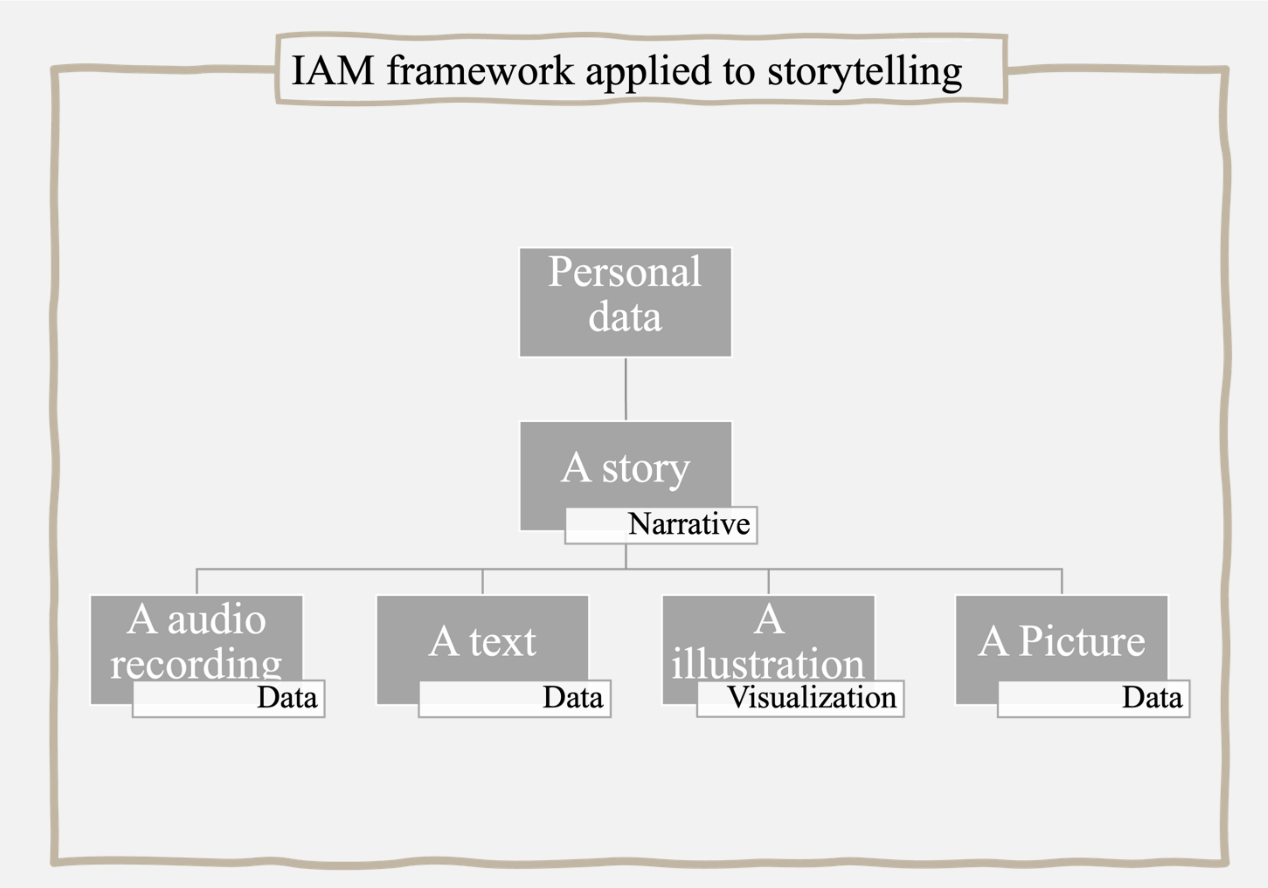

Brand Building Through Personal Data, An Intellectual Asset Perspective

A case study on how Ågrenska can strategically work with brand building through claiming and utilizing personal data assets by implementing storytelling as a utilization tool.

Master's thesis in Entrepreneurship and business design

HELENE MELKER

DEPARTMENT OF TECHNOLOGY MANAGEMENT AND ECONOMICS
DIVISION OF ENTREPRENEURSHIP AND STRATEGY

CHALMERS UNIVERSITY OF TECHNOLOGY
Gothenburg, Sweden 2023
www.chalmers.se
Report No. E2023:109

REPORT NO. E2023:109

Brand building through personal data, an intellectual asset perspective

A case study on how Ågrenska can strategically work with brand building through claiming and utilizing personal data assets by implementing storytelling as a utilization tool.

Helene Melker

Department of Technology Management and Economics
Division of Entrepreneurship and Strategy
CHALMERS UNIVERSITY OF TECHNOLOGY
Gothenburg, Sweden 2023

Brand building through personal data, an intellectual asset perspective
A case study on how Ågrenska can strategically work with brand building through claiming and utilizing personal data assets by implementing storytelling as a utilization tool.

Report no. E2023:109
Department of Technology Management and Economics
Chalmers University of Technology
SE-412 96 Göteborg
Sweden
Telephone + 46 (0)31-772 1000

Cover:
An illustration of how the IAM framework can be applied to storytelling when utilizing the personal data in the stories. Resulting in stories that are claimed as a narrative, which is then dependent on different intellectual assets, for example, data and visualizations.

Gothenburg, Sweden 2023

Abstract

The essay emphasizes the importance of using storytelling, incorporating personal data such as videos, pictures, and quotes, to effectively communicate the values and impact of Ågrenska, an organization with a history of protecting individuals with disabilities and rare diseases and their families. While there is hesitation regarding the usage of personal data due to privacy concerns and regulatory compliance, many participants at Ågrenska actively engage in social media to advocate for themselves and raise awareness.

The essay aims to investigate how Ågrenska in an ethical and sustainable manner can claim and utilize the partakers' personal data as intellectual assets for their organization, particularly in brand building. The research questions revolve around the ethical and sustainable utilization of personal data as intellectual assets for brand building, understanding the desired personal data collection, using personal data in storytelling for brand visualization, and managing and protecting personal data as intellectual assets.

The conclusions are that by collecting personal data encompassing various stakeholders, including individuals with disabilities or diseases, their families, staff, and professionals, Ågrenska can strengthen its brand and empower participants. Genuine stories based on true events can enhance brand recall, awareness, and associations, while also increasing trust and advocacy. Personal data, such as narratives, can be claimed as intellectual assets alongside other forms of data, such as text, pictures, audio, videos, and illustrations. To utilize personal data ethically and sustainably, Ågrenska needs to establish consent collection and removal processes, promoting co-creation and building trustful relationships with stakeholders. The IAM framework can provide a systematic approach for managing personal data in brand building, including categorization, consent management, and usage guidelines.

By effectively managing personal data, addressing concerns, promoting transparency, and upholding trust and brand integrity, Ågrenska can navigate the complexities and hesitations surrounding personal data usage while empowering individuals and strengthening their brand.

Keywords:

Branding, IAM, Intellectual asset, intellectual property, Nonprofit, Personal data, Storytelling

Because intellectual property does not exist in itself, branding will always be about colonizing brains. This can always be done through a greater or lesser degree of manipulation (Petrusson, 2004).

Table of content

List of Figures

List of Illustrations

List of tables

Acknowledgments

With double master theses and internship, this spring has been hectic but extremely teachable. I now know what I am capable of, and am extremely proud of that, but I don’t ever what to do it again. I want to thank everyone who has been supporting me through this time. Thanks to all of you at Ågrenska whom I have encountered and a special thanks to Zozan for guidance and support. You are a true inspiration.

I also want to give a special thanks to Anna Holmberg Borkmann, I cannot think of a better and more enthusiastic supervisor. You guided me through my very intertwined thoughts, and you are the reason why there is always a stash of Post-its and pencils in my bag. I don’t know what I would have done without them or you.

Last but not least, I want to thank my family for all the support you have given me this spring. Gustaf, I don’t know what this thesis would have been if it wasn’t for your support, and Freja I don’t know where my health would have been if it wasn’t for you.

Gothenburg, May 2023 Helene Melker

List of abbreviations

CBBE	Customer-based brand equity
GDPR	General Data Protection Regulation
IA	Intellectual asset
IAM	Intellectual asset management
ICM	Intellectual capital management
IP	Intellectual Property
IPR	Intellectual property rights

Definitions

Content	Most commonly referred to photos, videos, audio, and texts in this essay. Also referred to as personal data when the content is directly or indirectly related to a living individual.
Human capital	The skills, abilities, knowledge, and know-how within each and every one of us. The human capital is bound to the individual and can, for example, not be owned by the organization the individual is working at.
Intellectual asset	The human capital that has been codified and defined through some sort of media. Is not bound to the individual and can, for example, be owned by the organization the individual is working at.
Partakers	Partakers refers to the individuals using Ågrenska services or in any other way participating at Ågrenska in a nonprofessional capacity. The reason for not defining as consumer, customer or user is that the partakers are not always the ones paying for the service and they are also to some extent participating on a healthcare level as well as for emotional support. Mostly referred to children or adults with disabilities or their parents or siblings.
Personal data	Any information that can be directly or indirectly related to a living individual. Most commonly referred to photos, videos, audio and names in this essay.
Stakeholders	Anyone with an interest to the organization, CEO, consumer, sponsors, employees as for example.

Introduction

> ” That visibility which makes us most vulnerable is that which also is the source of our greatest strength.”
>
> -Audre Lorde

1.1. Background

This thesis will regard how personal data assets can be utilized at Ågrenska in order to build their brand, and what role storytelling plays for this to happen. Before digging into all of that, let's first set the stage.

1.1.1. The value of branding, an example we will all understand.

There is no common definition of what a brand is, but most companies will agree that their brand is a vital asset for their company. Let’s take an example that everyone will understand, a consumer product that most of us will recognize even if there isn’t even a logo on the picture to the right, Coca-Cola.

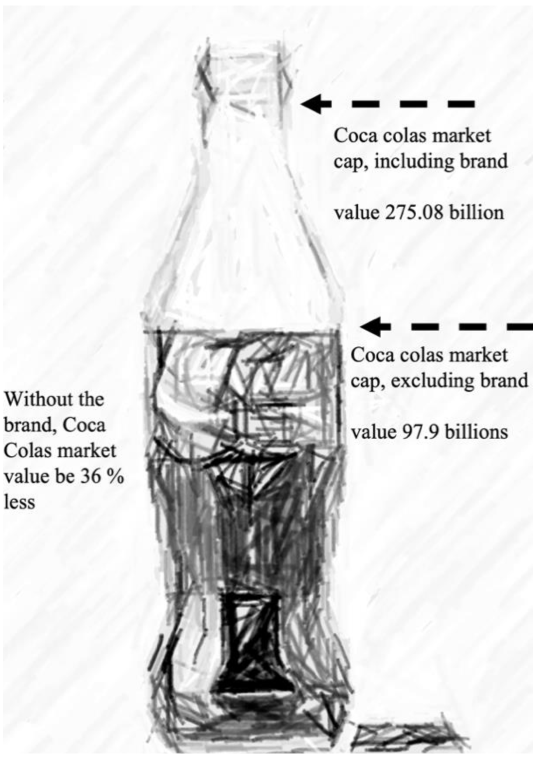

Illustration 1. Illustration 1. Coca colas market and brand value. Illustrated by Melker (2023). Inspired by Neumeier (2020).

In a test using functional magnetic resonance, where Pepsi and Coke were compared, very dramatic results were shown. During the blinded testing phase, there was no distinct preference between the two brands, some participants chose Coke while others chose Pepsi. However, during the unblinded tasting phase, a significant brand influence emerged when participants were shown an image of Coke. Interestingly, their belief that they were consuming Coke influenced their experience to such an extent that certain regions of their brain became active only when they thought they were drinking Coke (Herskovitz & Crystal, 2010). With our society becoming information-rich and time-poor, brands have an essential role in our decision-making thorough out our day, providing us with trust in a seller of a product or service just by identifying the brand (Neumeier, 2020).[1] Brands signalize levels of quality, and if the consumers are satisfied with that said quality it is likely that they will stay loyal to the brand. For organizations, this loyalty provides them with predictability and security (Keller and Swaminathan, 2020), which are one of the reasons why brands are valuable recourses in companies. Coca Colas brand was for example valued at 97.9 billion U.S. dollars in 2022 (*Coca-Cola: Brand Value 2022 | Statista*, 2023), with a market capitalization of 275 billion U.S. dollars, which means that without the brand, coca colas market value would be 36 % less, see illustration 1.

Why is Coke the obvious choice for so many of us? Much of it can be attributed to Coca-Cola's ability to craft a compelling narrative and employ an appealing brand persona that resonates effortlessly with people. Storytelling has enchanted audiences for centuries, and Coca-Cola successfully adopted it. Researchers have for example shown that storytelling reinforces the emotional connections consumers form with brands (Herskovitz & Crystal, 2010). Stories possess a remarkable ability to serve various purposes: they educate, entertain, evoke fear, inspire hope, incite laughter, and evoke tears. Some delve into profound truths, while others explore the ordinary aspects of life. The stories we share affects our daily life and molds our sense of self, shaping our identity (Cameron, 2015).

1.1.2. Ågrenska, a brand most of us do not know.

If we now move forward to the case that will be examined in this study, we move from an example most of us will recognize to an example some of us will not, Ågrenska.

Ågrenska is a non-profit organization, providing programs for children and adults with disabilities, their families, and professionals supporting the family as a national center of competence. Ågrenska started as a convalescence home in 1914, where children could enjoy sunshine and baths in the sea, which during that time was the main medicine for long-term illnesses. Thanks to medical advances and improved living conditions, serious diseases became fewer. Children's Healthcare developed, treatment times were shortened, and a traditional

[1] Neumeiers (2020) book, the brand gap, refers to as the gap between strategic and creative thinking. This thesis thus aims to involve both, thus you as a reader will be faced with some illustrations here and there and other similar visualization tools for this reading journey to be as much of a pleasure as possible.

convalescent home was no longer needed. As a result of these changes, Ågrenska closed the convalescent home in 1978. After some time of using Ågrenska for summer stays, “Project Ågrenska” started in 1985 to create a center for children with disabilities and their families, together with different actors that the families would encounter in their everyday life (Ågrenska, 2014).

The heart of Ågrenska is the family stays for families with a child that has a rare disease, where the whole family participates in the stay since a child's disability affects everyone in the family. Apart from the family stays, Ågrenska has a vast number of other equally important operations, such as short-term stays (korttidsverksamhet) where the child or adolescent can spend a couple of days a month relaxing in a soothing environment to gain energy and daily activates (daglig verksamhet) where adults who have a disability work with tasks adapted to their interests and needs (Ågrenska, 2014).

During the fall of 2022, I together with the rest of the Intellectual capital management (ICM) Track at Chalmers School of Entrepreneurship and Business Design had the opportunity to conduct a 3-week module at Ågrenska. Ågrenska exemplifies a strong dedication to social entrepreneurship, which is why they are a relevant case to study. According to Petrusson (2019), the entrepreneur has four different roles, the new building, rebuilder, welfare builder, and bridge builder. Where the bridge builder focuses on how we handle social challenges by bridging alienation and exclusion that makes existing social structures inadequate or inaccessible. Ågrenskas commitment to driving positive social change aligns perfectly with the goals and values of the ICM division. As social entrepreneurs themselves, they possess a deep understanding of social issues and employ entrepreneurial principles to organize, create, and manage ventures that drive meaningful social change. Rather than solely focusing on profit and financial returns like traditional business entrepreneurs (Hayes, 2023), Ågrenska assesses success based on the positive impact they have on society. Ågrenska strives to be a progressive and creative meeting place between needs and knowledge, with the aim to contribute to people´s coping with everyday life and empower them to become as independent as possible.

Like most non-profit organizations, Ågrenska is however in need of donations for sustaining their business and needs to increase the awareness and engagement of their organization. During the module, different challenges were identified. One of the biggest issues was the hesitation towards the use of pictures, videos, or other forms of media in order to tell the stories of the partakers and what they do during their time at Ågrenska. There were little to no pictures of children with visual disabilities playing or interacting with each other or the employees at Ågrenska. And if there were pictures, most of them were either on the surrounding environment (the island itself, the sea, or the buildings) or on the professionals at Ågrenska. This resistance and apprehension regarding showcasing individuals on social media and similar platforms pose challenges for multiple parties. It raises concerns regarding the individuals' right to self-determination and inclusion, as well as the need for Ågrenska to demonstrate their operations in a way that evokes emotions and attracts partnerships. As Cameron (2015) marks, storytelling as a method for inclusion in the world of intellectual disability, is long overdue as it is rarely prioritized in services. Personal storytelling has to be encouraged and promoted as it holds the power to strengthen and heal the induvial and ultimately help individuals to gain more control of their lives as there "there is no greater agony than bearing an untold story inside of you".

Cameron (2015) tells an important story from his life when he was a speech and language therapist who assisted the communication to a person who had Down Syndrome and dementia.

> "He had moved into a nursing home as his placement in a community home had broken down. He was getting increasingly distressed and anxious and I was asked in my role as a speech and language therapist to assess his communication. I started to gather some background information on his life history – where he had lived, his family, friendships, his interests and so on. But, apart from his last move, nobody could tell me anything. I asked where his notes were and, with great reluctance, they got them from the archives for me. Apart from the very basic facts and lots of medical information these records did not tell me anything about this man; there was nothing about what made him tick, laugh or cry. More worrying even than the absence of his story was the fact that the staff of the nursing home could not see why his story was important. It almost felt like he had become a peripheral part in his own life. Without his story, finding ways to connect with him was going to be very hard. Especially when an individual has dementia, knowing his story from the past might also help us understand his current, perhaps erratic and difficult behaviour. The very services set up to provide care should recognise more than anyone the importance of maintaining personhood if care is to be provided with humanity."

1.2. Prior Investigations

The thesis has been written in parallel to another thesis, thus this thesis partly deliberates on the conclusions presented by Melker (2023), especially the fifth point regarding asset management of personal data.

Limited research has been conducted on the topic of asset management within the non-profit sector, specifically pertaining to personal data. Although there have been two master theses from the ICM department at Chalmers University, which applied the IAM framework to data assets (Fransson & Sadriu, 2021) and branding (Lesseur Björnek & Malmberg, 2022), neither of them specifically explored personal data assets or examined a non-profit organization.

1.3. Problem statement

Images speak a language we can all understand, and as humans, we naturally seek narratives and experiences that give meaning to our lives. Ågrenska needs to gain exposure and knowledge by communicating their values and illustrating how they make a difference (Fog et al., 2010). One effective method to achieve this is through storytelling, incorporating personal data in the form of videos, pictures, quotes, and other elements. This approach equips Ågrenska with the fundamental components necessary to construct authentic and reliable narratives, drawn from the genuine experiences of participants.

With Ågrenska's great history, founded during a different time when people who looked different were ridiculed, Ågrenska has taken on a protective role. The role has resulted in a dimension of hesitation from the personnel at Ågrenska towards the usage of personal data, both from the aspect of preserving the privacy of the partakers at Ågrenska and regarding the factual management of the personal data in accordance with, for example, the General data protection regulation (GDPR). However, in today's digitalized world, many partakers at Ågrenska actively engage in social media, utilizing it as a platform to advocate for themselves and raise awareness.

