, interactive marketing dashboard, and weekly report.real-time, interactive

- Sortlist: 32 employees, €1000 minimum project
- USPs
    - Ex-Googlers

- International image and site translation, work for 42 countries
- Events & Music
- Weaknesses
  - too broad
  - not really clear what their strengths are, only their achievements

Braindonors
- *Let's grow in Europe together*
- Services
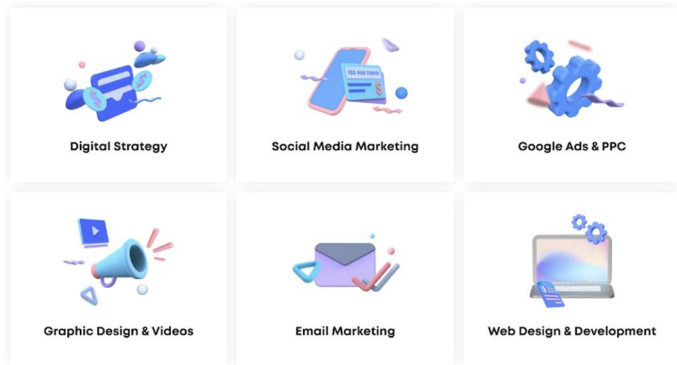
-
- Sortlist: 13 employees, €1000 minimum project
- USPs
  - International marketing
  - Expertise, data, optimizations, transparency
  - Monitoring and optimizations
- Weaknesses
  - Not really Dutch
  - No real standout qualities or specialisms
  - No real focus on branding

Dapper the Growth Agency
- *We maximize growth for impactful brands*
- Services
  - B2B training
  - Growth team
  - Growth audit

- Sortlist: 16 employees, €2500 minimum project
- USPs
  - Focus on growth marketing
  - Employees in other countries
- Weaknesses
  - Only focus on and talk about growth marketing

Hey Honey
- *Social First*
- Services
  - Creativity
  - Strategy
  - Production
  - Distribution
- Sortlist: ?? employees, ?? minimum project
- USPs
  - Young-looking, but still a lot of awards
  - Office in London
  - Focus on sustainability
- Weaknesses
  - Not professional looking
  - No clear services or other info on website

Whale Agency
- *Web Architecture & Construction*
- Services

→ Website, Mobile & User Experience Design	→ eCommerce, Strategy Design & Marketing
→ Brand Strategy, Identity & Content Marketing	→ Maintenance & Consultancy

-
- USPs
  - Professional, but with a secretly playful twist
  - Direct

- o Clear purpose and values
- Weaknesses
  - o No real branding focus
  - o No standout quality/focus

MvH Media

- *meer resultaat met succesvolle online marketing*
- Services

- •
- USPs
  - o Big variety of marketing services
  - o Marketing in Germany
  - o Lots of awards for growth
- Weaknesses
  - o Only focus on marketing

Weekend Creative Agency

- Services
  - o Branding & Identity
  - o Digital product design
  - o Creative marketing
- USPs
  - o Most creative bureau in NL
  - o Stand out site/design language
- Weaknesses
  - o Big Dutch focus

- o No real focus on websites or SEO

Online Klik

- *Ervaar met ons het plezier van groeien*
- Services

- o
- USPs
  - o Growth focus
- Weaknesses
  - o Dutch focus
  - o No branding

ON Digital Marketing

- *Hoe zet ON. jouw online marketing aan?*
- Services

- •
- USPs
  - o Flexibility → client size, cancellability, transparency
  - o Focus on growth
  - o Full-service
- Weaknesses
  - o Dutch focus
  - o No real stand out quality

Merkelijkheid

- *Een succesvolle positionering laat jouw merk opvallen.*
- Services

Positionering	Website	Content	Leads
Kies jij krachtig voor meer onderscheidend vermogen en de juiste koers voor jouw merk?	Wij bedenken, ontwerpen en bouwen de website die jouw positionering versterkt	Goede content met een unieke positionering als basis zorgt voor zichtbaarheid en overtuigt	Vanuit de positionering bouwen wij samen met de opdrachtgever aan groei

-
- USPs
    - o Full-service
    - o Branding positioning focus
- Weaknesses
    - o Less focus on website and marketing

Fingerspitz

- *Samen super slim groeien met online marketing*
- Services

strategie   digital marketing   content & creatie   data & automation

-
- USPs
    - o Stand out and clear website design
    - o Focus on growth
    - o Award-winning
- Weaknesses
    - o Focus on growth instead of real full-service

8.5 Spanish competitors analysis

Novicom Marketing Group
- See Dutch competitors analysis

Elespacio
- See Dutch Competitors analysis

Minty Digital
- *The search agency you wish worked in-house.*
- Service

SEO	Outreach	Digital PR
SEO campaigns to maximise your sites potential using tech SEO, outreach, off-site, and content marketing.	High quality links are still the number one ranking factor. Our outreach team are experts in securing high authority links back to your site.	Nothing creates a buzz quite like a viral campaign. Get chins wagging with coverage and links in the publications your audience read the most.

-
- USPs
    - In-house like service, great communication
    - Live dashboard for client progress
- Weaknesses
    - No branding

Dutch Synergy
- *DIGITAL TRANSFORMATION*
- Services
    - Strategy
    - Web
    - Marketing
    - Design
    - Infrastructure
- USPs
    - Office in Spain and Germany

- Full-service
- Why, how, what
- Weaknesses
    - No real unique stand out quality

Prismalia
- *Here we are to promote business with digital strategy*
- Services
    - Web- and online store design
    - SEO positioning
    - SEM actions
    - Social Media management
- USPs
    - No focus on technical tools, but outcomes
- Weaknesses
    - No branding
    - Fully spanish website

La Caja Company
- *We help big brands of all sizes connect with their audiences*
- Services

OFF MEDIUM	ON MEDIA	SEARCH ADS	SOCIAL ADS	NATIVE ADDS	INFLUENCERS	PR
BRAND IDENTITY	SPOTS	CONTENTS	SOCIAL MEDIA	SEO	WEB DEVELOPMENT	MK AUTOMATION
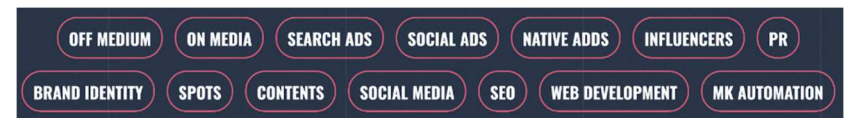
-
- USPs
    - Full-service with lots of extra services
- Weaknesses
    - More output focused than branding
    - Spanish website

Bake 250

- *Make everything as simple as possible, but not simpler*
- Services

Website
We develop your website so that your brand is well represented online. You will have a modern and updated website with which to attract more potential customers.

eCommerce
We develop your online store so that you can offer your products and services to the world. Design, user experience are the pillars of our approach.

Analytics
We integrate your data sources and develop dynamic and interactive information panels with Power BI, to support business decision making.

Social networks
We ensure that the RRSS help you meet objectives. We define your content strategy and activate the spaces that will be the voice of your brand on social networks. .

-
- USPs
  - broad scala of solution types
- Weaknesses
  - startup focused, so maybe small?

Wild Branders

- *Insight, Ingenuity, Sagacity*
  - *art of seeing where others see nothing, the origin of a great idea, innate ability to solve*
- Services
  - Branding
  - Programming
  - Positioning
  - Online & offline design
  - Social media
  - Growth hacking strategies
  - UX usability
- USPs
  - Full-service
  - Focus on branding
- Weaknesses
  - Spanish website
  - No tech focus

Wild Wild Web

- *Win over your customers through digital marketing, branding and web design.*
- Services
  - Digital marketing
  - Branding
  - Web design
- USPs
  - Clear full-service
- Weaknesses
  - Smaller focus on web

8.6 German competitors analysis

Dutch Synergy
- See Spanish competitors analysis

<u>The Manifest</u>
High Voltage SEO
- *SEO growth strategies backed by 400 scientific tests*
- Services
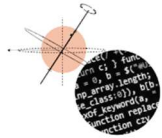
- USPs
  - o Scientifically backed
  - o All services surrounding SEO
  - o Multiple locations around the world
- Weaknesses
  - o Only SEO

Oplayo Gmbh
- *WE GENERATE LEADS & SHOPPING SALES*
- Services
  - o Tracking dashboards
  - o Digital marketing

- o Campaigns
  - o Converting landing pages / websites
- USPs
- Weaknesses

Monsoon
- *Online Marketing Agency for Impactful Brands*
- Service
  - o Online Marketing
  - o Marketing Strategy
  - o Content Creation
- USPs
  - o Holistic approach, content creation (video & motion design), copywriting in more than 8 languages (translation)
- Weaknesses
  - o No real branding

Elespacio
- *Crafters of stories and experts in ..*
- Services

  Creative content

  Marketing, media & performance

  Working with data & analytics

  Technology & innovation

  Google marketing platform
  - o
- USPs
  - o creative site, full-stack studio
- Weaknesses
  - o Separate services, not one full model maybe

plstr.digital
- *We are digital masterminds*
- Services
  - digital performance
digital experience
digital relations
digital knowledge
- USPs
  - personal image, free first consult
- Weaknesses
  - Only german site

Tinloof
- *We build stunning online experiences*
- Services
  - design branding, websites, ecommerce, applications
  - development
- USPs
  - communication, speed of delivery, tech skills
- Weaknesses
  - Not full-service, smaller projects

8.7 Dutch competitors analysis 2

- **4NG**
  - blz. 32
  - Imagine, transform, elevate
  - Customer journey modeling
  -

- **Dept**
  - blz. 52
  - Voorop blijven door tech and marketing te combineren
  - Services
    - Digitaliseren
    - Engineeren
    - Growth
    - Branding

- **Digital impact**
  - blz. 56
  - Wij creëren transformatie in de digitale jungle
  - Services
    - Websites, webshops, B2B ecommerce
    - Online marketing strategy, sales funnel

- **Fabrique**
  - blz. 72
  - Designers en engineers, Storytellers en strategen
  - We zijn analytisch én we zijn creatief. We laten ons hart spreken én zorgen voor meetbaar resultaat.
  - Services
    - Strategie
    - Digital design
    - Development
    - Branding
    - Service design
    - Digital transformation
    - E-commerce
    - Digital marketing

- **Uw Business Online (UBO)**
  - blz. 132
  - Durf voorop te lopen
  - Services
    - Growth
    - Brand building
    - Talent finding
    - Digitalisation

- **Valtech**
  - blz. 132
  - Business transformation powered by digital innovation
  - A global company
  - Services
    - Connected experiences
    - Digital platforms
    - Marketing services
      - 1. Strategy & Brand
      - 2. Technology & Data
      - 3. Campaign & Media
      - 4. Insight & Optimization
    - Transformation consulting