The dilemma lies in striking a balance between respecting individuals' autonomy and privacy while also fulfilling Ågrenska's need to effectively communicate their mission and gain support. It is important to find alternative approaches that uphold individual rights while still showcasing the organization's impact and generating the necessary resources for its activities. In order to investigate this further, this essay thus aims to investigate how personal data can be claimed as an intellectual asset and be used by Ågrenska in branding. In another essay (Melker, 2023), individuals' right to self-determination to their personal data and the possibility to give consent in regard to GDPR is investigated and a roadmap for collecting that consent is presented. The essays thus make themselves suitable to be read together for a deeper analysis but can also be read alone.

1.4. Aim

The aim of this paper is to investigate how personal data can be claimed as an intellectual asset and be used by Ågrenska in their branding in an ethical and sustainable manner.

Research Questions

With this aim, the following research questions are relevant to investigate:

<u>MRQ</u>
How can Ågrenska in an ethical and sustainable manner claim and utilize the partakers' personal data as intellectual assets for their organization, particularly in brand building?

<u>RQ1</u>
What kind of personal data would Ågrenska like to utilize and why?

<u>RQ2</u>
How can partakers' personal data enable storytelling?

<u>RQ3</u>
How can storytelling be understood and claimed as an intellectual asset at Ågrenska?

<u>RQ4</u>
How can Ågrenska set up a process for the management of the collection and withdrawal of consent from the partakers, in order to utilize their personal data to enable storytelling?

1.5. Scope and Delimitations

This thesis will be limited to investigating how Ågrenska, a Non-profit organization, can work claim and utilize the partakers' personal data as intellectual assets for their organization for brand building in particular. To maintain respect for privacy and avoid disturbance during visits to Ågrenska, the scope of the investigation has been specifically focused on interviewing the personnel rather than the partakers themselves, including children and adults with disabilities, as well as their parents. The partakers' perspectives have however been included through the observations that I have made.

Another limitation is in regard to brand management. The thesis will be limited to focusing on the first two steps of strategic brand management, in particular how brand knowledge is built and how brand elements can be used to build strong brands.

Furthermore, the thesis is built upon Petrusson's (2016) Intellectual Asset Management (IAM) framework, which provides a foundation for capturing and analyzing intellectual assets (IA). The research follows the logical approach outlined in the IAM framework to categorize and identify these assets effectively.

In order to avoid duplicating efforts and maintain focus on its specific research objectives, this thesis will not extensively investigate compliance issues related to obtaining consent from individuals. Instead, it will reference the conclusions and results from the master thesis conducted by Melker (2023), where such analysis has already been conducted. This approach ensures that the current thesis can be read and comprehended independently while benefiting from the insights provided by Melker's research.

1.6. Thesis outline

The first chapter of this thesis aims to present relevant background information in order to understand how the problem was defined and the research questions. The second section of the thesis will provide a detailed description of the methodology employed in conducting the research. It will outline how the study was designed, including the research approach, data collection methods, and data analysis techniques used. Additionally, the section will address the ethical concerns associated with the research and elaborate on the measures taken to ensure the protection of participants' rights and privacy. The third section of the thesis will present the theoretical framework that underpins the research. It will involve a comprehensive review of relevant literature and prior research conducted in the field. The section will aim to establish a solid foundation of knowledge by exploring key concepts, theories, and models that are relevant to the thesis topic, including brand management, storytelling, brand management in nonprofits and intellectual asset management. The fourth section will then present the empirical finding from the study, of which applications of branding, as well as the hesitations, are presented. The fifth section then aims to analyze the empirical findings in relation to the literature study. The discussion is divided into five sections where each research question is discussed separately with a first discussion regarding the need of communication and branding. Lastly, the sixth chapter will present the conclusions regarding how can Ågrenska claim and utilize the partakers' personal data as intellectual assets for their organization, particularly in brand building as well as how clear management of the personal data will decrease the hesitation towards the usage of such data.

2. Methodology

2.1. Matching the research and theoretical framework

The middle-range theory will be vital in this study since there will be a focus on the service-centric, case-specific challenges for Intellectual asset (IA) management (IAM) and brand management for non-profit organizations. Thus, grand theory alone, for example, Keller on brand equity or Petrusson on IA management is not enough since it does not cover the elements of what is unique for a non-profit organization, unique for Ågrenska. Since Petrussons IAM framework does not focus on brand elements as strategic positioning, this study aims to create a new approach to IAM by adding brand elements. This study will thus contribute with theory on the middle range level, regarding brands as intellectual assets and how you can manage those, and on a low level regarding how Ågrenska can manage their IA (Bell et al, 2019).

The low-level approach to branding presents a service-centric perspective that challenges traditional marketing management thinking and offers a broader, more integrated theory of brands. This perspective provides useful guidance, as it concerns the complexity of organizations and management processes (Brodie & De Chernatony, 2009).

2.2. Research strategy

This section explains the general approach to the process of the thesis.

2.2.1. Relationship between Research and Theory

Deduction, induction, and abduction are three alternative methods to use in order to relate theory with research. Throughout this thesis, different methods have been applied, as different research questions require different methods (Patel & Davidson, 2003). On the one hand, RQ1 is mainly inductive as it has gone from Ågrenska as a specific situation regarding what kind of personal data Ågrenska likes to utilize and why, to then apply a theoretical framework on why that makes sense. On the other hand, RQ2, RQ3, and RQ4 employ an abductive approach. In the case of RQ2, the theoretical framework on storytelling and its benefits is applied to the context of Ågrenska but then redefined to explore how personal data facilitates trust and enhances brand elements and narratives. Similarly, RQ3 follows an abductive path, applying the IAM framework to Ågrenska and their intellectual assets, and subsequently extending the framework to incorporate branding, particularly in the context of storytelling as narratives. Lastly, RQ4 utilizes the theoretical framework of brand democracy and asset management to examine the specific situation at Ågrenska, while also developing how the IAM framework can be utilized to effectively manage personal data assets in compliance with regulations such as GDPR.

2.2.2. Epistemological and ontological positioning

There are different assumptions and views on how research should be conducted, on the one hand, there are views of what knowledge (epistemology) is and on the other hand, there are assumptions on what characterizes that something is real (ontology) (Bell et al, 2019). The study's view of reality is of an ontological constructivist nature as the essay regards key concept like brand, brand equity, Intellectual assets, and personal data, which are all concepts that are created and shaped by man and that constantly change meaning. Furthermore, the thesis relates to knowledge from the subjective epistemological position, as the starting point is that reality is dependent on how it is defined, interpreted, and experienced by the subjects. The starting point is thus that there is no absolute truth about what constitutes a brand or what gives brand value, that exists in time and space independently of the human being and that can be measured through quantitative interviews. Instead, there is a need for other types of data collection where the focus is instead on how partakers' personal data can be utilized in the different cases at Ågrenska (Rienecker & Jørgensen, 2017).

Based on these approaches to reality and knowledge, the purpose of the essay is not to explain what intellectual assets or brand value is but to explain how these concepts relate to, and affect, Ågrenska.

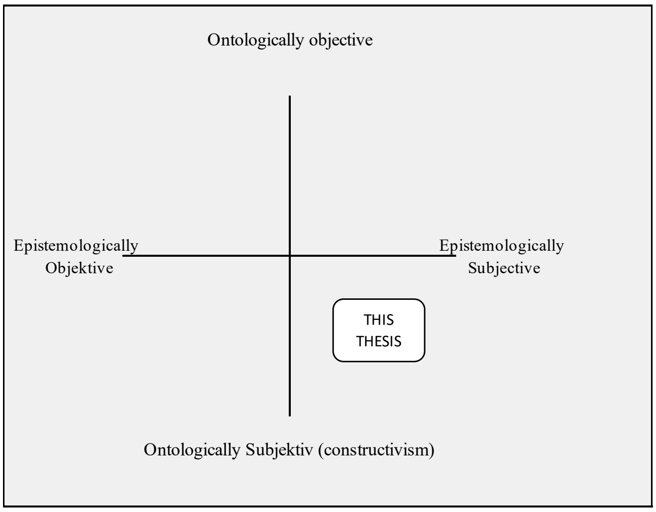

Figure 1. Ontological and epistemological position (Melker, 2023).

2.2.3. Quantitative & Qualitative Research Considerations

Given that the study is based on the ontological constructivist and epistemological subjective assumptions, it is appropriate to use qualitative data to analyze brand value and intellectual brand assets. Qualitative methods, such as participatory observations and unstructured interviews, are the most suitable for a case study as they provide a comprehensive and in-depth examination of the case. These methods can effectively capture the intricate details and nuances of real-life situations and consider the subjectivity of the individuals involved (Bell et al, 2019).

2.3. Research design

This chapter explains the framework for which the data collection and analysis will take place. The choice of research design reflects in the decisions regarding the priority of different dimensions in the research process, such as how we understand behavior and the meaning of that behavior in its specific social context (Bell et al, 2019).

2.3.1. Case study

The research design for this study is a single organization case study, where Ågrenska is analyzed. The case study approach entails detailed insights and an opportunity to conduct an intensive analysis of the complexity that Ågrenska as an organization entails. The Ågrenska brand has never been analyzed before, making this case study revelatory, since it will bring the opportunity to observe and analyze a phenomenon previously inaccessible to scientific investigation (Bell et al, 2019). The research is both ideographic and nomothetic. The ideographic research ideal exists since the aim is to express the unique features of Ågrenska, where the case can, however, be used to draw parallels to similar situations or contexts. The nomothetic ideal of research exists as the thesis also aims to highlight similarities between both non-profit organizations and brands as intellectual assets (Esaiasson et al, 2012). The thesis thus aims to contribute on a certain instrumental level, as it contributes to unity and guidance on a complex issue (Bell et al, 2019).

The case study has been conducted in two phases, first of all, Ågrenska was a part of a three-week course module during the fall of 2022. This module was done together with the rest of the Intellectual capital management (ICM) division at Chalmers School of Entrepreneurship and

Business Design. This phase gave insights into the problems at Ågrenska that were both directly related to the family stays but also on a more overall level for the whole organization. The second phase of the case study was during the spring semester of 2023, from January to June, where more in-depth insights were collected, based on the general ones from the fall.

2.4. Research method

This section aims to visualize the research method for collecting data. The section aims to explain why this data has been collected, how it has been collected, and what has been collected.

2.4.1. Required Data for Research Study

In order to answer the research questions different data is needed to be collected. The main research question requires data regarding what personal data from partakers is collected or wishes to be collected by Ågrenska, how personal data is currently used as intellectual assets in branding and especially in storytelling as well as Ågrenska's internal policies, practices etcetera regarding data collection, privacy, and intellectual property. RQ1 especially requires insights in order to understand what personal data they want to utilize and for what reasons. RQ2 requires data on how storytelling is currently used and what stories are usually created regarding Ågrenska. RQ3 requires mostly data on how the IAM framework is related to narratives and storytelling but also what content that is created by stakeholders is built up by. Lastly, RQ4 requires data on Ågrenska's processes for obtaining consent from partakers for personal data collection and information on legal and ethical requirements, for example, GDPR compliance.

2.4.2. Research Process

The study's data collection method is action-based, with the intention of creating positive change within the organization through direct engagement and participation. The action-based method is useful in investigating organizations that are not typically observed, which applies to this study. This method allows for descriptive elements to be incorporated to some extent to provide context for the organization. Therefore, it is crucial that the work is centered around the user to ensure that the work's value is tailored to the organization's level. The action-based approach provides flexibility by asking open questions with an open mind. The process has been iterative, beginning with a blank slate of questions and focusing instead on identifying the organization's problems and areas that require improvement (Bell, et al, 2019).

From this more open approach, data was collected. Then according to the inductive method, the observations were examined in relation to the material, and then re-evaluating the questions, over and over again. This means that the process has been iterative throughout the work, see Figure 2, (Bell, et al, 2019).

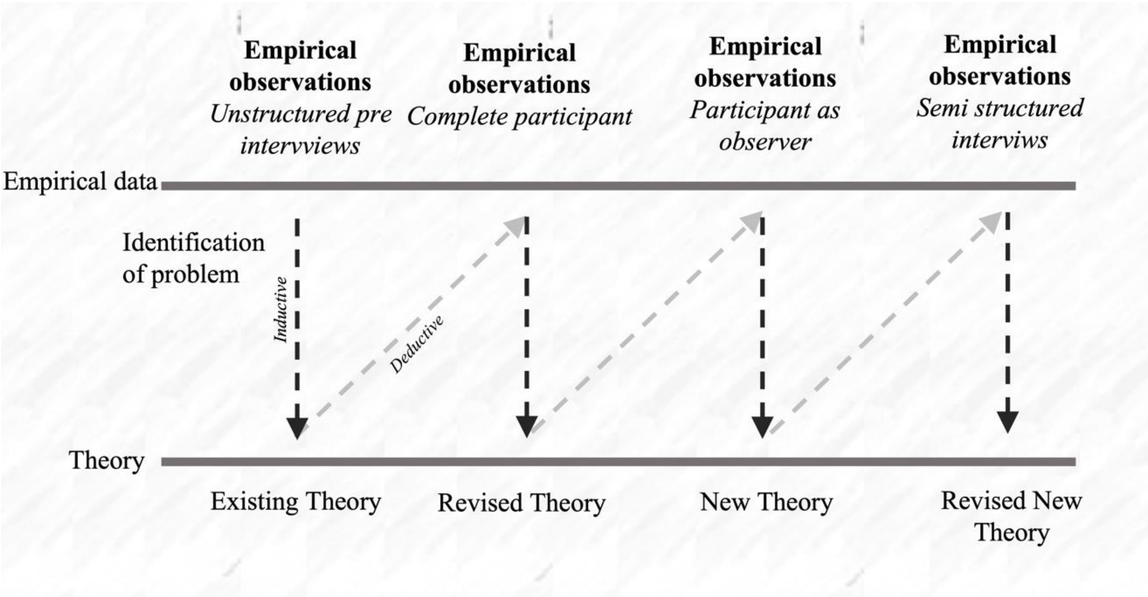

Figure 2. An iterative research process (Melker, 2023)

The *snowball method*[2] was employed to determine which individuals were appropriate to be interviewed in the semi-structured interviews (Esaiasson et al, 2012). This approach allowed for the creation of a network of relevant individuals by initially interviewing those in management positions within the company and identifying other essential personnel they deemed relevant. This method was particularly crucial for this essay's purpose since the organization under analysis is a non-profit organization with strong values. The employees' varied backgrounds and passion projects meant that their job titles and descriptions did not necessarily encompass all aspects of their work.

[2] The snowball method, or snowball selection as it is called in metodpraktikan, is a non-random selection method for getting hold of people by using other people who can help you find the next people (Esaiasson et al, 2012).

2.4.3. Data Collection

2.4.3.1. Participant observations

To collect data, direct observations were utilized in an effort to understand the perspectives of the individuals being studied (Bell et al, 2019). The method is particularly suitable when the focus is on young children or other people who have difficulty expressing themselves verbally, which is partly the situation in this case (Esaiasson et al, 2012). The observations were performed on a micro level and involved participating in various activities offered by Ågrenska, including short-term stay activities (korttidsverksamhet), Daily activity (daglig verksamhet) and family stays[3], as well as case activities related to brand development. The participation in short-term activities, family week, and Daily activity took place in February 2023 and the case activities related to brand development took place throughout the spring of 2023.

As an observer, I had a dual role. On the one hand, I am a participant as an observer, as I have participated and engaged in activities where those who have been studied have been aware and informed that I am a student who constitutes a study and will observe them, this was, for example, the case during the branding casework. On the other hand, I have also in some cases conducted the study as a full participant, as children and some adults with disabilities have always been informed that I am a student but may not always have been fully aware of what it means (Bell et al, 2019).

Something that has been a challenge in itself is the ability to access the people who have been observed, which is common in direct observations (Bell et al, 2019). The reason for this is that children in general, but also individuals with autism, can find it difficult to feel safe with new people. To enable data collection in a way where the children could feel safe, I assumed a role that, like the other adults who work with the individuals do. I thus tried to blend in and conduct the activities that the others did, which could include participating in various games, outdoor activities, or teaching. Due to the uncertainty from the individuals, the observations have to some extent consisted of shadowing where I have followed one of the employees during an activity. It has enabled me to follow the activities but not perform them all by myself with the

[3] Family stays are a week that families who have children with rare health conditions and diagnoses can meet, share knowledge and exchange experiences. The week is for the whole family where children, parents and siblings participate in a week of educational activities with other families who have a child with the same diagnosis. Ågrenska- familjevistelser (2022).

individuals, which has also been necessary to some extent as some individuals have a need for constant assistance.

Notes were taken during the observation, with memos taken in cases where notetaking was not possible, such as during the activities where I acted as a full participant. With the use of observations, it will also mean that references to these observations are to me, the author, and also the observer.

2.4.3.2. Interviews

Another form of research method used was interviews. The interviews conducted were both semi-structured and unstructured. The unstructured interviews were mainly carried out during the first part of the work, where the purpose of the interviews was to present me, the purpose of my visit to the organization and to gain an understanding of what the interviewers considered important. Semi-structured interviews were also conducted with people to get more in-depth information about certain more specific areas but without any direct expectations regarding what kind of answers were sought (Bell et al, 2019). The interviews were conducted face-to-face on-site at the organization when possible and otherwise through Zoom. In total a number of eight unstructured interviews and four structured interviews were conducted. The people being interviewed for the in-depth interviews were from the marketing, management, operations coordinator, and unit manager team at Ågrenska.

2.4.3.3. Literature analysis

As the study follows an inductive approach, it is challenging to define all the main theoretical and conceptual terms that define the area of study prior to data collection. The theory is to be the outcome of the study, rather than the basis for it. The literature analysis has been developed over time, as the analysis of collected data requires greater flexibility to modify the boundaries of the subject during the writing period (Bell et al, 2019).

2.4.3.4. Documentation analysis

An analysis of documentation has also been carried out. Both public and internal documentation have been analyzed to obtain background information regarding the organization how the organization currently works and what the starting point is. Documentation that has been analyzed has for example been their website (public) questioners from participants after their stays and marketing strategies and other policies (internal). In addition, media outputs in the form of social media have also been analyzed to see how the organization works currently with posting pictures and other personal data (Bell et al, 2019).

2.5. Data analysis method

The data analysis process has involved using grounded theory to some extent, which is appropriate given the iterative nature of the data collection and analysis. This approach has allowed for new data and analyses to be incorporated in multiple rounds, see Figure 3, (Bell et al, 2019).

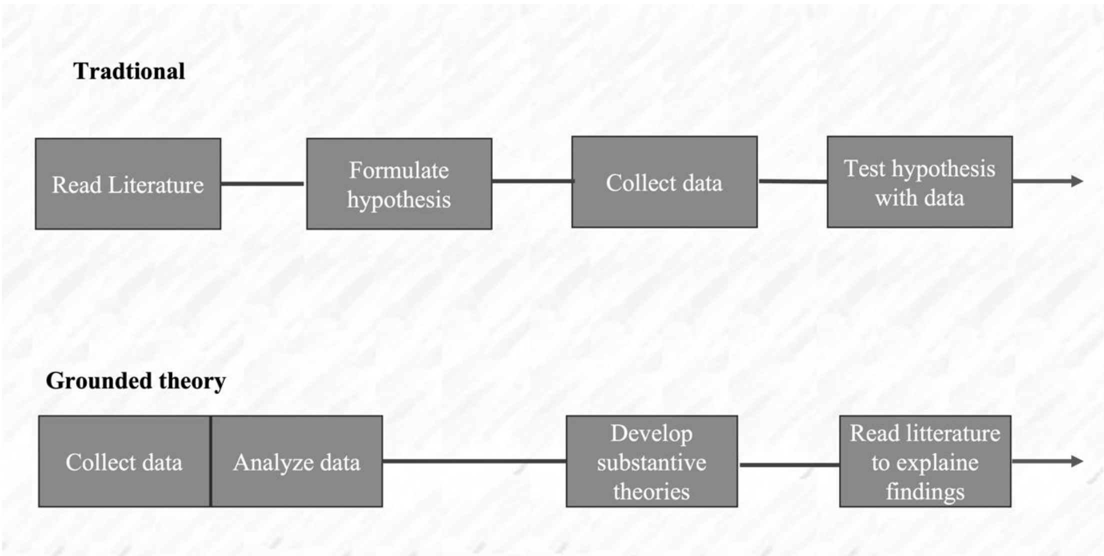

Figure 3. Grounded theory vs traditional analysis, by (Mediani, 2017).