- **Concept7**
  - blz. 148
  - Digital design for humans
  - Wij onderzoeken, ontwerpen, testen én ontwikkelen digitale producten en diensten. Altijd met gebruikerswensen als basis voor de hoogste conversie en beste beleving.
  - Services
    - Research
    - Strategy & Design
    - Development

- **Dutchwebdesign**
  - blz. 152
  - Bureau voor digitale transformatie!
  - Services
    - Strategy & Advice
    - UX design
    - Development
    - Online Marketing

- **Happy Horizon**
  - We'll make sure that your dot on the horizon will not remain a distant vision
    - And that you'll reach your destination on a journey that is equally fun.
  - Jouw creative digital agency op het gebied van strategisch denken, analyseren, creativiteit, digitale diensten en technologie.
  - Services
    - Data automation
    - Strategy & Innovation
    - Branding, Content & PR
    - Online Marketing
    - Development & Technology
  - Happy Cactus, Happy Leads, Pauwr, Nochii

- **Gradient**
  - Transforming B2B marketing

- **Fingerspitz**
  - See Dutch competitors analysis 1

- **Online Company**

- - - we are company. we are in it together.
    - Services
      - Strategy
        - Brand development
      - Data & Tech
      - Commerce
      - People
      - Media
- **iO**
  - Let's discover infinite opportunities, together
  - Services
    - Strategy
    - Content & Creation
    - Technology
    - Marketing

- **Saleswizard**
  - Wij helpen ambitieuze ondernemers met groeien!
  - Services
    - Strategy
    - Web design
    - SEO
    - Social Media Marketing
    - Online advertising
    - Link   building

- **MvH Media**
  - See Dutch competitors analysis 1

- **Fosby**
  - Google International Growth program (Premier Partner)

- **Traffic Today**
  - International marketing
  -

- **Hide and Seek**
  - Services
    - Lead generation
    - Engagement
    - Analysis
    - Branding (only brand awareness?)
    - Ecommerce

- **Tomorrowmen**
  - See Dutch competitors analysis 1

- **daar-om.nl**
  - FULL SERVICE ONLINE MARKETING BUREAU VOOR HET AMBITIEUZE MKB
    - Services
      - Brand identity
      - Online marketing
      - Content
      - Web
      - Photography & Video

- **Gracious**
  - Building awesome brands
  - full-service digital agency, busy designing and building beautiful digital products, brands, and experiences
  - ethical principles; be honest, reliable, personal, close and of course gracious

- **DoubleSmart**
  - Een voorspelbare stroom van leads & klanten door slimme campagnes en superieure vindbaarheid
  - transparante online marketing en een flexibele samenwerking

- **Team Nijhuis**
  - #1 Digital Agency van Nederland (Fonk, 2022)
  - Onze mensen maken impact door empatisch ondernemerschap. We zijn ondernemen mét onze klanten en voelen ons verantwoordelijk voor de gerealiseerde resultaten.

- **Mr. Brand**
  - Het beste full service bureau van Nederland FONK 2021
  - Merkgericht

- **SenS Online Solutions**
  - Making sense online
  - Voor elk online vraagstuk hebben wij een oplossing

- **Weekend Creative Agency**
  - Vandaag ben ik het creatiefst

8.8 Final competitors analysis
Strengths and values

Full-service (branding)
- **ON**
  - Flexibility & Transparency
  - Growth and Strategy
- **The Brink**
  - Bold & Effective Experiences / Dutch Design
- **Happy Horizon**
  - Multiple expertises
  - Fun
- **(Online Company)**
  - Performance
  - Actionability
- **(UBO)**
  - Aspiring
  - Assertive
  - Bold
- *Common values*
  - Working closely together (but on background)

Same need
- **Fingerspitz**
  - Growing together
  - Award winning
- **MvH Media**
  - Optimal succes
  - Results
  - (international)

- **Tomorrowmen**
  - Bold
  - Drive for impact
- **Harvest Digital**
  - Stay ahead
  - Think big, start small, learn fast

International
- **Dept**
  - Combining Tech & Marketing
  - Innovation
  - Pioneering
- **Novicom Group**
  - Creativity & Data
  - Experience
  - All-embracing
- **Elespacio**
  - Storytellers
  - Experts
- **Fosby**
  - Record breaking
  - International Growth Program (Google)
- **Traffic Today**
  - Maximizing by speed and connection
  - Bravery
  - Transparency
- **(FSG Berlin)**
  - Connecting
  - Fun
  - (Launching international brands in the German market)
- **(Dutch Synergy) B2B**
  - Industrial Synergy

8.9 Employees workshop and results

Met welke woorden zou je je collega's bij Whello omschrijven?

Gezellig	Open	Behulpzaam
Snel	Leergierig	open
Zelfstandig, vrije creatieve geesten, jong, adhd	Professioneel	jong
Open & hulpvaardig	fris	Gefocust
Speels	Jong	Passie voor het werk en de zaak
Leergierig	Jong, spraakzaam, snel denkend, leergierig, sociaal, stoer	klaar voor de toekomst
Teamspelers	Bevlogen, enthousiast, ambitieus	Houd van een drankje/feestje
Op zoek naar sociaal contact	Humor	down to earth
Betrokken bij klanten, afhankelijk van de klant	Denken soms dat anderen dingen voor de oplossen	Zichzelf ontwikkelend / zoekend

Met welke woorden zou je Whello zelf omschrijven?