2.6. Quality of the study

To evaluate the quality of qualitative research, it is proposed to evaluate validity according to four parts, credibility, transferability, dependability, and confirmability.

In order to enhance the credibility of the findings, two measures have been taken to address the issue. The first measure involves connecting the results of the research questions with existing literature. The second measure entails conducting respondent validations, where the participants who were interviewed are involved in controlling the study. This measure increases the engagement of the participants and minimizes any potential power imbalance that may arise between the interviewer and interviewee, thus allowing the interviewee to feel included and have an impact on the research outcomes (Bell et al, 2019).

The transferability criterion has been handled by writing the thesis so that it will be possible for other non-profit actors to use the results. In order for this to be possible, there are elements of in-depth descriptions of the situation and fictive cases regarding the intellectual assets to contribute to an increased understanding and opportunity for others to use the results (Alvehus, 2019). There is also a multitude of illustrations created by me, the author, in order to communicate more about how different elements should be understood.

Dependability refers to the extent to which others can achieve the same results through similar methods. As direct notetaking was not always possible and recording was not allowed for ethical reasons, there is a risk of decreased dependability. To mitigate this risk, the methodology chapter provides a detailed description of the research process and data collection methods. In addition to the observations, all semi-structured interviews were recorded and transcribed, providing access to the data if needed (Bell et al, 2019).

Confirmability refers to the extent to which the research findings can be supported by the collected data (Bell et al, 2019). Given that some of the data in this study are based on personal observations, measures have been taken to minimize the impact of personal biases on the data. For instance, detailed notes have been taken to capture observations as accurately as possible. However, due to ethical constraints, notes could not be taken in some instances, which may have introduced some subjectivity into the data collection process. Due to the use of personal observations, it becomes challenging to confirm the accuracy of the references. The alternative was however to ignore these observations entirely, which would have resulted in a lack of depth in the thesis. Therefore, it was decided that the inclusion of detailed quotes, with me as the reference, would provide a richer application to the essay, while still preserving the integrity of the persons being observed and interviewed.

2.7. Ethical considerations

I have chosen not to interview any participants, as I do not want to cause any disturbance or anxiety in their everyday lives. This was particularly important given that many participants have autism and rely heavily on structure and routine. Furthermore, Ågrenska emphasizes the importance of the private island as a "free zone" where everyone can "feel like ordinary people" (Observation, February 2023). It has also been stated that there are many researchers who want to conduct studies at Ågrenska, where Ågrenska has declined in order to protect the partakers' privacy. I thus feel that it is a given that I do the same. As such, it was deemed inappropriate to interrupt the participants' routines and privacy. Their perspective has however been taken in through the observations. I have always informed everyone that I am a student writing my essay, however, as some might not understand what that fully means, it is also noteworthy to mark that all people who participate in any form of activity at Ågrenska have also signed that they are aware that research occurs to different extents at the organization.

Since the study will be made public and Ågrenska as the organization being studied will be revealed, it was also important for me to make all the information about the individuals in general terms and not reveal who has been interviewed or observed. Information obtained from the individuals during observations has been noted without any personal information, such as name, disability, or working group, has been written down. The protection of individual's privacy has been prioritized in the research process, which is why the complete interviews have not been transcribed, and their names have not been explicitly mentioned. This approach was deemed important to maintain anonymity, creating a safe environment for participants to freely discuss the issues they perceive within the organization and express their opinions. By ensuring anonymity, participants can openly contribute to the discussion without concerns regarding potential repercussions or breaches of privacy. The interviews have instead been presented with quotes, stating exactly what they have said, but with some aspects being cut as it would clearly expose who said what regarding whom.

3. Literature review

This chapter aims to include and describe key theoretical concepts that will be used in the analysis of the research study. This chapter will discuss brand management, storytelling, brand management in nonprofits and intellectual asset management.

3.1. Brand management

With our society becoming information-rich and time-poor, brands have an essential role in our decision-making thorough out our day. This section aims to explain why that is by future answering the following:

- What defines a brand?
- What is (strategic) brand management?
- What is customer-based brand equity (CBBE)?
- What defines a strong brand?
- What is brand knowledge, awareness, and image?
- What are brand elements?

3.1.1. Defining a brand

There is no common definition of what a brand is. On the one side, the American marketing association defines a brand is defined as "a name, term, design, symbol, or any other feature that identifies one seller's goods or service as distinct from those of other sellers. "(American Marketing Association, n.d.). Following that logic, a brand is created when someone creates a logo for a company (Keller & Swaminathan, 2020). On the other side, Neumeier (2020), starts his book by saying "First of all, a brand is not a logo.". Neumeier (2020) instead defines a brand as a person's gut feeling about a product, service, or company. This means that the brand is not defined by the company, market, or the general public, instead, it is defined by each person's gut. When enough individuals arrive at the same gut feeling, an organization can say that they have a brand, see illustration 2.

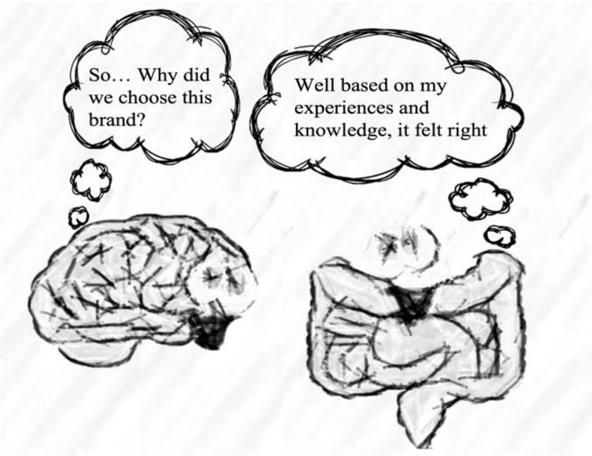

Illustration 2. Gut feeling about a brand. Illustrated by Melker (2023).

3.1.2. Brand management

Brand management involves both strategic and creative thinking (Neumeier, 2020).[4] Keller and Swaminathan (2020) define branding as the creation of differences. Where differences in outcome arise from the added value. What an organization can do in order to manage and establish a brand is influence how the communication of the quality of the product or service acts out. Brand management is thus the management of those differences that exist in the minds of people (Neumeier, 2020).

According to Keller and Swaminathan (2020), strategic brand management follows *4 steps* as seen in Figure 4. *The first* step is to identify and develop the brand plans in order to understand what the brand represents. *The second step* regards the design and implementation of the brand marketing programs, which included choices of brand elements, marketing activities, and supporting marketing programs. *The third step* is to measure and interpret the brand performance, through for example brand audits and brand tracking and lastly, *the fourth step* is to grow and sustain the brand equity, through for example brand portfolios.

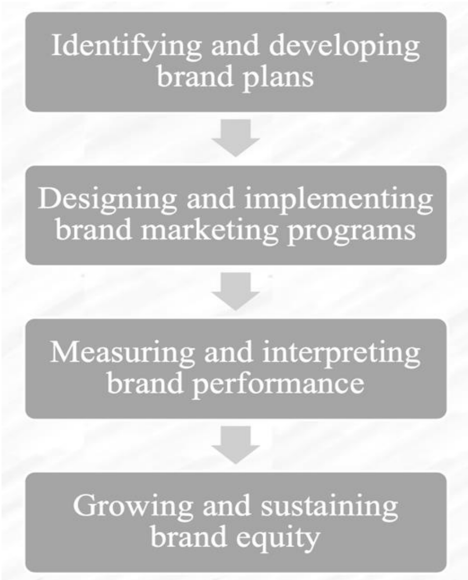

Figure 4. A simplified visualization of the strategic brand management process (Keller & Swaminathan, 2020).

3.1.3. Customer-based brand equity, understanding what the brand represents.

The first step of strategic brand management is to understand what the brand represents by identifying and developing the brand plans. Keller and Swaminathan (2020) argue that the power of a brand lies in the minds and hearts of the customers. This is because it is what the customers have learned, felt, seen, and heard about a brand that builds up their experience of the brand and thus their feelings toward it. The challenge for the brand is thus to make sure that it is the right type of experience that the consumer has with the organization. A tool to measure how the customers feel and think of a brand is Customer based brand equity (CBBE). Positive CBBE is when customers react more favorably to marketing activities of a product or service when the brand is identified. Negative CBBE is when the customers react less favorably to

[4] Neumeiers (2020) book, the brand gap, refers to as the gap between strategic and creative thinking. This thesis thus aims to involve both, thus you as a reader will be faced with some illustrations here and there and other similar visualization tools for this reading journey to be as much of a pleasure as possible.

marketing activities when they ideality the brand compared to when the brand in the marketing is fictitious or unnamed. The CBBE thus works as a strategic bridge for marketers between the past and the future. Where the bridge for example provides greater loyalty, less vulnerability to competitive marketing actors and marketing crises, larger margins, and increased marketing communication effectiveness (Keller & Swaminathan, 2020).

3.1.3.1. Brand knowledge, a key ingredient to brand strength

From the definition of CBBE, Keller and Swaminathan (2020) identifies three key ingrediencies: Differential effects, Brand knowledge, and Customer responses to marketing, see Figure 5, as none of them can exist on their own, as the differences create the brands and without the knowledge or experience there are no brands, and thus no differences, likewise without any marketing activates there will be no reactions to the brand and thus no experiences or differences will be created.

Figure 5. Key ingrediencies to CBBE, developed based on Keller and Swaminathan (2020).

Keller and Swaminathan (2020) argue that brand knowledge is the main key since brand knowledge creates differential effects that drive brand equity which is how you create a strong brand. Brand knowledge has two components, brand awareness, and brand image. Brand awareness is the possibility for consumers to identify the brand under different conditions, with in turn is divided into brand recall and brand recognition. Brand image regards consumers perception of a brand, with is in turn divided into strong, favorable, and unique brand associations, see Illustration 3.

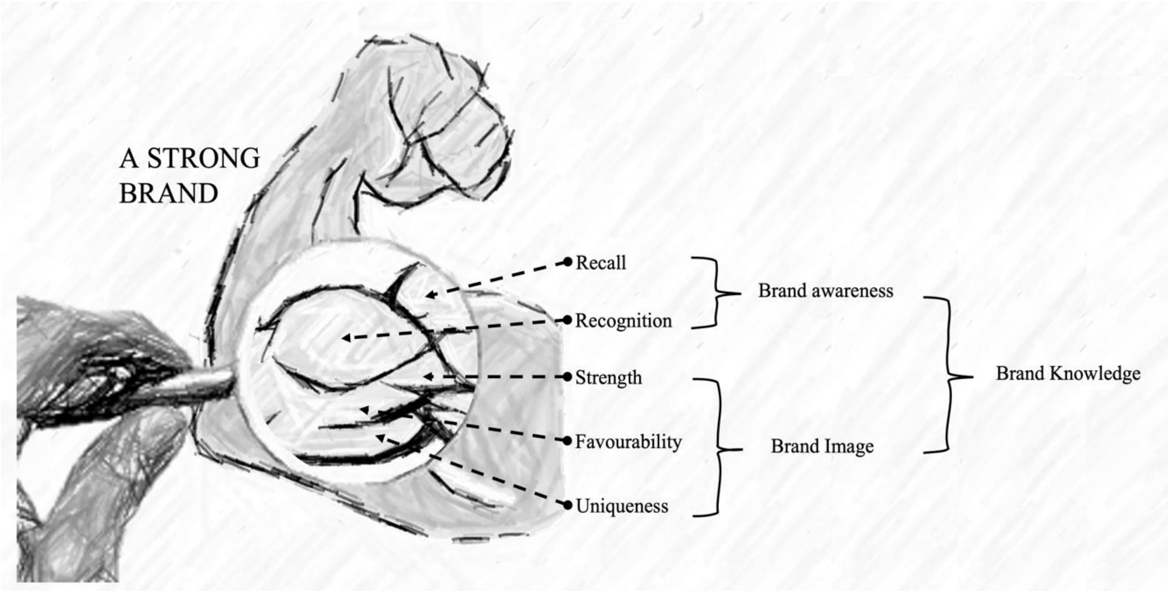

Illustration 3. A simplified visualization what elements are a part of brand knowledge in order to build a strong brand, based on Keller and Swaminathan (2020) explanation of brand knowledge. Illustrated by Melker (2023).

Brand awareness, the possibility of identifying the brand.

Brand awareness is the possibility to consumers to identify the brand under different conditions and is divided into brand recall and brand recognition. *Brand recall* is the ability to retrieve the brand from memory when the given product/service category, the need or usage is presented. *Brand recognition* in is the ability to recognize the brand elements, when exposed to them, for example when faced with a logo, jingle, or slogan will the consumer recognize the brand? Brand recognition is more vital if the consumers take the decision at the point of sale, for example in the grocery store, but brand recall is more important if the decision is away from the point of purchase, which is for example on internet shopping or with services when the consumer must first activity seek the brand that they will shop at by, usually searching for their URL, and thus be able to retrieve from memory with brand is most relevant (Keller & Swaminathan, 2020).

Brand image, the strength of the brand associations

When a sufficient level of brand awareness is created, the brand image is the future step toward a strong brand. The brand image associations can either be based on brand attributes, descriptive features, or brand benefits, personal values, and meaning that the consumer attaches to the product or service. The source of this is however not relevant, instead, it is relevant to evaluate if the associations are strong, favorable, or unique in the minds of the consumers. For a piece of information to generate *strong brand association* it should be relevant on a personal level and consistent throughout time. A strong brand association is thus generally created if it is from direct experiences or word to mount. A *favorable brand association* is generated by convincing the consumers that the brand processes relevant attributes and benefits that satisfy their needs and wishes. The *uniqueness of brand associations* is generated when the consumers are convinced that the brand has a unique selling point that compels them to buy the product or service (Keller & Swaminathan, 2020).

3.1.4. Brand elements, how to position the brand in the minds of the consumers.

The second step of strategic brand management is to build up the brand equity by properly positioning the brand in the minds of the consumer and achieving as much brand resonance as possible. The first step of this process is to choose the right brand elements. Brand elements are the unique elements that identify and differentiate one brand from another, like the brand name, logo, symbol, spokespeople, slogan, jungle, and packages. The brand elements should enhance the brand awareness, so that it facilitates strong, favorable, and unique brand associations, since that will build up the brand equity. In order to choose the right brand elements there are six criteria; memorability, meaningfulness, likability, transferability, adaptability and protectability, see figure 6. (Keller & Swaminathan, 2020).

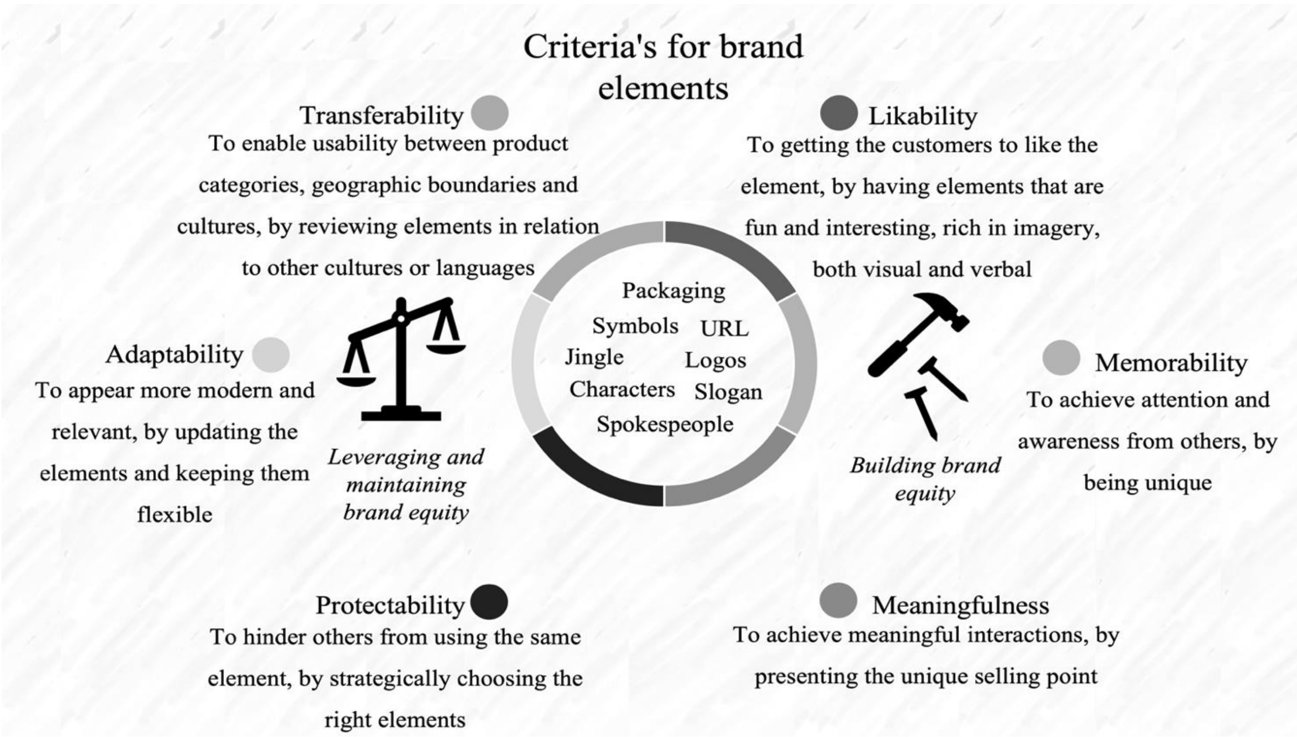

Figure 6. Criteria for brand elements. Based on Keller and Swaminathan (2020) explanation of brand elements. Illustrated by Melker (2023).

3.2. Storytelling

As described earlier, the second step of strategic brand management regards the design and implementation of the brand marketing programs, which for example involves marketing activities and supporting marketing programs. Storytelling is recognized as a tool for strategic change when for example building sustainable reputations and images (Dessart & Standaert, 2023).

This section aims to explain why storytelling is an important tool for brand management by future answering the following:

- What is storytelling?
- What are the key elements?
- What role does stakeholders play in storytelling?
- What is a core story?

3.2.1. Storytelling as a brand management tool

Storytelling has always been around, thousands of years ago, humans told stories to teach each generation the history of important events, social mores, rationales etc. Fog et al. (2010) explains that as humans, we actively seek stories and experiences in our quest for a meaningful life, and thus consumers need an emotional dimension of branding. Thus, organizations need to communicate their values and illustrate how they make a difference. The differences, that before laid in the product or service, now lies in the stories, where the story is the bond between the organization and the consumer. Fog et al. (2010) defines branding as the goal of which storytelling is the mean. This since a strong brand is built on emotional connections with the consumer and a strong corporate culture

Branding	Storytelling
Is the creation of *differences*	Shows how you make a *difference*
Starting point in emotions and values	*Starting point* in emotions and values
A strong brand builds on clearly defined *values*	A good story communicates the brands *values* in an easily understood way
A strong brand exists based on the emotional ties to the stakeholders	A good story communicates these emotions and bonds that tie us together

Table 1. The similarities between storytelling and branding. Based on Fog et al., 2010.

of which storytelling communicates these values and speaks out our emotions. By sharing out story, we define who we are, what we stand for, where are we going, and how we fit in to this world and what our conflicts are. If the set-up is life-like it will increase the realistic aspects of the story and if it is more fictional it will likely create a strong transportation into the story universe (Dessart & Standaert, 2023). There is thus no absolute answer to if the stories should be real of fictional, but the story needs to be easily accessible to the audience (Fog et al., 2010). Storytelling helps to create narratives that are relevant in shaping the customer's values, lives, and actions, and thus storytelling has the power to strengthen a brand both internally and externally (Fog et al., 2010). Storytelling thus attracts customers by being relevant and valuable, by creating meaningful dialogues, or balanced conversations, that are interesting, engaging, compelling, entertaining, and charming. (Foley & Kendrick, 2006).

3.2.2. The role of stakeholders in storytelling

A key element of storytelling is the characters, which are the stakeholders that are able to identify and empathize to the story (Dessart & Standaert, 2023). Fog et al. (2010) specify that the audience should be able to identify both with the hero and the problem, the villain. By being able to identify with the villain, we can understand what motivates the feeling behind the person's actions and feelings. Usually, there is top-down communication in which the brand aims its message toward the stakeholders, ruling how it should be presented. However, there are also bottom-up initiatives, mostly on social media, where stakeholders have created the messages purely on their own initiative, creating reviews and feedback. This co-creation of stories, where the stakeholders are involved, is essential for building trustful relationships (Dessart & Standaert, 2023).

There are both internal and external stakeholders, see Figure 7. One example of external stakeholders is customers, even though some customers can be very close ambassadors of the firm which is why ambassadors are in the grey area of internal vs external, see Figure 7 (Dessart & Standaert, 2023 and Fog et al., 2010).

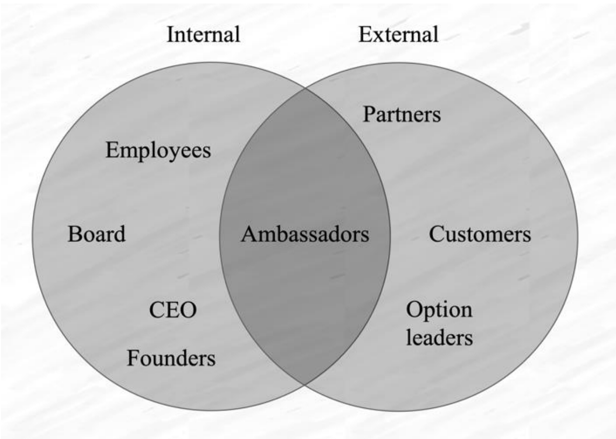

Figure 7. Internal and external stakeholders. Adopted from Dessart and Standaert, (2023) and Fog et al., (2010). Illustrated by Melker (2023)

Some key insights on different stakeholders' stories (Fog et al., 2010) are:

- Employee stories are a valuable source to stories regarding values and culture, regardless of if the employee is the receptionist, product developer or HR.
- CEO stories are of symbolic significate since their actions are observed and analyzed by both employees and the surrounding.
- The founders' stories have a symbolic meaning as well, since they are how it all began and provides history.
- Partners stories are always interesting since they come from personal experiences, and they may reflect shared values.
- Customer stories add a universal experience, wince they reach beyond the actual service or product. Customers' stories reflect the brands' value coming to life and it visualizes how you as an organization have made a difference which has far more credibility than saying it yourself.
- Stories from option leaders add credibility to the brand and are for example royals, movie stars, or politicians.

Based on the real-life stories of the stakeholders, the brand can for example build up its corporate story, or core story. A core story is the brand values put in perspectives and into a human context. It is more than just empty words and speaks to both emotions and reason (Fog et al., 2010). Creating a core story enables credibility for the brand as long as they are genuine and is a concrete communication tool. The core story is a tool on a strategic and operational level. The former since the core story creates consistency in all the organization's communication, both internally and externally and the latter since it can be utilized in presentations or commercials as a communication tool (Fog et al., 2010).

3.3. Brand building in the Non-profit sector

As described earlier, a brand can be defined as a person's gut feeling about a product, service, or company, and when enough individuals arrive at the same gut feeling, the organization can argue that they have a brand Neumeier (2020). A non-profit brand is largely the same, Laidler-Kylander and Stenzel (2013) argue that a non-profit brand is the collection of perceptions about an organization and its services and programs, that is formed by every communication, action, and interaction.

This section aims to explain what non-profit branding is by future answering the following:

- What is non-profit branding?
- What is the new paradigm shift in non-profit branding?
- What is the IDEA framework?

3.3.1. Non-profit branding

In the private sector, a brand helps stimulate and sustain the demand for a product or service by increasing awareness and image. The brand thus builds preferences, loyalty, and trust. According to Laidler-Kylander and Stenzel (2013), in addition to providing recourses, such as financial, human, and social, a non-profit brand ensures safety to the personnel in the field, helps with the implementation of the mission, provides internal cohesion by unifying the workforce around a common purpose, and positions the organizations for potential partnerships. Besides just satisfying the donor's needs, the non-profit brand usually also lobbies, educate and communicate the cause itself and conduct image and reputation management (Stride & Lee, 2007).

Non-profit brands are especially value-driven, where the values can be seen as the heart of the charity and the reason for its existence (Stride & Lee, 2007) According to Stride and Lee (2007), Naddaff notes that even if concentration upon achievement of the mission, vision and core values are crucial to successful branding, it is also vital to manage the image of the brand, which is most effectively achieves through effective logo, tagline, and identity design. In order to manage this, a number of organizations have for example constructed brand handbooks, which mostly however manage the concept of branding on the tangible level, the logo, typeface, or slogan, but less manage of the more intangible dimensions of the brand, the values (Stride and Lee, 2007). Apart from the values, non-profit brands are also highly trust dependent. One senior executive presented in Stride and Lee (2007), amplified that "*if you are not honest, you're not there*" and another said that without trust "*you're in pretty bad shape".*

3.3.1.1. Hesitation toward non-profit branding

Since brands are such highly trust dependent, there have also grown some concerns regarding non-profit branding from organizations. Laidler-Kylander and Stenzel (2013), argue that one of the biggest concerns for many non-profits is that they don't want to "commercialize" the organization. They don't want to be linked with advertisement and sales since that would not be in line with their mission-driven organization. For many of these organizations, the brand is only visible when the organization is asking for money or "in the middle of a disaster". This means that the brand becomes associated only with capital-enhancing activities during these disasters and not with any other positive activities. This usually enhances the perception that the organization will be spending unnecessary expenses if focusing on branding since that is only the marketing advertisement and not any strategic management of a vital asset. The brand needs to be managed and not exploited, which it will be if the brand is communicated in a coherent and transparent way regarding who the organization is and what they do. There are also Ethical concerns for example, organizations not wanting to disrespect anyone and thus not for example using children in fundraising campaigns which might be effective but not respectful (Laidler-Kylander & Stenzel, 2013).

Based on these concerns, there is a need for a new path of brand management, away from the commercial approach. Organizations should not only put brands on display during marketing campaigns, instead, organizations should help people understand how their donations contribute to growth and expand our ability to execute the mission so that the people what to support the work. The goal of communication and branding is not to get donations, but to generate support and understanding of the mission, there is thus less commercialization since the brand is no longer just about receiving money. Fundraising is the means to the end, and not the end itself, instead, fundraising is about building relationships and developing advocates and patterns for the organization and its goals (Laidler-Kylander & Stenzel, 2013).

When the brand embodies its missions and values, there is also less dissonance between how the brand is used and deployed and the values that exist. This social impact and mission become intergraded into the brand, and the brand exposes passion and pride to everyone connected to the brand. The brand now mirrors high ethics and values, thus reducing the risk of the organization being uncomfortable with branding from an ethical perspective (Laidler-Kylander & Stenzel, 2013).

3.3.2. A paradigm shift in non-profit branding

Stride and Lee (2007) argue that the challenge for non-profit brand managers is to attain the identification of the values, and then effectivity manage those so that they provide meaning to both the internal and external stakeholders. Laidler-Kylander and Stenzel (2013) stress that these stakeholders are not just the donor, but the whole spectrum of audiences that are ready and willing to support the organization in different ways as brand ambassadors. The communication between the brand and the stakeholders needs to be a dialogue of authentic engagement and not a one-way projection of a controlled image. This since with social media, organizations have the potential to reach out to many for a low cost, but the outreach is difficult, near impossible to control. Social media builds on a collaborative space, with two-way conversations, thus the communication between the brand and its stakeholders needs to be the same. The stakeholders need to be participated in the communication by being engaged with comments, questions, reposts, sharing stories, etcetera (Laidler-Kylander & Stenzel, 2013).

In order for this to be possible, there needs to be a shift from managing just the tangible elements of the brand (logo, corporate identity) to the effective management of the intangible values. This shift, according to Laidler-Kylander and Stenzel (2013), means that the role of the brand is not to focus on fundraising and PR tool, but to the management of critical strategic assets and mission implementation.

A logo	*Definition*	Strategic assets that embodies the mission and values
Fundraising and PR	*Goal*	Mission impact
Competitive advantage	*Positioning*	Clarity and effective partnerships
One way projections of specific image	*Communications*	Participative engagement
Donors	*Audiences*	Internal and external stakeholders
Marketing and communications	*Organisational home*	Executive team, board and all brand ambassadors
Money and expertise	*Requirements*	A brand management mindset

Table 2. Paradigm shift of non-profit branding, developed by Laidler-Kylander and Stenzel (2013).

3.3.3. The IDEA framework

The brand IDEA framework stands for brand Integrity, Democracy and Affinity, with the initial inclusion of ethics as well, but with a deeper understanding, the ethics enveloped to be a part of the integrity concept (Laidler-Kylander & Stenzel, 2013).

3.3.3.1. Brand Integrity

Brand integrity is the result of the alignment between the brand identity and the missions, values, and strategy, thus both internally (the brand identity) and externally (the brand image). The brand integrity thus places the missions and values in the center of the brand, aligning who you are, what you do and why it matters (identity), and how people perceive you (image). This alignment is what creates powerful, trusted brands and is the heart of the brand integrity principle (Laidler-Kylander & Stenzel, 2013).

3.3.3.2. Brand democracy

The ability to create brand integrity lies in brand democracy, which is the participatory process of both internal and external stakeholders, that is engaging to both define and communicate the brand. For this to be possible the non-profit organization needs to trust its members, staff, participants, and volunteers to participate in both the development and communication of the organization's brand identity, of which social media is a medium tool to use in order to enable engagement. The process thus engages stakeholders in a meaningful way, creating organizational cohesion and constancy in internal understanding and adoption of brand identity. Brand democracy thus, according to Noah Manduke, brings people from awareness (I know) to understanding (I know why) to adoption (I know how) to internalizing the brand (I believe) (Laidler-Kylander & Stenzel, 2013).

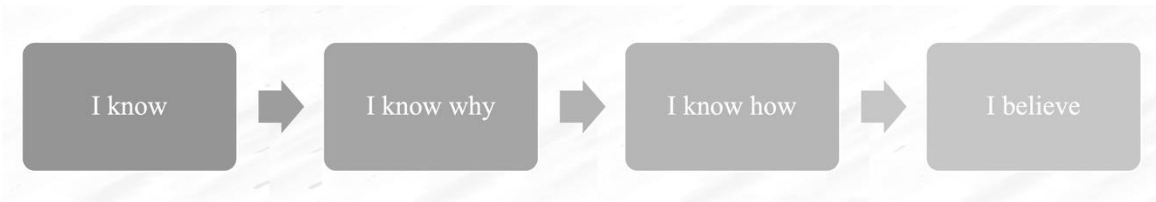

Figure 8. From knowing of the brand to beliving in the brand (Laidler-Kylander & Stenzel, 2013).

3.3.3.3. Brand affinity

Many non-profit organizations recognize that they cannot operate alone in order to achieve their missions in the long run, instead, they need to seek out partners. Brand affinity refers to a setting that is highly driven by collaborations and partnerships and is designed to address complex issues that require the participation of multiple organizations. Organizations implementing brand Affinity use their brands in a collaborative and not competitive setting, to support broader social goals which would be beyond their individual capacity in lonesome (Laidler-Kylander & Stenzel, 2013).

3.3.3.4. Mission, clarity, collaborations, and participative engagement focus

The framework builds on a different view of strategic brand management of where instead of building a strong brand by focusing on the consumers, competitive advantage and control, the framework builds on mission, organizational clarity, collaborations, and participative engagement, see Table 3.

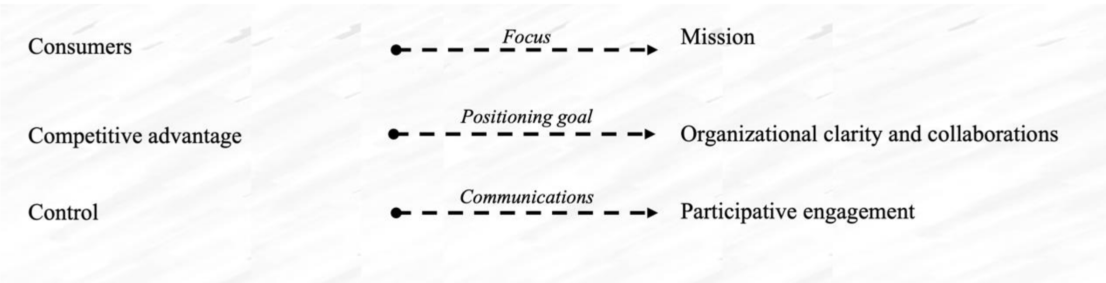

Table 3. Mission, clarity, collaborations, and participative engagement focus, developed by Laidler-Kylander and Stenzel (2013).

The *mission focus* implies that it is the organizations' missions and values that are the underlying focus and not the customers or end users. Stakeholders are of course important, but instead of focusing on how we can maximize profitability by creating a demand from a loyal segment of consumers, nonprofits should focus on creating a positive social impact, by helping and participation of other organizations. The mission is to create a positive social impact, not to maximize profits (Laidler-Kylander & Stenzel, 2013).

The organizational clarity and collaboration are vital since it is rare that nonprofits can achieve their missions alone. The Nonprofits thus have to connect with their stakeholders and brand audiences in order to generate support and create a collaborative environment with is necessary to make a social impact. Fundraising, which might be more like positioning to gain a competitive advantage, “this is why you should choose us to donate your money to”, is not enough. Instead, nonprofits should position themselves so that they gain clarity regarding their brand identify and image so that the nonprofits can identity the most suitable partnerships. Collaborations are especially highlighted under *brand affinity* since the focus in brand affinity is not about competing over the recourses but to maximize the impact and achieving the missions through a range of partnerships (Laidler-Kylander and Stenzel, 2013). An example of where the brand IDEA is relevant is for example when working with fundraising. According to Laidler-Kylander and Stenzel (2013), Jennifer McCrea's work on exponential fundraising aligns well with the concepts of the brand IDEA. Exponential fundraising revolves around the concept of favoring relationship building over traditional fundraising, where the goal is to learn how to identify partners who share a collaborative worldview and can make your organization stronger, not drain its resources.

The participative engagement is crucial for the brand image. The traditional for-profit branding models build on controlling the brand by a few so that the brand image is controlled. The brand integrity model builds on aligning mission, values, and strategy with the brand identity, and the brand identity with the brand image. This is traditionally done in a semantic fashion by a few actors so that the image is controlled. The brand democracy builds however on a collaborative environment in which the stakeholders are invited to participle and be empowered. The brand is thus instead flexible, adaptive, and driven by active engagement from the participators (Laidler-Kylander & Stenzel, 2013).

3.3.3.5. Brand equity in the non-profit sector

According to Laidler-Kylander and Stenzel (2013), Laidler-Kylander and Simonin (2009) propose a brand equity model building on four key elements: trust, partnership, consistency, and focus.

Trust represents the belief held by various stakeholders that the organization is doing what they are claiming to do. Trust refers to brand integrity since it aligns with the brand image and the organization's identity. Trust is the key to attracting partners but also the result of successful partnerships.

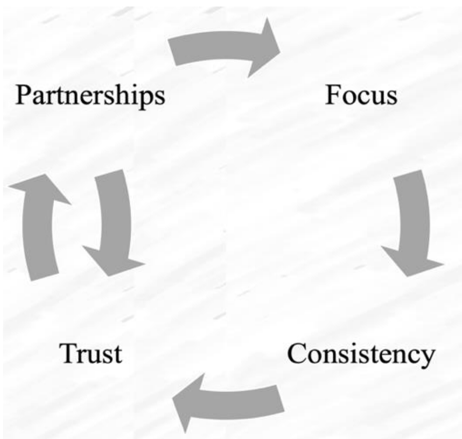

Figure 9. Brand equity in the non-profit sector. Based on Laidler-Kylander and Stenzel (2013), illustrated by Melker (2023).

Partnership refers to the relationships that the organization has with different businesses, governments, and other nonprofits. The more relevant the brand appears, the more partners it will attract, thus appearing to be more relevant which will strengthen the brand equity.

Consistency is the uniformity that the organization across audiences both internally and externally. Consistency is the result of both increased trust and visibility where it is vital that the brands are communicated in a coherent way. Even if the brand is being presented to donors, employees, or users. Both brand integrity and democracy are involved here since they engage internal and external stakeholders.

Focus refers to the organization's ability to stick with a specific mission over time. For the organization to be focused, it is important that the missions and goals are simple to understand, since that will make them more maintainable. Focus is important since it brings clarity to the brand identity and image and helps achieve brand integrity.

From presenting branding, and how storytelling can be used in branding to explaining what intellectual assets are and how those can be managed. The reason for both of these aspects being discussed is that a brand asset is recognized by most organizations. The brand however is hard to protect and managed from an Intellectual property (IP) perspective and thus needs to be future analyzed.

3.4. Intellectual asset management

Another definition of a brand that was not mentioned by intent in the beginning, *see* *Brand management*, is the one made by many IP attorneys. IP attorneys customarily assume that the brand and trademark are two ways to say the same thing (Moore, 2012). This section aims to show why a trademark is no more a brand than a patent is a technology by explaining the following:

- What is human capital?
- What are intellectual assets?
- What is intellectual capital?
- What is intellectual property?
- What is the intellectual asset management framework?
- What are intellectual brand assets?

3.4.1. The relationship between intellectual capital and intellectual property

Sullivan (1999) explains intellectual capital as the firm's ideas, inventions, technologies, designs, creativity, publications, computer programs, skills, and general knowledge. Or in other words, defined as knowledge that can be converted into profit. Petrusson (2016), future defines intellectual capital as information, knowledge, and other abstract recourses. Furthermore, Sullivan (1999) divides intellectual capital into two-part, human capital and intellectual assets. Human capital is comprised of the skills, abilities, knowledge, and know-how within each and every one of the employees in the organization. Since the human capital is bound to the individual, the organization does not own the human capital, an employee can quit, take a leave of absents, or be fired. In order for the assets to be owned by the organization, they need to be claimed as intellectual assets. Intellectual assets are the human capital that has been codified and defined through some sort of media. Intellectual assets are thus not bound to the individuals, instead, the firm can access it without the individual, making them controllable and manageable (Petrusson, 2016). Intellectual assets are for example plans, memos, sketches, and drawings.