Jong en ambitieus	Ambitieus	Scale up
gedreven	Expert	Alles kan
Betrokken	pragmatisch	duur, hip, weet wat ze doen,
Lef	Durf	Zoekende naar meer structuur en professionalisering
Veel vrijheid	in de groei	Tikje zoekend
High class marketing in jong jasje	Hoog segment prijs	Onduidelijk in communicatie naar klanten
speels	Platte organisatie	Energiek
Telefonisch niet bereikbaar	Informeel	Te goedkoop
Zoekende naar de formule	Hechte organisatie	mannelijk
Veel vrijheid, maar ook veel micromanagement	Ik heb het nog nooit geprobeerd, dus ik denk dat ik het kan	

Kies de top 3 waarden die je bij Whello vindt passen

- 1st — Growth
- 2nd — Performance
- 3rd — Fun
- 4th — Creativity
- 5th — Kindness
- 6th — Innovativeness
- 7th — Empathy
- 8th — Reliability
- 9th — Professionalism
- 10th — Sincerity
- 11th — Responsibility
- 12th — Sustainability
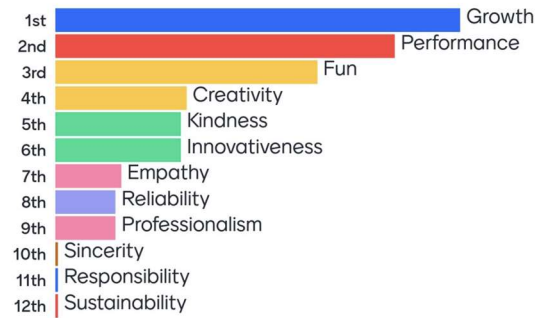
En nu mijn versie van

Whello's waarden

- Growth
- Empathy
- Creativity
- Reliability
- Sustainability
- Fun

Wanneer vond jij dat Whello's propositie echt doorkwam? Schrijf op waardoor dat kwam

Whello's werkwijze

de werkwijze

Vorige jaar, na Nasser's workshop. Toen tijdens de pitches het 1,2,3'tje naar voren gebracht. Duidelijk volgbaar verhaal en makkelijk te vertellen.

Focus op merkstrategie

Door het boeken van positieve resultaten bij klanten (bijv. Vicky en MAIUM) d.m.v. samenwerking van meerdere specialsiten, leren van elkaar, groeien van een klant in omzet etc. en zo uitbouwen van de samenwerking (meer uren)

Klanten die binnenkomen via Bureau Tekst en dan doorgroeien via Design en SEO, waardoor ze echt groter worden

Bij de rebranding van alle slides (kickoff, whello sessies). De Whello werkwijze komt nu duidelijker naar voren

En nu mijn versie van

Whello's Missie

Helping (international) brands grow in synergy with us

through our complete, centralized, and empathetic approach

to digital marketing.

Als Whello over 10 jaar op de voorpagina staat, waarvoor zou dat zijn?

Grootste online marketingbureau van Europa nu nog groter...

Grootste positive impact branding agency van Europa - als consultant. Inspireert andere marketingbedrijven door heel Europa

Als marketing partner genoemd bij een groot, succesvol impact project wat de wereld sterk vebeterd.

hoe Whello echte impact maakt met merk X binnen europa..

Whello redt naast de bedrijven wereld ook haar naam genoot de walvis van uitsterven

En nu mijn versie van

Whello's Visie

Making everybody (clients, teams, Whello & planet) grow together.

Wat zou je visueel veranderen of vind je juist goed werken nu?

Kleur +

Keep the whale! Ik hou van de big splash. Refereert naar grootsheid en de natuur. Oogje zijn leuke dingen mee te doen, een wereldbolletje voor BABW erbij.

Donkerder blauw, misschien betrouwbaardere kleur?

+ Vind de Walvis wel heel leuk, speels, passend bij Whello als bedrijf- Mis de link tussen de naam en het logo, behalve dus dat de woorden op elkaar lijken

Ik vind de kleur blauw te licht, ik zou een donker blauwe kleur erbij doen, voor professionaliteit en volwassenheid. Ik zou de walvis behouden maar wat stoerder maken.

+ Doorgaan met consistentie in kleur gebruik en Walvis/zee thema

Walvis + design walvis -

Donkerder blauw, ook goed voor de truien

Why en Hello mag veel duidelijker vermarkt worden, niemand snapt de naam Whello en ik moet de naam 3 keer herhalen als ik hem uitspreek. Als ik zeg: ja, dat marketingbureau met walvisje is het: ohjaaa Die!

speelse aanvullen door volwassenere tone of voice

Strakkere vormen

Walvis voelt nu een klein beetje kinderlijk aan, stoerder maken?

Serieuzere fotografie

sterke foto's van mensen, mensen in hun kracht. stoer

Speelse elementen zoals golfje behouden, maar minder prominent maken

totale volassenheidsslag. merchandise uitbreiden

Cases moeten veel meer grootsheid uitstralen, niet alleen vertellen wat wij zo goed doen, maar anderen echt inspireren zodat ze verhalen over je gaan vertellen. Ook in beeld

Keep the merch! Oude sneakers zijn tof. Everybody loves the sneakers

diep donkerblauw erbij

Die footer op de website mag echt wel strakker

Meer creativiteit uitstralen. Nu heel erg marketing achtige website

Meer met typografie doen

Serieuzere tone of voice

Weg met het vreselijke zwarte plafond op kantoor, zeker in combi met die zwarte Berlijnse muren tussen de bureaus

Want foto's van kantoor staan ook op de site

@mark

Want die Berlijnse muren staan ook op foto's en filmpjes!

Insights

Values
- My values
  - *Growth, Empathy, Creativity, Reliability, Sustainability, Fun*
- Employees vs company
  - Both young, playful
    - Seeking
  - More focus on ambition and expertise on the company side
  - More focus on enjoyment, sociability on employee side
  - Both involved and open, so within teams and with the client
  - Opposition between informal and professional on both sides
- Top 3
  - Performance has to be there
    - The customer wants this
    - Reliability still low, maybe already in performance or does it still need an extra focus?
  - Empathy low right now according to employees
    - High kindness needs to be translated towards useful empathy for clients, understanding them instead of only being kind
  - Sustainability none
    - Not present at the moment, but definitely a growing focus on with new partnership with BABW and insights from intake with mt
    - Together with my researched need for a responsible position as an international brand and growing need for purpose

Mission
- My Mission
  - *Helping (international) brands grow in synergy with us through our complete, centralized, and empathic approach to digital marketing.*
- They all pointed to the synergy between the specialists/specialisms which made Whello's proposition work
  - The complete approach and ability to help on all fronts, together with understanding a client better
  - The addition of the branding department improved this a lot
- Mission statement
  - Change helping towards something more actionable
    - *Creating / Making / Producing / Growing*
  - Synergy was clear and inspired them along with the rest of the mission statement

Vision
- My vision
  - *Making everybody (client, teams, Whello & Planet) grow together.*
- Impact was the most important insight from the employees
  - Making a *big* impact in the marketing world
  - Making a *positive* impact, inspiring others
- Vision statement
  - How exactly are we growing together?
    - How/what is growing for us?
    - Who is exactly growing? Everybody?
  - Missing performance focus
    - Add with impact..?

Visuals
- Whale works
  - Can be used for nature and greatness
  - Design can be better / less childish
  - Can do a lot with the eyes
  - Why & Hello can be (marketed) more clearly
    - Name less recognizable than logo, how to use this?
- Maturity
  - Darker blue → more professional, mature and reliable
  - Tone of voice more inspiring, show greatness
  - Photography showing power, inspiring
  - Tighter shapes/visuals
- Color works and is very consistent
- Sneakers worked surprisingly well
  - Trendy and young in a good sense
- Give off a more creative vibe (innovativeness)
  - instead of only marketing

8.10 Archetypes analysis

Archetypes analysed on match with Whello's new brand direction.
Meaning of colours:
- Best match
- Average match
- Worst match

Jester
- The Jester just wants people to lighten up and enjoy themselves!
- The Jester allows others to connect with their fun inner child
  - impulsive and unrestrained, not afraid to bend rules, not afraid to stand out, and comfortable in their own skin
- Level 1
  - Sees life as a game. The only important thing is to just have fun!
- Level 2
  - Combining fun with resourcefulness/intelligence (resulting in things like practical jokes, or finding ways to get around rules). This is where cleverness and innovation is developed.
- Level 3
  - Knows that life is lived in the moment. If all we have is today, we should live each day to the fullest.
- Sub-archetypes
  - X

Everyman
- The Everyman archetype is wholesome and genuine – which makes it irresistibly likeable!
- The Everyman feels no need for pretence.
  - hard work and honesty, and embraces common sense values and authenticity.
- Level 1
  - Seeking any sort of affiliation, typically spurred by feelings of loneliness.
- Level 2
  - Learns how to connect (form and nurture relationships) and fit in.
- Level 3
  - The dignity afforded each person, regardless of differences, is realised and practised.
- Sub-archetypes
  - Everyman
    - sincere, helpful, and genuine
    - may succumb to a herd mentality and lose its own identity

Magician
- The Magician sets out to achieve objectives by applying the fundamental laws of how something works in order to get results. The result is often transformative.
- The Magician genuinely believes that there is more — something greater than us, greater than what we see — and often stands in defiance of perceived "reality", believing that the limits we have are mostly self-imposed.
- Often perceived as intelligent and knowledgeable, the Magician may appear to have special access to secret or elusive information.
- Magician brands foster "magical moments" — experiences that feel special, novel, and exciting — as well as more lasting change. Magician brands help people transform.
- Level 1
  - Experiencing "magical moments" that leaves one feeling mesmerised, satisfied, happy, or transformed in some way, though generally short-term or superficial.
- Level 2
  - "Flow" – a state of being in which you are fully immersed and "at one" with what you are doing. The mental, physical, and spiritual are all in sync working in perfect accord toward reaching the vision.
- Level 3
  - Brings miracles or the complete manifestation of a vision.
- Sub-archetypes
  - Magician
    - Dream big! Charismatic, influential, and very perceptive, the Magician turns dreams or ideas into reality for others.
    - Must beware not to fall into manipulation or trickery in the process.

- Alchemist
  - Uses a combination of fact and intuition in order to transmute one thing into something else entirely. The Alchemist values purity and perfection.
  - Nothing is impossible!
- Innovator
  - Limitless ability to dream, an idea machine.
  - Thrives on change and is not afraid of taking risks to get to a solution.
  - May be challenged to stay focused on the task at hand.

Hero
- The Hero archetype is all about rising to the challenge, and it instinctively seeks to protect and inspire others.
- The organisational culture of a Hero brand is typically achievement-oriented, holds itself to high standards, and requires dedication.
  - In a healthy organisation, there is a clear sense of convictions that are lived out daily and fuels the passion to make a difference and overcome challenges.
- Level 1
  - Displays the ability to overcome — competence as demonstrated through achievement or victory in competition.
- Level 2
  - Faithfully serving others, often out of duty, commitment, or conviction.
- Level 3
  - Uses its strength and courage to make the world better.
- Sub-archetypes
  - Hero
    - sacrifice, courage, faith, and strength
    - Lives to triumph over adversity, and will overcome great odds to facilitate transformation.