Sullivan (1999) defines intellectual property as any intellectual capital that can be legally protected, through for example copyright, patents, trademarks, or trade secrets. Petrusson (2016) presents intellectual property rights as a control mechanism that makes it possible for intellectual assets to be managed and controlled.

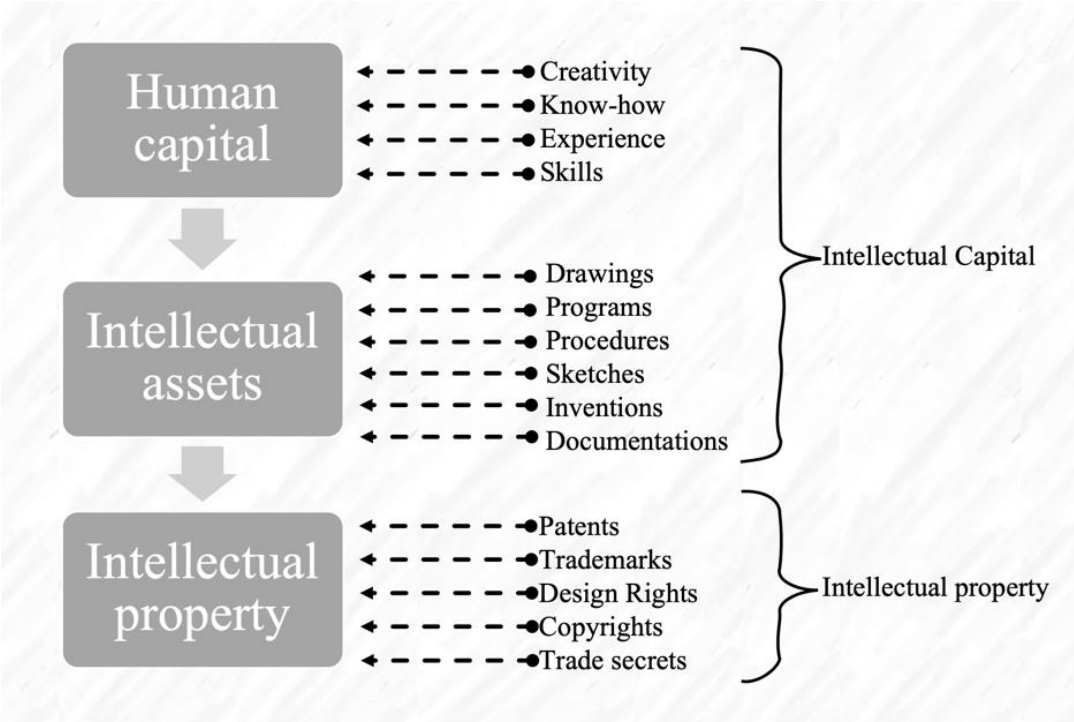

Figure 10. Visualization of the relationship between human capital, intellectual assets, and intellectual property, adopted from Sullican (1999). Illustrated by Melker (2023).

3.4.2. The intellectual asset management (IAM) framework

According to Sullivan (1999), the IAM focuses on a broader set of intellectual assets in order to be able to increase the firm's innovations. IAM thus involved identifying, evaluating, and leveraging intellectual assets so that they can be manageable. In 2016, Petrusson (2016) developed the IAM framework which works as a tool for researchers in the academic setting to support their utilization of their research results. The IAM framework is however adaptable to also work as a tool for knowledge-based firms to deconstruct their key recourses into intellectual and intangible assets.

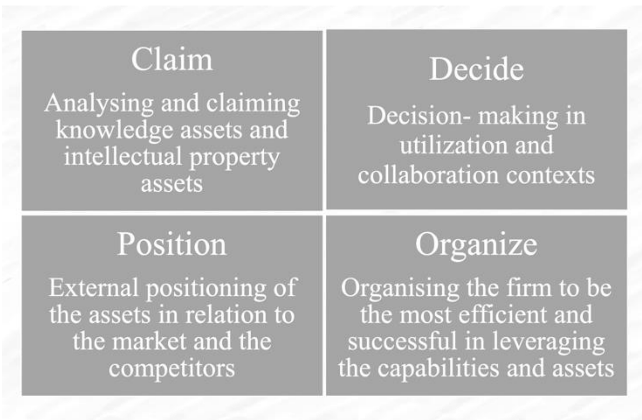

Figure 11. The four different phases of the IAM framework, developed by Petrusson (2016).

The IAM framework sets up different procedures and guidelines on what is valuable to consider during four different phases; claim, decide, position, and organize, see figure 12. As presented during delimitations and scope, the thesis will focus on the first phase, the claim, which is why the first phase will be further explained.

The first phase aims to identify and analyze the research results as intellectual assets (Petrusson, 2016). The starting point is in the "clouds" or, in the minds of the researchers, or knowledge carriers, where each step of the process is a part of the collection of supporting data for creating the asset list, which aims to be clearly defined and evaluated.

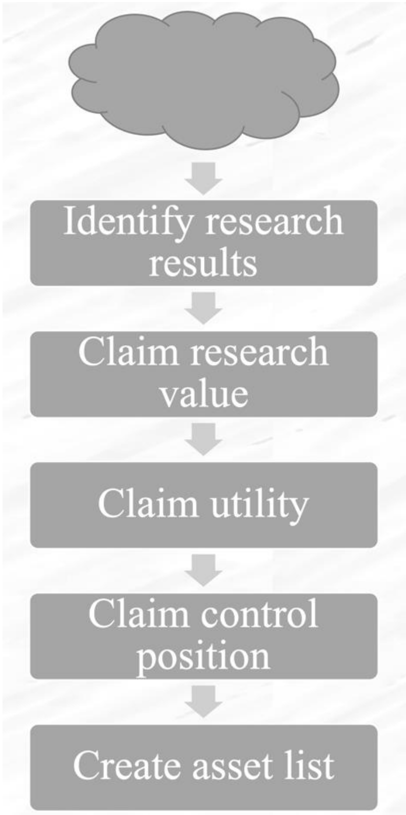

Figure 12. Claiming process for knowledge assets, developed by Petrusson (2016).

The first step of the claim phase is to identify the knowledge assets, thus there is an initial objectification of what is thought to create value or have value-creation potential. To identify the research results, there are two approaches. The first approach aims to pinpoint what has the potential to create value, by for example asking questions like, "what are the underlaying needs and demands" and "what applications are relevant". The second approach aims to identify the knowledge assets by applying a system of different categories and definitions to the asset. Within the Knowledge Management Platform programme,[5] 10 different categories where developed; Data, database, observation, theoretical framework, technical solution, visualization, instruction, software, narrative, and creation, see table 4, for a more detailed description of the categories according to the IAM framework. These work as suggestions, non-exclusive, in order to be able to categorize the asset. Another important element during the identification phase is to identify which actors have created the assets, thus who are the carriers of the knowledge. (Petrusson, 2016).

[5] In 2008, the leaders of the University of Gothenburg and VINNOVA began the joint initiative known as the Knowledge Management Platform (KMP) programme which was led by Ulf Petrusson (Petrusson, 2016).

Category	Research results in the form of…	Example	Category	Research results in the form of…	Example
Data	Unstructured data	• Survey data • Measurements • Documentations • Notes	Solution	Engineered solution to a problem	• Inventions • compositions
Database	Structured and searchable dataset	• Tables • Spreadsheets	Visualisation	Visual presentation	• Drawings • Designs • Illustrations
Observation	Empirical conclusions	• Correlations • Trends • Problems • Needs	Instruction	Description on how a task should be performed	• Instructions • Algorithms • guidelines
Theoretical framework	General theory	• Frameworks • Theories	Software	Data code	• Programs • Scripts • Platforms
Narrative	Narratives	• Interviews • Literatures • Historical reflections	Creation	Artistic achievements	• Music • Artwork • Paintings

Table 4. Examples on knowledge asset categories (Petrusson, 2016)

The second step of the claim phase is to claim the value by describing the assets and categorizing them, it is possible to understand the value of them and making them manageable (Petrusson, 2016). In order to describe the assets, questions like "why was this asset created" and "what problem did it solve".

The third step is of the claim phase is to claim the utility and usage of the assets, the use and benefit. The step seeks to answer, for example, what concrete processes, activities, services etc. does this asset make possible and for what benefit. The aim is also to unveil what is unique with the assets and what human capital, knowledge, that might be missing in order for the asset to be utilized. Another important aspect that could be investigated during this phase is what risks there are with the asset in regard to the utilization of it. since this phase regards comparison of the assets to others, this step involves an external analysis (Petrusson, 2016).

The fourth step of the claim phase is to claim the control position, by determine the possible control claims, the degree of control, and who has the control. The control can for example be based on intellectual property rights, confidentiality agreements, employment contracts, other form of contracts, and technology (like IT-systems). This step also entails the investigation of whom else might have legal claims to the asset (Petrusson, 2016), for example, if they have a claim for the copyright used in the commercial.

The fifth step of the claim phase is to prepare the asset list. The idea is to gather all the information from the first steps of the claiming phase and visualize them in one list (Petrusson, 2016). The list lays the foundation for making the assets manageable since it will visualize what is claimed, who is involved, for what purpose, and much more. Now it will be possible to identify missing assets and discuss them future.

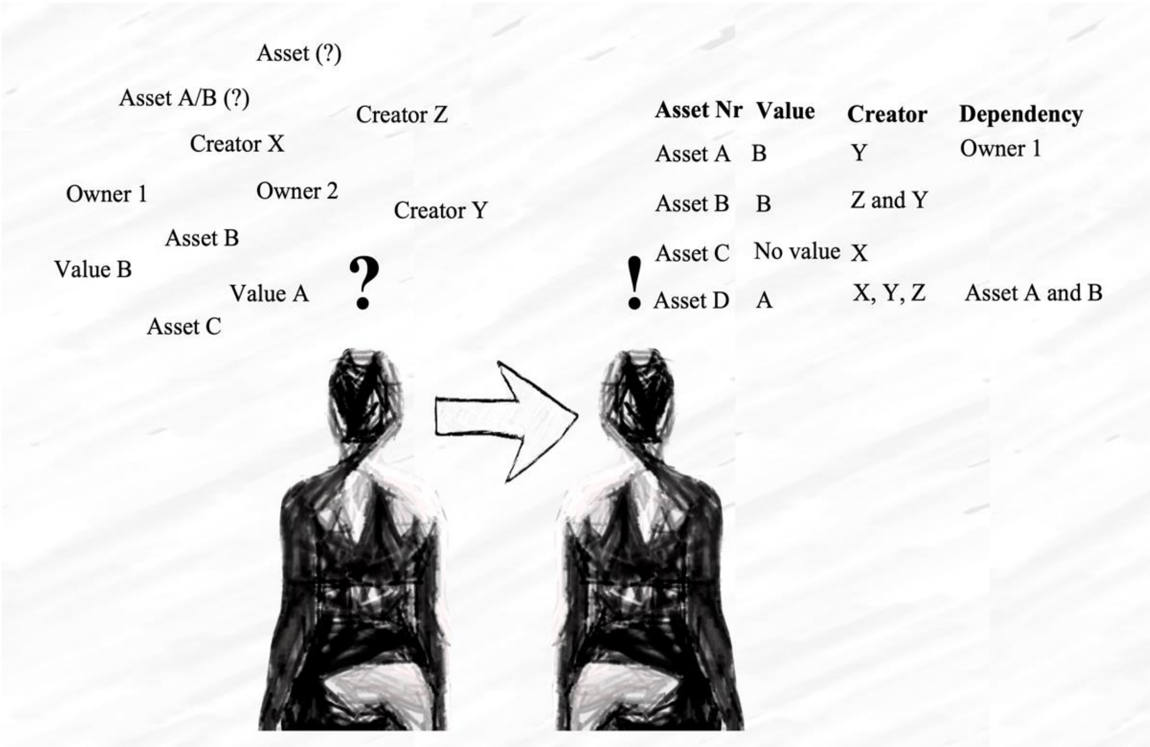

Illustration 4. From unstructured knowledge to a structured asset list. Illustrated by Melker (2023).

3.4.3. The brand as an intellectual asset

In today's business landscape, many managers tend to prioritize the significance and worth of their product's brand over the actual products themselves. This shift is evident in their dedicated efforts and ongoing discussions regarding strategies for building strong brands (Petrusson, 2004). Petrusson (2004) describes a brand as a “mystical phenomenon” which cannot be described and is built on both the spirit of the company and its innovations. Moore (2012) presents the brand as an intellectual asset that large sorts of invisible substances follow which entrains properties and qualities. The brand thus has the ability to organize the meaning and significance of all other intellectual assets and their claimed intellectual property into one bigger unity, which is communicated as a unique identity. Moore (2012) thus argues that the brand is the end in itself, as it is the ultimate intellectual asset and therefore the reason for all other forms of intellectual capital.

The brand has however not been given any room within the IAM framework Lesseur Björnek and Malmberg (2022) interview Petrusson in their master thesis regarding why brand assets do not hold a position in the IAM framework of which Petrusson arguably stated that brands follow another logic than the remaining intellectual assets. This since the current framework takes a starting point in technology and innovation, whereas a brand takes its starting point in consumer perception and expectations. Petrusson then arguably explains that a brand cannot be controlled in the same extent as a technology asset. Something of which Neumeier (2020) also agrees, as what brand management is, is the management of people's differences as they exist in the minds of people. According to Lesseur Björnek and Malmberg (2022), Petrusson means that a brand is thus a meta-asset, since it is dependent on consumer associations spanning over multiple dimensions, such as morals, identity, esthetics, and functionality.

Since the IAM framework, for example, aims to claim the value of an asset and claim what it is, it is thus inherently harder to do so with a brand, since it will not have the same value or meaning for everyone. Petrusson then suggests, according to Lesseur Björnek and Malmberg (2022), that the IAM framework can potentially be applicable if you apply a normative approach, meaning that you decide what the meaning is of the brand asset in the specific context, even though per se is not possible for a meta-asset. Petrusson thus marks, according to Lesseur Björnek and Malmberg (2022), that it will not be possible to capture the full scope of the brand, but it will be possible to at some level make the brand manageable, which is one of the aims with the IAM framework.

3.4.4. Personal data as an intellectual asset

Personal data is one of the most valuable types of data managed by companies, and with the ever-present of information technology in people's daily life, with for example social media, the protection of the information shared is challenging. Many organizations center their business model around managing personal data in order to provide person-centered services or targeting marketing (Diamantopoulou et al., 2020).

According to Trakman et al (2019), categorizing data as IP provides the data subject of a higher level of protection to their personal data, as is provides an additional layer of control over personal data and that may fill gaps in, for example, GDPR. For example, when classifying personal data as IP, the logic of the control over the commercialization and transferability of that data entails property laws. For example, the right to sell or license out the data to another party. According to Trakman et al (2019), all personal data should be subject to comparable IP protection. Sensitive personal data should, at a minimum, be afforded intellectual property rights (IPR) as it shares similarities to traditional IP, for example, personal data is valuable, non-rivalrous, can be protected through legal frameworks and companies are for a fact leveraging personal data for their business models, which is why personal data should deserve the same proception as traditional IP, like patents or copyright.

Data collected by Ågrenska.

As presented, and more thoroughly analyzed in the legal thesis by Melker (2023), Ågrenska collected many different kinds of personal data from their partakers. These may include:

1. Images and/or videos that allow for the identification of individuals' faces
2. Images and/or videos taken from a distance where facial identification is not possible
3. Citations with name
4. Citations without name
5. Audio recordings
6. Medical conditions
7. Age
8. Name
9. Medical history
10. Family histories
11. Social security numbers
12. Email addresses
13. Physical addresses

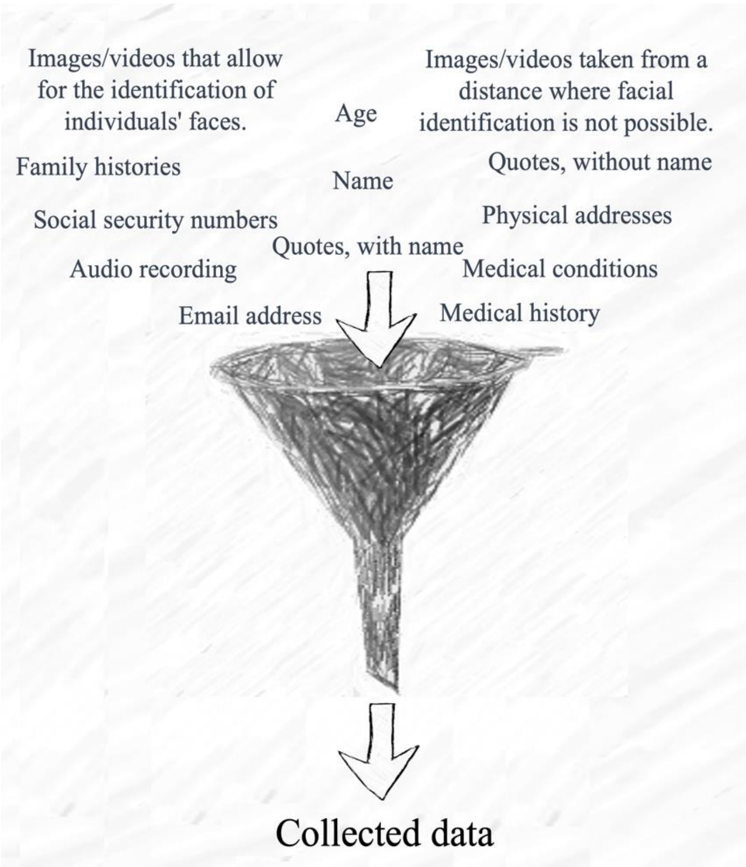

Figure 13. Collected data from Ågrenska (Melker, 2023)

The data collection serves various purposes. Firstly, it supports operational activities such as planning stays for individuals. For instance, when organizing group visits for children, Ågrenska may collect information about their names, ages, addresses, social security numbers, disabilities, and the necessary communication support and aids required during the visit. This information helps in planning the most suitable and accommodating experience based on the specific needs of the children (Melker, 2023) Secondly, the collected data may also be used for communication purposes. For instance, it can be shared on social media platforms or the organization's website to increase visibility and promote their services. Additionally, the data may be utilized for sponsorship opportunities, where businesses can contribute and gain visibility through their association with Ågrenska (Melker, 2023)

As argued, the data collected from the partakers, particularly people with visual disabilities, are in a much larger extent personal data than the data collected would be if it was of a person without a disability, since they may concern the health of the individual (Melker, 2023), see table 5.