Lover
- The Lover is passionate and unashamed in fostering relationships and expressing appreciation.
- Sub-archetypes
  - Companion
    - loyal and trustworthy
    - Holds a deep respect for a person's inherent value and values relationship.

Creator
- The Creator gets deep satisfaction from both the process and the outcome of creating something that did not previously exist.
- This archetype trusts in the creative process above all else and lives for authentic self-expression.
- Level 1
  - Expressed by the act of creating, but not truly innovating. "Creativity" happens by simply imitating others.
- Level 2
  - Begins to express authenticity. The process is deeper and more introspective, coming from within instead of looking at what is already out there.
- Level 3
  - Fosters true innovation and beauty, and creates something enduring that is able to influence society.
- Sub-archetypes
  - Visionary
    - insightful and perceptive, is often a very good strategist
    - Bringing an enlightened perspective along with a great imagination.
  - Storyteller
    - Imagination is combined with the gift of communicating.
    - Capable of bringing to life ideas and concepts that allow people to connect to something on a deeper level.
  - Entrepreneur
    - achievement-oriented and ambitious
    - Led by a vision, this innovative self-starter is strong at generating ideas and thrives on turning dreams into reality.

Caregiver
- The Caregiver derives meaning from helping others.
- This brand archetype is moved by compassion and generosity, and strives to make people feel nurtured and secure.
- Level 1
  - Includes caring for one's dependents.
- Level 2
  - Finding a balance between caring for oneself along with caring for others.
- Level 3
  - Speaks to an altruistic concern for the world at large.
- Sub-archetypes
  - Caregiver
    - good, compassionate, and empathetic, with a sacrificial concern for others.
    - Remains calm in a crisis and remains optimistic.
  - Samaritan
    - selfless and kind in its quest to love thy neighbour as thyself
    - It finds meaning in relieving others' suffering.
  - Angel
    - Exudes purity and humility. With infinite compassion, the Angel brings joy and laughter while providing aid and comfort.
    - Can help guide others to change their lives for the better.
    - The challenge lies in having an unrealistic outlook — ignoring anything negative to focus only on the positive.

Innocent
- The Innocent is an eternal optimist who always sees the good in people and in life.
- With our busy lifestyles, we are attracted to the focus on simplicity.
- Level 1
  - Feel paradise is their birthright and not having it makes them angry.
- Level 2
  - Focuses on renewal, reframing, and cleansing.
- Level 3
  - Believe that people make choices for a simpler, values-driven lifestyle and as a result create their own paradise and sense of spiritual oneness.
  - The belief is that innocence (paradise) comes from within, not from outer experiences.
- Sub-archetypes
  - Child
    - Bursting with energy and a positive attitude
    - Its curious nature tends to bring out the best in others.
  - Idealist
    - Driven by the belief that the individual can make the world a better place and believes in the possibility of positive change.
    - Motivated by the ideals of harmony and peace, cooperation and collaboration.

Results
1. Creator
   1. Visionary
   2. Entrepreneur
   3. (Storyteller)
2. Magician
   1. Magician
   2. (Innovator)
3. Innocent
   1. Child

8.11 Archetype quiz and results

1. You're brainstorming a tagline for your brand. Which of the following aligns most with your mission?

"Transforming lives"

"Forging the path ahead"

"The world is your playground"

"The real deal — for real people"

"Heart to heart"

"Where imagination is the only limit"

"Some ask why. We ask, 'why not?'"

"Knowledge is power"

"Number one. Period."

"Saving the day"

"The world as it should be"

"Making our community a safer place"

2. What is the greatest strength of your brand?

Ambition

Compassion and generosity

Joy

Sincerity

Passion

Faith and optimism

Creativity

Finding win-win outcomes

Responsibility and leadership

Wisdom and intelligence

Courage

Fearlessness

3. What would be the worst thing for your organization / brand?

Being perceived as selfish – putting people last

Being perceived as 'too corporate' or out of touch with our customers

Our product or promise not working as anticipated

Being trapped in the old way of doing things, never innovating

Losing the affection of our audience; feeling unloved or unsupported

Being seen as irrelevant or boring; blending in

Making uninformed decisions or providing faulty information

Losing significance or influence to those who look up to us

Being beaten by a competitor

Producing mediocre results or products just to make sales, instead of focusing on quality and significance

The possibility of having to give up / quit / shut down

Getting caught doing something immoral or questionable.

4. In five years, how will you have measured success?

By becoming a leading expert in our field.

Have made people's dreams come true.

By the number of people we have helped live better lives, through giving something of ourselves.

Helped a group of people who were unable to help themselves, even though it was an uphill battle.

Developed strong relationships with our customers and helped create bonds between people.

Created a revolution, turned our industry on its head by changing what wasn't working.

Uncovered new insight on a better way of doing things.

Market dominance; greater prosperity

Created something fun and positive to counteract all of the the negativity in the world.

Created something of enduring value that has influenced society/culture.

Restored a little piece of paradise to earth

Have forged a common link throughout diverse communities.

5. Which of your employees is most likely to win Employee of the Year?

The charismatic one that inspires others to be their best

The one who is always punctual, loyal, and has dependable output

The one whose diligent research and insight led to a 3x increase in profits

The one who always steps up and takes charge, juggling a number of important responsibilities well

The one who goes beyond call of duty (staying late without pay, providing exceptional customer service, etc)

The passionate one who is able to really connect to the vision and to others

The one who is disciplined, focused, and doesn't back down from tough decisions

The one who is proactive, expresses individuality / uniqueness, and questions the status quo

The one with an uncanny ability to innovate and create new things

The fun-loving employee who always sparks great brainstorming sessions with their clever ideas

The one who manages to resolve conflicts and solve disputes by finding a common ground

The politically incorrect one that makes you think about things differently

6. What is your strategy for success?

Develop a vision and live it out fully.

Follow our passion and form real relationships with our customers.

Remain strong. If obstacles come, we ride it out.

Be kind, fulfilling a need when we can.

Always be innovating.

Discover something new. Build a better mousetrap.

Live in the moment; don't be afraid to be spontaneous. Opportunity only knocks once.

It's all about effective leadership. Success starts from the top.

Constantly be shaking up the status quo.

Do things the way they should be done and we will be rewarded for it.

No rush decisions. We follow the data and make smart choices along the way.

Find common ground that we can all stand behind.

7. Your organization has just unexpectedly received a $1,000,000 financial gift from a private foundation to use as you please. What do you do with it?

We value what our stakeholders and/or employees think. Plan a team-building corporate retreat at a coastal resort. In addition to having a brainstorming session, everyone can grow stronger together as a team.

Invest it all directly into the business. Hire additional salespeople and staff that can expand our territory into neighboring regions.

Give each employee an extra Christmas bonus this year as appreciation for all of their hard work.

Create a contest among staff for the craziest idea of how to use the funds. Throw a party for the winner!

Create and host the first annual Entrepreneurial Business Bootcamp for high school and college students.

Start a foundation to benefit an underserved people group.

Fund a clinical trial or usability test to demonstrate and prove how well our product / service works. This would be great for our before and after comparisons.

Create an over-the-top marketing campaign for our latest offering – because we can. Push the boundaries a little bit. (Great for publicity!)

Start a matching crowdfunding campaign to help needy families right here in the local community. After all, help starts at home.

First things first. Get online and start researching options for updating the equipment we've been wanting. Read every review we can find. Keep track of pros and cons in a spreadsheet.

Finally add on a daycare center in the office for employees who need affordable childcare during the day.

Become a platinum sponsor for the Tough Mudder military-style obstacle course and encourage our employees to participate.

Results

Leon (me)	Serge (founder)	Nasser (founder)
Magician (68 out of 84)	*Magician (65)*	*Explorer (63)*
Lover (62 out of 84)	*Everyman (54)*	*Lover (57)*
Caregiver (55 out of 84)	*Lover (54)*	*Creator (54)*

8.12 Brand personalities clusters analysis

Brand personality clusters as filled in by Whello's employees (and me) by what fit best with their view of Whello's vision.
The words they had picked are made **bold** and afterwards the clusters were colour coded (most → least) on how many chosen words they contained and the sections with the most words were marked white.
This gave a quick overview of which clusters and sections fit best with Whello's vision according to the employees.

Reinier

Sincerity	Excitement	Competence	Sophistication	Ruggedness
Down-to-earth - Family-oriented - Small town - **Down-to-earth**	Daring - Daring - Trendy - Exciting	Reliable - **Reliable** - **Hard-working** - Secure	Upper-class - Upper-class - Glamorous - **Good-looking**	Outdoorsy - **Outdoorsy** - Adventurous
Honest - **Honest** - **Sincere** - Real	Spirited - Spirited - Cool - **Young**	Intelligent - Intelligent - **Technical** - Corporate	Charming - **Charming** - Feminine - Smooth	Tough - Tough - Rugged
Wholesome - **Wholesome** - Original	Imaginative - **Imaginative** - Unique	Successful - Successful - Leader - **Confident**	Delicate - Delicate - Connotation - Southern	Unconventional - Unconventional - Bold
Cheerful - **Cheerful** - Sentimental - **Friendly**	Up-to-date - **Up-to-date** - Independent - Contemporary	Responsible - **Responsible** - Green - Charity	Peacefulness - Peacefulness - **Mannered** - Childlike	Western - **Western** - Masculine

Rosalinde

Sincerity	Excitement	Competence	Sophistication	Ruggedness
Down-to-earth - Family-oriented - Small town - **Down-to-earth**	Daring - Daring - Trendy - Exciting	Reliable - **Reliable** - **Hard-working** - Secure	Upper-class - Upper-class - Glamorous - Good-looking	Outdoorsy - **Outdoorsy** - Adventurous
Honest - Honest - Sincere - **Real**	Spirited - Spirited - Cool - Young	Intelligent - Intelligent - **Technical** - Corporate	Charming - Charming - Feminine - Smooth	Tough - Tough - Rugged
Wholesome - Wholesome - Original	Imaginative - Imaginative - Unique	Successful - Successful - Leader - **Confident**	Delicate - Delicate - Connotation - Southern	Unconventional - Unconventional - Bold
Cheerful - Cheerful - Sentimental - **Friendly**	Up-to-date - **Up-to-date** - Independent - **Contemporary**	Responsible - Responsible - Green - Charity	Peacefulness - Peacefulness - **Mannered** - Childlike	Western - Western - **Masculine**