Description of data that is collected	Category according to GDPR
Images where the face can be identified of a person with a visible disability	Sensitive
Images where the face can be identified of a person with an invisible disability	Personal
Images videos far away where the face are not identifiable	Non-personal data
Personally identifiable videos concerning health data	Sensitive
Videos where people can be identified where health data is not concerned	Personal
Audio recordings with names where health data are concerned.	Sensitive
Quotes with names where health data is concerned.	Sensitive
Unnamed quotes where health data is concerned.	Non-personal data
Disease	Sensitive
Age	Personal
Name	Personal
Medical history	Sensitive
Identification number	Personal
Email	Personal
Address	Personal

Table 5. Collection of data from Ågrenska in regard to personal/non personal (Melker, 2023)

Management of personal data assets

As personal data consists of valuable assets for the organization, it is vital that the organization, the data controller, keeps records of the categories of data subjects, collected data, processing activities and legal grounds for managing the data (Diamantopoulou et al., 2020) The management of personal data assets is also a requirement in accordance with the principle of transparency in GDPR art 5, as it requires the processing of the data to be lawful, fairly and in a transparent manner in relation to the data subject. According to GDPR preamble art 63, the data subject has the right to access the personal data collected. And for that to be possible the management of the data concerning the data subject needs to be transparent on how it is collected, used, consulted, and processed, in an easily accessible and understandable way, GDPR preamble art 39. It is also a requirement that the data controller can present the registered consent for the data processing, which should include at least the name and purpose of the data processing, GDPR preamble art 42.[6]

To enhance asset management with personal data management, Diamantopoulou et al. (2020), suggests a module containing three controls.

1- Responsibility for assets, meaning identification of the asset, and the appropriate protection responsibilities.
2- Information classification, meaning the needs to ensure the appropriate level of protection in regard to its importunateness.
3- Media handling, preventing unauthorized disclosure, modification, removal, or destruction of information stored on media.

[6] More on how the consent can be received from the partakers in Melker (2023).

4. Empirical findings

This chapter presents the empirical findings from the qualitative interviews that were carried out with representatives from Ågrenska. The interviews took place during the 28th of march and the 4th, 19th, and 20th of April.

4.1. The applications of branding

Based on interviews with employees at Ågrenska, a range of branding needs were identified, as illustrated in illustration 7. One significant aspect revolves around the importance of informing others about the specific group that the organization supports. This entails serving as an advocate, effectively communicating their identity, the medical conditions they face, and the unique challenges they encounter.

> "I feel a huge responsibility that we actually need to share the knowledge, the information, that exists. We need to make all these people visible, and we have taken on that responsibility by starting this organization (…)"[7]

> "It is a question of making the rarities visible. (...) I think the majority of the Swedish population knows, approximately what percentage of the population is homeless. You have a reasonable track of many children are living in poverty. That is what we want, where we want to go. That you should have some knowledge. (...) They [the people with rare disabilities and diagnosis] are half a million. Then you do not need to know what diagnosis it is, you do not need to keep track of even like a dozen, but you should keep track of that in this group and these challenges they have, and this is what I as a private person or as a professional can do."[8]

---

[7] Original citation in Swedish: "jag känner jättestort ansvar om att vi faktiskt behöver dela med oss av den kunskapen, informationen, som finns. Vi behöver synliggöra alla de här personerna och det ansvaret har vi tagit på oss genom att starta organisationen (…)

[8] Original citation in Swedish: "Det handlar ju om att synliggöra sällsyntheterna. (…) jag tror att majoriteten av svenska befolkningen vet men ungefär hur stor procentandel utav befolkningen som är hemlös. Man har någorlunda koll på många barn som lever i fattigdom. Det är ju det vi vill, det vi vill nå. Att man ska ha någorlunda koll. (…) dem [personerna med en sällsynt diagnos eller funktionsnedsättning] är en halv miljon. Sen behöver man inte ha koll på vilka diagnoser det är, man behöver inte ha koll på ens liksom ett tiotal, men man ska ha koll på att i den här gruppen och det dom här utmaningarna dom här, och det här är jag som privatperson eller som professionell kan göra."

Additionally, branding plays a vital role in destigmatizing these conditions by highlighting the capabilities of individuals within the community and showcasing the diverse roles they can undertake.

> “We are an organization that receives children who look different and are unique and then we have to stand up for that. Stand up for the kids. It is also a disservice not to show a different reality."[9]

> "I also know how many peoples’ opinions can be about the daily activities or employment of people with disabilities. They [the people with disabilities] get hidden from society, I think a little sometimes. (...) It is good to strengthen that we have taken place here [at Ågrenska], and we get the opportunity to do that. Here there may be more staff who understand disabilities than is usual."[10]

Another identified need pertains to donations. This includes showcasing the contributions made by others to foster long-term partnerships as well as attracting new potential donors. Effectively communicating and displaying the generosity of existing donors serves to build a foundation of support and inspire others to contribute to the cause. Furthermore, highlighting the ongoing requirements and demonstrating the impact of donations can help in attracting new individuals or organizations willing to contribute to the mission of Ågrenska.

> "As a potential donor, potential business partner, I want to receive information so that I can make my own choice. (...) But right now, they can barely access that information. (...) Because when we look at the donors we have, which is still a relatively large percentage considering how anonymous we are, then they have found out about us through someone they know. And once they have that information, then "God, this is absolutely something I want to be a part of" (...) so

[9] Original citation in Swedish ”Vi är ju en organisation som tar emot barn som ser annorlunda ut och är unika och då måste vi stå för det. stå upp för barnen. Det är ju också en otjänst att inte visa en annan verklighet.”

[10] Original citation in Swedish ”Jag vet också mångas uppfattning kan vara om daglig verksamhet eller sysselsättning hos personer med funktionsnedsättningar. Man göms lite för samhället tycker jag lite ibland. (…) Det är bra att stärka att vi har tar plats här [på Ågrenska], och vi får möjlighet att göra det. Här kanske det i högre grad finns personal som har förståelse för funktionsnedsättingar, än vad som är vanligt.”

it's about reaching out with that information, about where the challenge actually is."[11]

Illustration 5. Raising awareness both to Ågrenska as an organization and the partakers at Ågrenska, which Ågrenska aims to aid. Illustrated by Melker (2023).

In addition to attracting potential donors, it was also identified that spreading awareness about the organization is crucial for engaging with other professionals who can collaborate and individuals who may require their services and are willing to pay for them. By effectively disseminating knowledge about Ågrenska, the organization can connect with relevant professionals who can contribute their expertise and collaborate on projects or initiatives. Moreover, raising awareness among individuals who need the organization's services and the municipalities who pay for the services and chose who gets to go where helps in expanding their clientele and ensuring the sustainability of their operations.

"(…) we can't just wait until people find us. It actually means that specialists may not get the information they need, Resident doctors may not come to the training that we have, or families may not find us, and so on and so forth."[12]

---

[11] Original citation in Swedish "Jag vill ju som potentiell donator, potentiell företagsamarbetspartner, få information så att jag kan göra mitt eget val. (…) men just nu så kan de knappt tillgå den informationen. (…) För när vi kollar på de donatorer vi, får vilket ändå är en relativ stor andel med tanke på hur anonyma vi är, då har fått reda på oss genom någon de känner. Och när de väl har fått den informationen då är "gud det här vill jag ju absolut vara en del utav" (…) så det handlar ju om att nå ut med den informationen, om var utmaningen faktiskt är."

[12] Original citation in Swedish: " (…) vi inte bara vänta tills att folk hittar oss. Det gör ju faktiskt så att specialister kanske inte kommer få del av den informationen de behöver ST [specialiseringstjänstgöring] läkare kanske inte kommer på de utbildningar som vi har eller familjer kanske inte hittar till oss och så vidare och så vidare."

> "That [if you have to communicate to some people even though they can't buy or choose the service themselves] is what's so tricky. (…) We talk about having them [the different activities, such as summer camps] and if you are interested, you can apply to the municipality and the municipality chooses anyway, but somehow reach out with the information that our services exist."[13]

Additionally, the need for measurements to track and assess development progress was emphasized. Establishing clear metrics and performance indicators allows Ågrenska to evaluate the effectiveness of their branding efforts, fundraising activities, and overall organizational growth. By collecting and analyzing relevant data, they can make informed decisions, identify areas for improvement, and ensure that their strategies align with their goals and objectives.

Figure 14. The need of branding for different applications. Illustrated by Melker (2023).

[13] Original citation in Swedish: "Det [om man ska vänta sig till personerna trots att de inte kan köpa eller välja tjänsten själva] är ju det som är så lurigt. Det är det vi har tänkt till kring nu när vi har gjort olika Instagram inlägg. Vi talar om att vi har dem och om man är intresserad får man söka på kommunen och kommunen väljer ändå men på något sätt nå ut med informationen att vi finns på marknaden."

4.2. Hesitation, the barrier to branding and communication.

Another theme that emerged from the interviews was the level of hesitation that embodies the conversations regarding branding and the use of personal data. The following chapter thus aims to present the different areas of hesitation that could be identified. The order in which the different areas will be presented is (1) hesitation towards branding as a tool (2) hesitation towards storytelling as a tool, (3) hesitation towards the brand of the organization (4) hesitation towards the collection of personal data, and (5) hesitation towards the use of personal data.

4.2.1. Hesitation toward branding as a tool

One clear finding during the interviews was the choice of words that the participants used. Many participants referred to "informing" or "visualizing" and that they convey information when they explain what they do when brand building. On an operational level, during operational activities, brand building refers to the level of demonstration and clarifying how they operate and do their work.

"[we] represent part of the disability area (…) we can represent what it can mean. (…) show that it is possible to work together. Make a positive impression."[14]

Figure 15. Words used and avoided in the organization. Illustrated by Melker (2023).

Another example of the informational provider position is that it was much more in relation to informing the recipients on social media rather than communicating with them. One goal that for example was mentioned was that it would be good if the majority of the Swedish population *knew* that around half a million people in Sweden have a rare disease, not necessarily that they knew that Ågrenska aims to aid these half a million people.

[14] Original citation in Swedish " [vi] representerar en del av funktionshinderområdet (…) vi kan representera vad det kan innebära (…) visa att det går att jobba tillsammans. Göra ett positivt intryck."

Another example is that there where an influence of stakeholder engagement in for example podcasts, where participants could send in questions, but then the organization would have control and choose how and what to answer.

> "You could interview professionals in academia, short interviews that you can use to communicate out. What [family] stay is, but also tips and tricks [from the professionals] [and] general questions that we receive from parents."[15]

4.2.2. Hesitation towards storytelling as a tool

Another clear finding during the interview what that storytelling was seen as a tool more appropriate for nonimportant information-rich tasks. It would be used for explaining who the organization is and the organization's history, but when asked if they work with storytelling, the answer was that since they had a lot of courses, education, and other operations coming up, they had to prioritize getting the information out on them, filling up those spots, *rather than* doing storytelling. Meaning that it is not possible to use storytelling as a tool for filling out the spots for example.

4.2.3. Hesitation toward the brand of the organization

4.2.3.1. Who are we?

A clear theme from the interviews was the hesitation towards defining what the Brand of Ågrenska stands for. One said that one of the biggest challenges with branding is the organization does so many different things, that it is hard to define what should be mentioned and what should be left out when discussing the brand. The person then said that one element that has been clearer is that they have been defined as a knowledge center and thus want to uphold a sort of reputation, and not wanting to be defined as a meeting point, which in fact is what it is for many of the people coming to the organization. This has then probably led to many colleagues at the other part of the organization not wanting to define or communicate something else if that could take them away from being seen as a knowledge center.

[15] Original citation in Swedish "Man skulle kunna intervjua profession i akademin, korta intervjuer som man kan använda för att kommunicera ut. Vad [familje-] vistelse är, men också tips och tricks [från professionella] [och] allmänna frågor som vi får in från föräldrar".

"I don't think we should limit ourselves to one area of activity (...) We need to decide if we are there for the children who have the hardest time, or the families who have the hardest time, or whatever it may be. We cannot go out with "Ågrenska as a whole", however then we must internally agree first. What is it that is our main business and what is it that are enablers, and that it must be okay (...). As long as we know, those of us who work internally, that everyone of course values it equally, it's okay."[16]

The hesitation towards defining what the main business is, could according to the person being interviewed also be uncertain regarding if others, outside the organization, may think that the organization doesn't consider them all to be equally important.

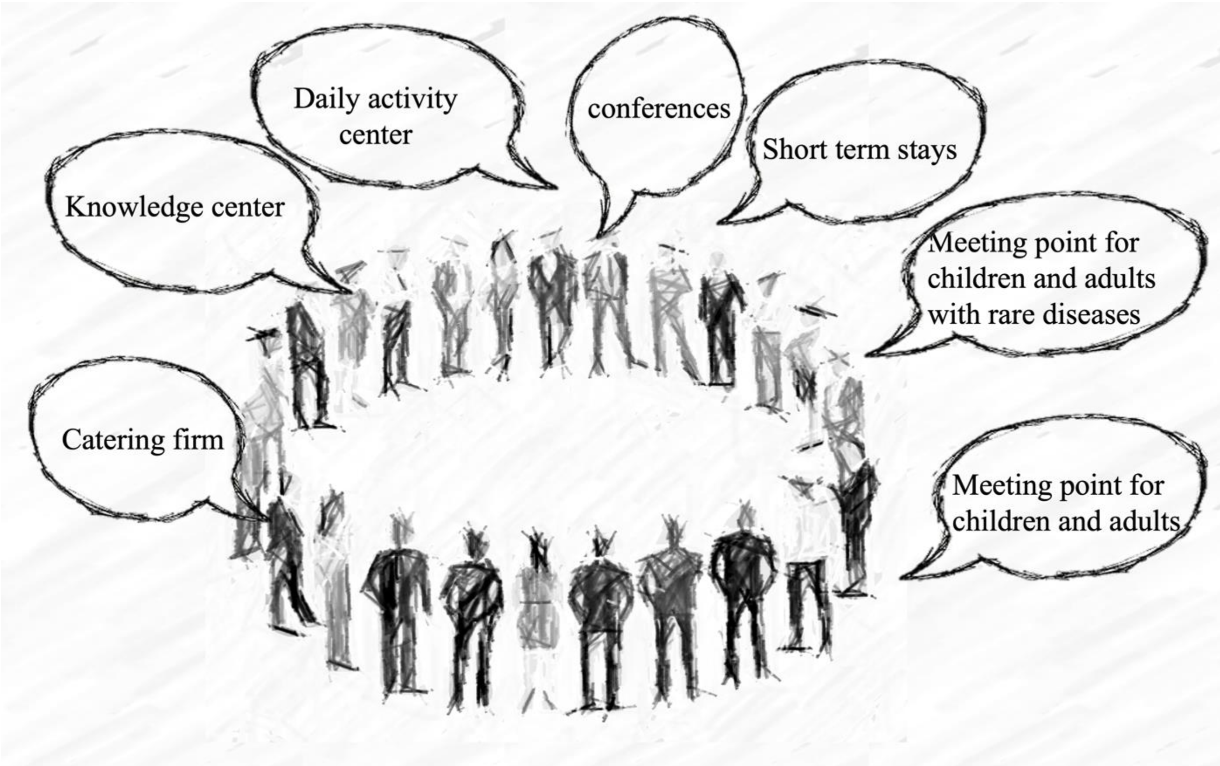

Illustration 6. Different opinions on who Ågrenska is, what are their main business and what are enablers. Illustrated by Melker (2023).

[16] Original citation in Swedish ”Jag tror inte vi ska begränsa oss till ett verksamhetsområde (…) utan att vi behöver bestämma oss för att vi finns för de barnen som har det svårast eller de familjer som har det svårast eller vad det nu kan vara för någonting. Vi kan inte gå ut med ”Ågrenska som en helhet” men då måste ju vi vara överens internt först. Vad är det som är våra huvudverksamheten och vad är det som faktiskt är möjliggörare, och att det får vara helt okej (…). Så länge vi vet, vi som jobbar intern, att alla värdesätter det förstås lika mycket så är det helt okej.”

4.2.3.2. *Who are we targeting?*

From the interviews, another clear theme that could be identified, which also embodies the fact of the undefined brand, was the hesitation towards who the organization was targeting and who the social media channels thus should target.

> ″It's very different, depends on what we communicate. If we want them to sign up for a family stay, or to people the families meet who can tip the families. The challenge with the fact that we have so many target groups and we constantly want to involve (…) But sometimes we shoot ourselves in the foot a little bit when there is too much information."[17]

Since Ågrenska has different operations, with different buyers it is also hard to define if they are reaching out to people who have the power to make the decision on if they can come to Ågrenska, sometimes that is the families themselves and sometimes that is the handling authority.

> That [if you have to communicate to some people even though they can't buy or choose the service themselves] is what's so tricky. That is what we have been thinking about now that we have made various Instagram posts. We talk about having them [the different activities, such as summer camps] and if you are interested, you can apply to the municipality and the municipality chooses anyway, but somehow reach out with the information that our services exist.[18]

4.1.5. Hesitation toward the collection of personal data

Regarding personal data, one clear theme that could be identified was the hesitation towards the collection of such data. It was for example expressed that; it has been hard to collect pictures since "we have to go through GDPR all of that" and that a lot of hesitation regarding the use of

[17] Original citation in Swedish ”det är väldigt olika, beror på vad vi kommunicerar ut. Om vi vill att de skall anmäla sig till en familjevistelse, eller till personer som familjerna möter som kan tipsa familjerna. Utmaningen med att vi har så många målgrupper och vi hela tiden vill få in alla (…). Men ibland skjuter vi oss i foten lite när det blir för mycket information.”

[18] Original citation in Swedish: ”Det [om man ska vänta sig till personerna trots att de inte kan köpa eller välja tjänsten själva] är ju det som är så lurigt. Det är det vi har tänkt till kring nu när vi har gjort olika Instagram inlägg. Vi talar om att vi har dem och om man är intresserad får man söka på kommunen och kommunen väljer ändå men på något sätt nå ut med informationen att vi finns på marknaden.”

personal data is based upon fear and incompetence regarding how GDPR works. For example, it was expressed that it is just simpler to use quotes from people without stating any name and just adding “parent” or “doctor” since that is personal data and will need some sort of consent.[19] There was also expressed a clear distinction between the need for stating the name where if there was a public figure, rather than someone that no one knows, since then the name will, of course, be stated.

4.1.6. Hesitation toward the use of personal data on children

Even though there has been a clear interest in collecting personal data, since that would paint a better picture of what is actually happening, there is still hesitation if it is ethically correct to show the use of personal data, for example, pictures and videos, on the children or adult which has disabilities. The reasoning has not necessarily come from the same individual being interviewed, many expressed that it was the “old management” or “that is just how it has been since we started”. Neither has the feeling of exposing the children not been a concern addressed by the individuals themself, instead, the observation from people being interviewed was it was something that the people in the organization, “old management”, had fabricated themself.

> "Yes, I think it has permeated the whole organization, just that you have been very caring and cautious of the children and disclosure [of data]. I have tried to address the issue of showing children with different disabilities, that you can look different. And then there has been something from the old management that I also did not understand, they did not want to expose anyone, it felt like.”[20]

[19] For more collection of personal data, see Melker (2023).
[20] Original citation in Swedish ”ja, jag tror det har genomsyrat hela verksamheten, just det där att man har väldigt mån om och försiktigt om barn och utelämnande [av data]. Sen har jag försökt ta upp frågan med att visa barn med olika funktionsnedsättningar, att man kan se olika ut. Och där har det funnits något från den gamla ledningen som jag inte heller förstod, man ville inte hänga ut någon, kändes det som.”

5. Analysis and discussion

In this chapter, the findings from the empirical study are analyzed and discussed in relation to the literature study. The analysis and discussion is divided into five sections where each research question is discussed separately with a first discussion regarding the need of communication and branding.