Nasser

Sincerity	Excitement	Competence	Sophistication	Ruggedness
Down-to-earth - Family-oriented - Small town - **Down-to-earth**	Daring - Daring - Trendy - Exciting	Reliable - **Reliable** - Hard-working - Secure	Upper-class - Upper-class - Glamorous - Good-looking	Outdoorsy - **Outdoorsy** - Adventurous
Honest - Honest - **Sincere** - Real	Spirited - Spirited - **Cool** - Young	Intelligent - **Intelligent** - Technical - Corporate	Charming - Charming - Feminine - Smooth	Tough - Tough - Rugged
Wholesome - Wholesome - **Original**	Imaginative - **Imaginative** - Unique	Successful - **Successful** - Leader - Confident	Delicate - Delicate - Connotation - Southern	Unconventional - Unconventional - **Bold**
Cheerful - Cheerful - Sentimental - Friendly	Up-to-date - **Up-to-date** - Independent - Contemporary	Responsible - Responsible - Green - Charity	Peacefulness - Peacefulness - Mannered - Childlike	Western - Western - Masculine

Serge

Sincerity	Excitement	Competence	Sophistication	Ruggedness
Down-to-earth - Family-oriented - Small town - **Down-to-earth**	Daring - Daring - Trendy - Exciting	Reliable - Reliable - Hard-working - Secure	Upper-class - Upper-class - Glamorous - Good-looking	Outdoorsy - Outdoorsy - Adventurous
Honest - Honest - Sincere - Real	Spirited - Spirited - Cool - Young	Intelligent - **Intelligent** - Technical - Corporate	Charming - Charming - Feminine - Smooth	Tough - Tough - Rugged
Wholesome - Wholesome - Original	Imaginative - Imaginative - Unique	Successful - **Successful** - Leader - Confident	Delicate - Delicate - Connotation - Southern	Unconventional - Unconventional - Bold
Cheerful - Cheerful - Sentimental - Friendly	Up-to-date - Up-to-date - Independent - Contemporary	Responsible - **Responsible** - Green - Charity	Peacefulness - Peacefulness - Mannered - Childlike	Western - Western - Masculine

Leon

Sincerity	Excitement	Competence	Sophistication	Ruggedness
Down-to-earth - Family-oriented - Small town - **Down-to-earth**	Daring - Daring - Trendy - Exciting	Reliable - **Reliable** - **Hard-working** - Secure	Upper-class - Upper-class - Glamorous - Good-looking	Outdoorsy - Outdoorsy - Adventurous
Honest - **Honest** - **Sincere** - Real	Spirited - Spirited - Cool - Young	Intelligent - **Intelligent** - Technical - Corporate	Charming - Charming - Feminine - Smooth	Tough - Tough - Rugged
Wholesome - **Wholesome** - Original	Imaginative - Imaginative - **Unique**	Successful - **Successful** - Leader - Confident	Delicate - Delicate - Connotation - Southern	Unconventional - Unconventional - Bold
Cheerful - **Cheerful** - Sentimental - **Friendly**	Up-to-date - **Up-to-date** - Independent - Contemporary	Responsible - **Responsible** - Green - **Charity**	Peacefulness - Peacefulness - Mannered - Childlike	Western - Western - Masculine

Words that were most frequently chosen:

- **Down-to-earth**   5x   (Sincerity)
- **Friendly**   4x   (Sincerity)
- **Reliable**   4x   (Competence)
- **Up-to-date**   4x   (Excitement)
- Sincere   3x   (Sincerity)
- Responsible   3x   (Competence)
- Intelligent   3x   (Competence)
- Successful   3x   (Competence)

8.13 Touchpoint examples survey and results

Hero image 1 – example social media ad

Q1. What kind of values do you feel describe this image?
- Collaboration, kindness, powerful
- Bold statement, makes Whello look like hard workers
- Involved, surprised, supportive
- Peace, structure, class
- Corporate, expert, Rabobank

Q2. Choose 4 values/traits that you think together represent this image in the best way.
- Formal 4
- Authority 3
- Growth 2
- Performance 2
- Empathy 2
- Stability 2
- Inspirational 1
- Structured 1
- No-nonsense 1
- Sustainability 0
- Cheerful 0

Hero image 2 – example homepage

Q3. Choose 4 values that you think together represent the homepage design in the best way.
- Structured 3
- Growth 2
- Empathy 2
- Cheerful 2

- Formal 2
- Spontaneous 2
- Inspirational 1
- Authority 1
- Pragmatic 1
- Distant 1
- Loud 1
- Performance 0
- Sustainability 0

Q4. Why did you (not) choose for Empathy in the previous questions?
- + The images of nice people smiling makes me want to work with them
- Stock photos are impersonal
- More focus on Whello than the collaboration
- Too corporate
- Inspirational & cheerful fit better
- Feels too distant, not as loose

Q5. Why did you (not) choose for Sustainability in the previous questions?
- + Impact on world, but was a small detail
- + Green elements, but beside that nothing
- 3x No indication of a sustainable service of Whello

Q6. Why did you (not) choose for Cheerful in the previous questions?
- + The style and texts
- + Laughing people
- Too generic and away from Whello
- Too formal and distant even with the colours
- Whello needs to be professional
- It is not

Q7. Why did you (not) choose for Structured in the previous questions?
- + There is a clear build up, logical menu items
- + clear 3 step model
- + Nice flow of multiple content blocks
- It's not structured
- It's a lively website
- It looks messy

Q8. Why did you (not) choose for Inspirational in the previous questions?
- + The images
- Too many stock photos
- Design is standard
- No ideas or examples
- Does not speak inspirational to me
- It's too loud