5.1. The need of communication and branding

Ågrenska needs to increase the awareness and engagement of their organization, both to find potential partnerships and relevant professionals as well as to locate families that Ågrenska can aid. However, as noted from the interviews, right now the communication is insufficient, resolving in individuals not being able to retrieve the information needed in order to take an informed decision. Ågrenska need to increase is their CBBE as they need to establish a higher positive CBBE and increase their marketing communication effectiveness. This is since without differences, brands cease to exist. Similarly, no distinctions are formed in the absence of experiences or knowledge about a brand. Furthermore, in the absence of marketing efforts, there will be no response to the brand, resulting in a lack of experiences and differences. Therefore, Ågrenska must establish a foundation of brand knowledge, as it is crucial for building a powerful brand. In regard to brand awareness, Ågrenska especially needs to build up their brand recall (Keller & Swaminathan, 2020) since the consumer will need to locate Ågrenska before they take their decision on if they want to use the service, as they will most likely not be presented with different options where Ågrenska is one of the alternatives. That might be the case for the big charities like Save the Children, as they will appear in most stores or similar where you can choose, for example, a one-holiday card that gives a percentage to the charity and one that doesn't. For Ågrenska however, most of the decisions will be away from the point of purchase. When a consumer is thinking, "I want to meet families with the same issues as me or the same disease as my child" or "I want to educate people about this disease", or "I want to send the child to the right daily activity or the right summer camp".

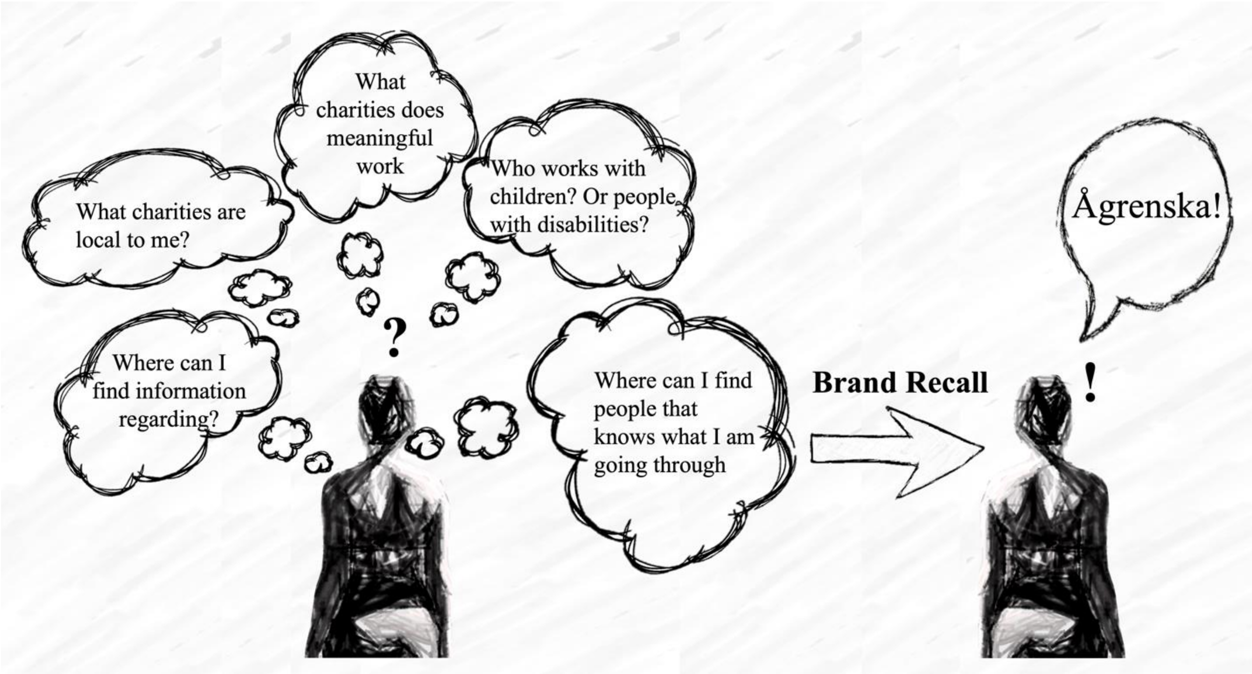

Illustration 7. Creating differences and gaining awareness, leads to brand recall for Ågrenska. Illustrated by Melker (2023).

5.2. What kind of personal data would Ågrenska like to utilize and why?

5.2.1. What personal data would Ågrenska like to utilize

As Ågrenska has explained, they need personal data such as names, ages, addresses, social security numbers, type of disability, and the necessary communication support and aids required during the visit for operational activities such as planning the stays for individuals (Melker, 2023). It is however also vital for Ågrenska to collect data to be communication purposes. For instance, it can be shared on social media platforms or the organization's website to increase visibility and promote its services. Additionally, the data may be utilized for sponsorship opportunities, where businesses can contribute and gain visibility through their association with Ågrenska (Melker, 2023).

The data that they need in the form of images, videos, audio, and quotes need to be both of the individuals with and without visual disabilities and with and without information regarding the health of the individuals, thus it will be both sensitive and personal data (Melker, 2023). The data should be of everyone participating at Ågrenska, meaning both the parents, siblings, children, and adults with disabilities or diseases, the staff, and the professionals. It needs to be data when the people are alone telling their own stories, when they are interacting with each other, and when they are conducting activities at Ågrenska.

5.2.2. Why would Ågrenska like to utilize personal data

As the power of a brand lies in the minds and hearts of the consumers (Keller and Swaminathan, 2020), Ågrenska needs to gain access to what it is that the consumers have learned, felt, seen, and heard about a brand since this is what will build up the experience of the brand and thus their feelings toward Ågrenska. Access to what the consumers think about the brand is one vital aspect, as it regards the brand image. The brand image, together with the brand identity, forms brand integrity (Laidler-Kylander & Stenzel, 2013). Ågrenska also needs personal data to build up their brand through storytelling, which will be analyzed and explained under 5.3., But to be clear, personal data gives trust, and apart from values, a nonprofit brand is highly trust dependent.

As further explained in Melker (2023) most of the data in the forms of pictures and videos of people with visual disabilities will be regarded as sensitive data. The same logic follows audio recordings if the person speaking has a cognitive disability, effective the way the person speaks and for quotes if they concern the health of the individual. The reason why it is vital that this data is collected and presented by Ågrenska is two folded. Both from the perspective of branding where "A Picture Speaks a Thousand Words", and through pictures we can all understand the emotions presented, thus creating a strong association with the brand which will be helpful when searching both for new partnerships but also for new families and professionals, as content which engages people will give a larger reach. But also, from the perspective of the rights and empowerment of the individuals whom Ågrenska aims to aid. Ågrenska has stated they feel "(…) a huge responsibility that we actually need to share the knowledge, the information, that exists. We need to make all these people visible (…)"[21] by presenting data that visualize these rarities, the people affected will gain a larger influence and others will gain a larger understanding, which will make the advocacy for the affected people easier. The inclusion of personal data from everyone is also in line with the current idea of Ågrenska being regarded as a knowledge center. The participants will probably have more to say on how they can transfer their knowledge of their daily lives to others then just solely the professionals working with the individuals. There is also the role of the destigmatization that Ågrenska has. By showing data from everyone, children, and adults, with and without

[21] Original citation in Swedish: "ett jättestort ansvar om att vi faktiskt behöver dela med oss av den kunskapen, informationen, som finns. Vi behöver synliggöra alla de här personerna (…)" The interviews took place during the 28th of march and the 4th, 19th, and 20th of April.

disabilities, Ågrenska will stand up for the group and strengthen the individual's place in society.

As mentioned, the use of personal data serves two means, both strengthen the position of the individuals whom Ågrenska aims to aid and strengthen the brand of Ågrenska. Ensuring that both the empowerment of individuals and the strengthening of Ågrenska's brand are prioritized can help alleviate concerns regarding the use of personal data, particularly when it involves children. When these two objectives are firmly established and upheld, they can instill confidence and mitigate any hesitations associated with the handling of personal data. The reason for this is partly because Ågrenska will not solely be associated with activities aimed at generating funds when presenting stories (Laidler-Kylander & Stenzel, 2013). Instead of <u>only</u> presenting stories like "this is what I did during the siblings camp" <u>followed</u> by a "donate if you want to ensure that we can continue our business", the stories will be ever-present, emphasizing Ågrenska's values and missions, and adopting a collaborative rather than purely commercial approach. This approach helps stakeholders understand that the purpose of branding is not solely to ask for donations, but to generate support and understanding for the mission. Donations then become a means to foster the growth and expansion required to accomplish the mission (Laidler-Kylander & Stenzel, 2013). When employees share a collective understanding of what the brand represents, including its values, missions, and strategies, the brand integrity becomes evident. This clarity instills a sense of pride in showcasing or visualizing the brand, leading to reduced hesitation surrounding the usage of personal data from partakers.

5.3. How can partakers' personal data enable storytelling?

Storytelling is essentially a method to communicate what the organization does, meaningfully, emotionally, and illustratively. Storytelling should thus be used by Ågrenska to communicate all kinds of information, both the core story of the brand, including the history, as well as what Ågrenska does, the courses, education, and other operations that they have. Fog et al. (2010) define branding as the goal of which storytelling is the mean. There is no requirement for the stories to be based on true events, but the story needs to be easily accessible to the audience.

If we apply the same requirements that all other brand elements should follow for each story, then we know that a good story, the stories should facilitate strong, favorable, and unique brand associations, since that will build up the brand equity, and they should be memorable, meaningful, likable, transferable, adaptable, and protectable, see figure 6 (Keller & Swaminathan, 2020). Strong brand associations is created when the information is relevant on a personal level and is generally created if the information is gained from direct experiences or word to mount (Keller and Swaminathan, 2020), thus having genuine stories, based on true events will empathize these direct experiences, even if you may not have that diagnosis that the girl in the video has, you may have a sibling or cousin with it. You may know the person on the video or remember your own experience at Ågrenska. The video may challenge your presumptions of a person with a particular disease or remind you that Ågrenska is a great place for a child that has requested to participate in a summer camp, which entails that the association is favorable since it convinces you that it satisfies your needs and wishes and unique since Ågrenska are showing you things that others don't.

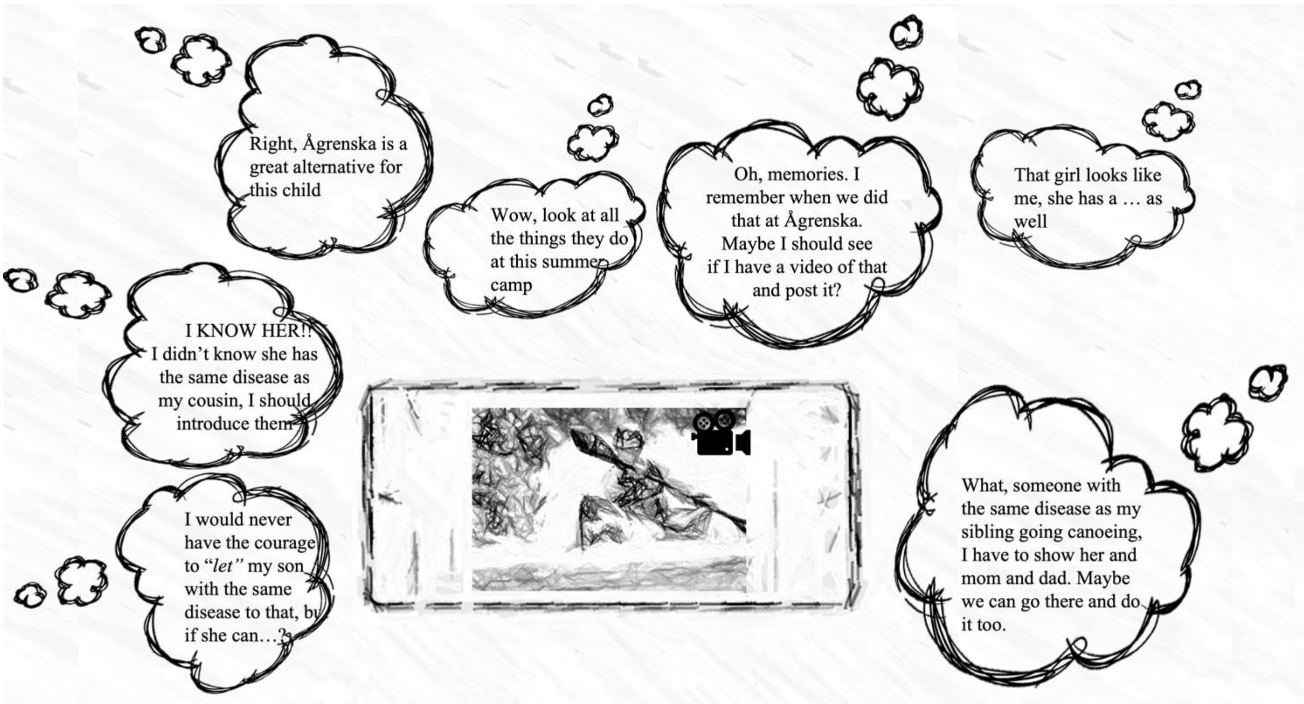

Illustration 8. People identifying with the stories presented as they are true. Illustrated by Melker (2023).

As for the memorable, meaningful, likable, transferable, adaptable, and protectable requirements, telling true stories creates meaningful, memorable, and likable stories as one person's life will never be like someone else, and by storytelling there will be a fun and interesting way of presenting the information. With a rich, two-way conversation where different stakeholders deliver stories, there will also be the adaptability of the stories presented. A future discussed later, storytelling through personal data also enables a protectability level if we view personal data as intellectual assets. Lastly, the transferability requirement will also be met for the stories that just regard the life of the individuals or what they do, by having real-life stories, from the partakers it will be a story that is constantly relevant to their life. For easter there is for example an option to just simply post a picture on social media with the logo and a text saying "happy easter", this post will thus only work during easter, and so will a picture of for example only an easter egg. But a picture, or even better a video, of a group of children painting easter eggs will tell so much more. It can tell you information on the methods used that are more friendly for some children with particular diseases, the environment they are in, how it looks, the interaction and community feeling the children have etcetera.

Applying the requirements for stories as a brand element is applicable for both stories being presented in the form of a video and picture but also on audio recordings and quotations. Customer reviews written in a narrative way are for example seen as having a stronger impact on the decision making (Dessart & Standaert, 2023). For a story to be authentic, believable, and realistic there needs to be a personal level, personal data, for quotes that means that there needs to be a name, as it will create a stronger brand association for example, for an audio recording it there should also be a name as well as a picture.

Real-life stories do increase the realistic aspects of the stories (Fog et al., 2010) especially partners and customer stories as they reflect the brand values from a personal experience and give credibility (Fog et al., 2010). Together with what was presented above, that means that true stories, coming from the person telling the story, gives credibility and trust. As presented by Laidler-Kylander and Stenzel (2013) trust is a vital element in order to build brand equity in the non-profit sector, as it represents the belief held by various stakeholders that the organization is doing what they are claiming to do. "*If you are not honest, you're not there*" (Stride & Lee, 2007). The need for trust or truth in brand building is relevant for all brands, not just Ågrenska, as a strong brand is built on a combination of facts and emotions (Fog et al., 2010) where the power of a brand lies in the minds and hearts of the customers since it is the what the customers have learned, felt, seen and heard about a brand that builds up their experience of the brand and thus their feelings towards it (Keller & Swaminathan, 2020). As discussed above, the same logic follows in a story, in order for the story to be good it should be authentic, believable, and realistic since that creates trust in the story (Dessart & Standaert, 2023). Thus, personal data enables the stories to be better and thus enables the Ågrenska brand to be greater as it gives credibility and trust to the stories and thus the brand.

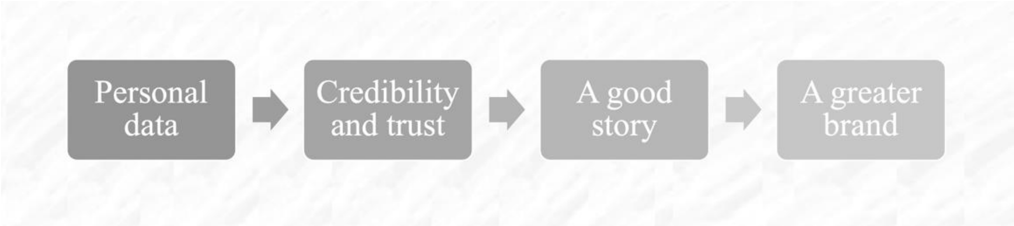

Figure 16. From personal data to a greater brand (Melker, 2023).

5.4. How can storytelling be understood and claimed as an intellectual asset at Ågrenska?

It is not enough for Ågrenska to focus on how they can achieve their missions, vision, and core value instead they also need to focus on the management of the elements of the brand, in order for the branding to be successful (Stride & Lee, 2007). This includes managing the tangible assets of the brand, such as the logo, typeface, or slogan, which the brand guideline which Ågrenska has convers to some extent (Ågrenska, n.d.), but also the intangible elements of the brand, regarding how Ågrenska differentiate themselves from others using brand elements for example. In order for the shift, from focusing on tangible elements to intangible ones to accrue, there needs to be a greater focus on the management of critical strategic assets and mission implementation instead of focusing on fundraising and RP tools (Laidler-Kylander & Stenzel, 2013).

5.4.1. How can storytelling be understood as an intellectual asset?

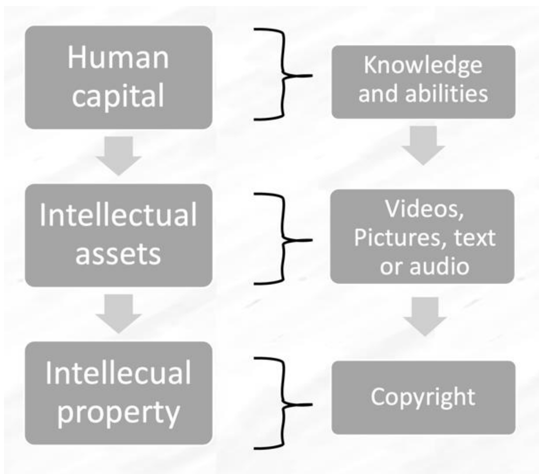

Figure 17. How storytelling can be understood as intellectual assets based on Sullivan (1999).

One strategy to manage the intangible aspects of the brand and storytelling is to identify the intellectual capital and assets that Ågrenska has. The aim is not to define the brand as a whole as one intellectual asset, as it builds on consumer perception and expectations, which is hard to define and control. Instead, the focus is on each story, which will be the mean to the branding which is the goal (Fog et al., 2010).Depending on the story, it will usually, in the case of Ågrenska, include knowledge regarding something or abilities to demonstrate how something is done. The knowledge and ability in the stories, for example, “This is how I brush the teeth best on my son”, is what Sullivan (1999) defines as human capital, which is a part of the intellectual capital. Human capital is bound to the individual, no one will ever be able to transfer the right of the knowledge of the parent who brushes the teeth of her son. In order for the capital to be transferred, it needs to be claimed as an intellectual asset, which makes them manageable and controllable (Petrusson, 2016). A story, depending on the form, can be a video, a picture, a text (quote), or an audio recording. These elements can be transferred, as the parent can transfer the right to use the video to Ågrenska. The rights given to the intellectual asset are through intellectual property laws, where for most of these cases copyright law will apply.

5.4.2. How can Storytelling be claimed as an intellectual asset?

By also applying the IAM framework by Petrusson (2016), we can deconstruct the stories even av ever deeper level as it sets up different procedures and guidelines on what is valuable to consider during four different phases; claim, decide, position, and organize. During the first phase of the claiming, eight different kinds of categories were able to be identified as relevant in relation to the brand and storytelling, see table 6. If we for example look more at the category *narrative*, we can see examples of what can be classified as such. Here all stories created by Ågrenska and others that Ågrenska can use will be classified as narratives. This for example includes the core story, that Ågrenska has regarding who they are, their history, and values, and also the stories from the partakers, and from Ågrenska themself when they show what they do, or who they are. One example can be a podcast created by a parent to a child with a disability where they disuses what they learned at Ågrenska, and they give permission to Ågrenska to use the audio.

Category	Description	Example	Category	Description	Example
Data	The pictures, videos, citations, recordings, and evaluations from the parents, children, siblings, partners, other professions, staff, etc.	" Picture X, Video X, Recording X"	Database	Structured results from the evaluations Picture, video, audio and citations collection	"picture collection of the children interacting with each other"* "picture collection of siblings going canoeing"*
Creation	Jingles or characters	Kalle Kanin Your posters of rare flowers	Visualisation	Logo, slogan, movies, book, illustrations	"Hos Ågrenska är det sällsynta vanligt – och viktigt!"
Theoretical framework	theories on how Ågrenska should brand themself	This and the legal essay	Instruction	Brand book, brand guide, instructions for for to collect personal data	"these steps should be taken when collecting data"* "this is how we should present the logo"*
Observation	Empirical conclusions from the interviews Empirical conclusions from the collection of the picture, video, audio and citations	"2 % of the pictures are of children with visual disabilities"* "55 % of the pictures are of the staff"* "we have no pictures of siblings and professionals together"*	Narrative	The stories The core brand story	**"Tips and tricks I learned at Ågrenska -** a podcast (audio recording) from a parent visiting Ågrenska "* **"Follow me on my fun summer camp at Ågrenska part 1-2** – a video from a child with epilepsy shooting Bow and arrow.*

Table 6. Examples of intellectual asset categories in branding. Based on the categories developed by Petrusson (2016).

When all of the Intellectual assets are identified, they can be further examined in regard to what they are, their utility and benefit, their dependability to other assets, the control position, and who the creator of the asset is. Table 7 presents three examples of intellectual assets that demonstrate how storytelling can be understood and claimed according to the IAM framework by Petrusson (2016). If we for example look at IA03, we can identify that it is an asset that is categorized as a narrative. The narrative is then dependent on assets IA01 and IA02 as they are the video and audio that the narrative is based on. The narrative, being based on both IA01 and IA02 will share the usefulness and objectification of both. By claiming the assets as different parts, they will be able to be used both together and alone. One person can for example be the creator of the sound, if there for example is a voice over, and another the creator of the video, meaning that it could be possible to use the video without the sounds if the person creating the sound does not give consent for one type of purpose.

ID	Category	Dependa-bility	Objecti-fication	Usefulness	Control	Creator
IA01	Data		A video of A,A and B,B during a family stay having lunch	For showing the selection of food, the dining area, the participation of the children	Copyright	A,A and B,B Name of person the video represents, X,X, employee at Ågrenska the creator of the video
IA02	Data		A audio recording of of A,A and B,B during a family stay having lunch	For hearing how the food preferences is managed etc.	Copyright	Y,Y, voice over telling what they are doing
IA03	Narrative	IA01, IA02	A narrative on how the A,A and B,B is having lunch during the family stay	See IA1 and IA2	Copyright	See IA1 and IA2

An Video, including sounds.

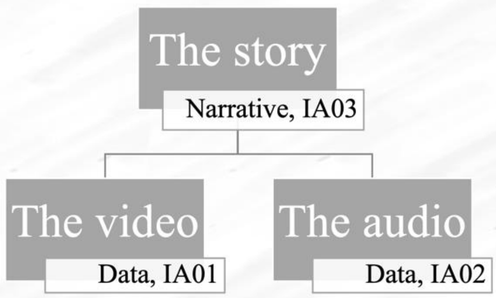

Table 7. A fictive example of how a story in a video is claimed and understood. Based on Petrusson (2016) IAM framework developed and illustrated by Melker (2023)

IA6, see table 8, shares a similar approach to IA03, both being narratives based on two other intellectual assets, namely IA04 and IA05, presented in a visual format with accompanying text. However, in the case of IA6, the person featured in the picture holds exclusive rights to the asset. Despite the exclusive rights to the intellectual asset being held by person C, it is noteworthy that the asset continues to be included in Ågrenska's intellectual asset inventory. This is due to the fact that person C, as the rights holder to the intellectual property (IPR), has actually transferred the right to use the assets to Ågrenska. Therefore, Ågrenska possesses the legal authority to utilize and include the asset within their inventory.

ID	Category	Dependa-bility	Objecti-fication	Usefulness	Control	Creator	Right holder
IA04	Data		A Picture of C,C showing how she went to summer camp at Ågrenska	For information on the summer camp, for educating on what you can do with a X disease.	Copyright	C, C the name of the person in the picture	C,C and Ågrenska
IA05	Data		A text recording C,C telling her story on how she went to summer camp at Ågrenska	See IA4	Copyright	C, C the name of the person writing the text	C,C and Ågrenska
IA06	Narrative	IA01, IA02	A narrative on how C,C is spending her summer camp at Ågrenska	See IA1 and IA2	Copyright	See IA4 and IA5	C,C and Ågrenska

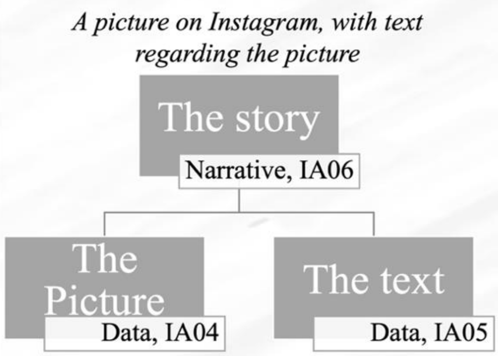

Table 8. A fictive example of how a story in a picture is claimed and understood. Based on Petrusson (2016) IAM framework developed and illustrated by Melker (2023)

The presence of these intellectual assets in Ågrenska's inventory also contributes to a layer of protection for their brand. As stated by Keller and Swaminathan (2020), intellectual assets play a crucial role in safeguarding brand elements. These assets provide a shield against unauthorized usage and infringement, ensuring that Ågrenska's brand elements are adequately protected and their unique identity is maintained. In alignment with the criteria by which brand elements are evaluated, the inclusion of intellectual assets within Ågrenska's inventory serves as a protective measure, strengthening the brand's integrity and value.

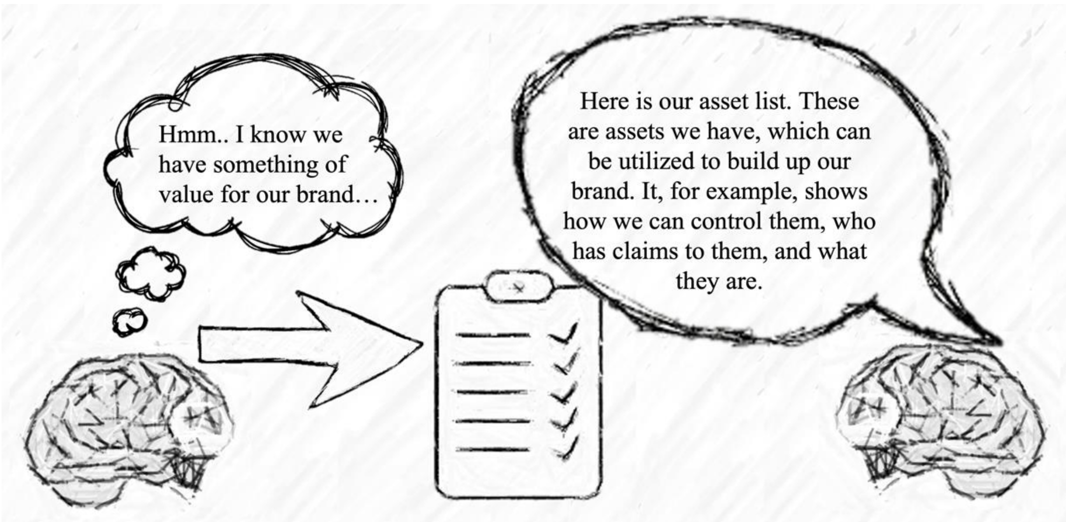

Illustration 9. How the IAM framework goes from inside the head of people to a clear and detailed visualization of the assets in the organization. Based on Petrusson (2016) IAM framework. Illustrated by Melker (2023)

5.5. How can Ågrenska set up a process for the collection of consent in order to collect the partakers' personal data to enable storytelling?

5.5.1. How to gather others' stories, brand democracy

As the power of a brand lies in the minds and hearts of the consumers (Keller & Swaminathan, 2020), Ågrenska needs to gain access to what it is that the partakers have learned, felt, seen, and heard about a brand since this is what will build up the experience of the brand and thus their feelings toward Ågrenska. The access to what the partakers and other stakeholders think about the brand is one aspect, as it regards the brand image, who are you to others. The brand image, together with the brand identity, forms brand integrity (Laidler-Kylander & Stenzel, 2013). For the alignment to be possible there needs to be a participation engagement since, it is the employees, partakers, and other stakeholders who will build up Ågrenskas' brand integrity. Thus, there is a need for trust from Ågrenska to their stakeholders regarding the control over the brand. Ågrenska, or a small group of people at Ågrenska, cannot be in full control over what the brand represents, as it is not possible to control all the exposure of the brand. Instead, there needs to be a democracy in which all stakeholders are involved, including other employees, the CEO, ambassadors, partakers as well as opinion leaders. Social media provides Ågrenska with the possibility of receiving stories for them to share with others, thus limiting their need to create the stories on their own and spend both money and time on the matter. This co-creation of stories, where the stakeholders are involved, is essential for building trustful relationships (Dessart & Standaert, 2023). How is it for example that we, the public, has not heard that all appointed ministers for Social Affairs have visited Ågrenska since 1989 or that Silvia, the Queen of Sweden, had a one-hour long meeting when the new CEO of Ågrenska was appointed as she is the patroness of the organization. They will, as Ågrenska, benefit from having their stories told as that will strengthen their personal brands as well.

The need for all the stakeholders to be represented in the data that is collected is also vital from a collaborative perspective. Ågrenska will not be able to achieve their missions alone, instead, they have to work together with others through collaborations, which is what brand affinity regard. Exponential fundraising builds for example the goal of learning how the partners identify with each other and share a collaborative perspective, making both of the parties stronger (Laidler-Kylander & Stenzel, 2013). By using storytelling based on truth as a tool, Ågrenska will be able to show stories from other partners and stakeholders, what Ågrenska means to them, and how they all share the same values. This enables Ågrenska to both build up stronger partnerships as well as find new ones, as Ågrenska's values will be displayed and thus enabling others to identify with the mission and values and move from just knowing what Ågrenska do, to sharing Ågrenska's belief and wanting to engage with them (Laidler-Kylander & Stenzel, 2013).

5.5.2. How to gather the consents when others have shared their stories

As presented above, it is crucial for Ågrenska to collect stories from the stakeholders, and in particular from the partakers. In order to do this, Ågrenska needs to set up a process for how to collect consent from the individuals regarding the usage of the content, for example, the videos and pictures. If the consent would solely consist of for example pictures or videos of Ågrenska, the consent would be in regard to the usage of the copyrighted material. However, as the stories that Ågrenska wishes to utilize are of the induvial, where they are sharing their stories, for example, their ticks and tricks that they learned from Ågrenska, then the data will consist of personal data, and most likely sensitive personal data as it will concern the health of the individuals. Thus, Ågrenska also needs to collect consent in relation to the requirements of GDPR. Ågrenska currently has a process of asking for consent beforehand when photographing the children during the family week and for the usage of both presenting the pictures at the end of the week and also for using the photographs to spread knowledge about rare health conditions and information about Ågrenska operations (Ågrenska, 2023) The same approach cannot be taken when collecting consent when others have shared their stories, as the consent will already have been produced and Ågrenska will not be the creator of the stories.

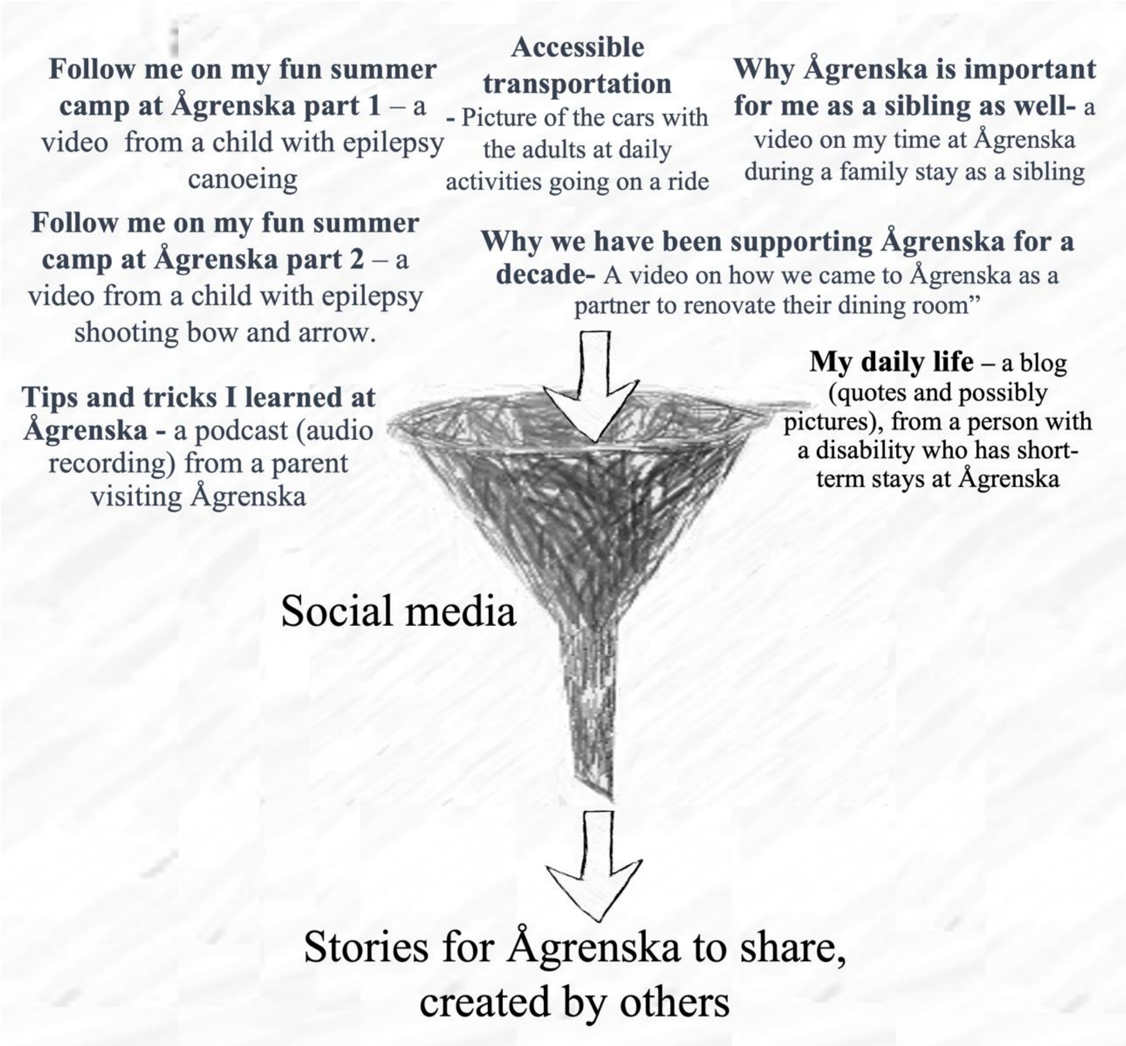

Illustration 10. The co-creation of stories. Illustrated by Melker (2023).

Two possible scenarios were for example identified during the case study at Ågrenska; (1) the usage of content taken from the parents during the family week, and (2) consent published on social media from other stakeholders, for example, partakers of partners.

(1) Regarding the usage of content taken from the parents during the family week, there needs to be a system for which the parents can upload the content that they like, and the parents then can approve the usage of the content for Ågrenska, if consent has then been given by all the affected parties, then the consent can be used for the approved purposes. Important to remember is that most of the content will be of children and/or individuals with disabilities, meaning that they are vulnerable individuals in accordance with GDPR, 38 preambles. The approach should be privacy by design and by default. Meaning that the settings should not be present to "share with Ågrenska for all purposes" instead it should be on "not to share" (Information Commissioner's Office, 2018).

(2) In regard to the other scenario, it is not possible to provide all the people who post content in relation to Ågrenska to upload their content to Ågrenska's system, instead, Ågrenska here has to take a more active role, for example commenting on the content posed "Hi, we like your content and would like to repost it on our Instagram and webpage, comment #yesÅgrenska2023 if you approve. Ågrenska will then be able to check their tag and see who approves and who doesn't. If the wish is to use the content for other purposes, than just reposting, not adding any other information than the person has done themselves, then it is advised to contact them, through for example a direct message (DM) and ask for consent for that usage.

For more guidance and support for obtaining consent, with a focus on ensuring that the consent process is tailored to the individual and their specific needs ensuring that the individuals retain their self-determination and control over their personal data, see Melker (2023).

5.5.3. How to manage the content gathered in order to share the data

As it is for example necessary for Ågrenska to take measures regarding how to present the collection of data in a transparent way, and easily accessible manner and not keep the data for a longer period of time than necessary, preamble 39 in GDPR, it is vital to keep track of the usage, how it was collected, and for what purposes. Diamantopoulou et al. (2020) suggest that you should have asset management of personal data containing the responsibilities, classifications, and media handling. By applying the intellectual asset list as a tool for managing these personal data assets it can be clearer how the data has been collected, what type of legal ground (usually consent) it is based on, for what purposes has it been given, and for what period of time. It can also be possible to keep track of how long the assets have been saved, and then it is appropriate to ask for new consent.

If we for example look more on to IA01 and IA10, see table 9, we can see that in asset 01 A, A and B, B has been considered capable of deciding on their own and the right to use the asset is for commercial purpose. Regarding asset 10 however, the D,D has not been considered capable of deciding on her own. She has been asked and she has given consent for the picture being taken, however in relation to her age and maturity she was not considered capable of understanding the actual meaning of social media, thus her mother was asked as well and gave consent for the usage however "not in direct relation to donations" which was explained as for example during fundraising campaigns.

ID	… See appendix	Objectifi-cation	Usefulness	Consent	Right holder	Right to use the asset for	Time of collection	Used (links to when processed)
IA01		A video of A,A and B,B during a family stay having lunch	For showing the selection of food, the dining area, the participation of the children	From A,A and B,B considered capable of deciding on their own.	A,A, B,B and Ågrenska	Commercial purposes	Xx/xx/xx	Instagram//XXX www.Ågreenska//XXX Digital documentation (name)
IA10		A picture of D,D when playing in the playground	Showing how the playground is adapted to people in wheelchairs	D,D together with parent Y,Y. D,D has given consent to take the picture and to be on Instagram "like I do on moms Instagram" D,D can however not be considers having the capability to give her consent on her own. Thus parent Y,Y has given the consent as well.	D,D and Ågrenska	On social media, not in direct relation to fundraising	Xx/xx/xx	Instagram//XXX

Table 9. A fictive example of how a story in a video is claimed and understood in relation to the collection of consent. Based on Petrusson (2016) IAM framework developed and illustrated by Melker (2023) see appendix 3 for full version

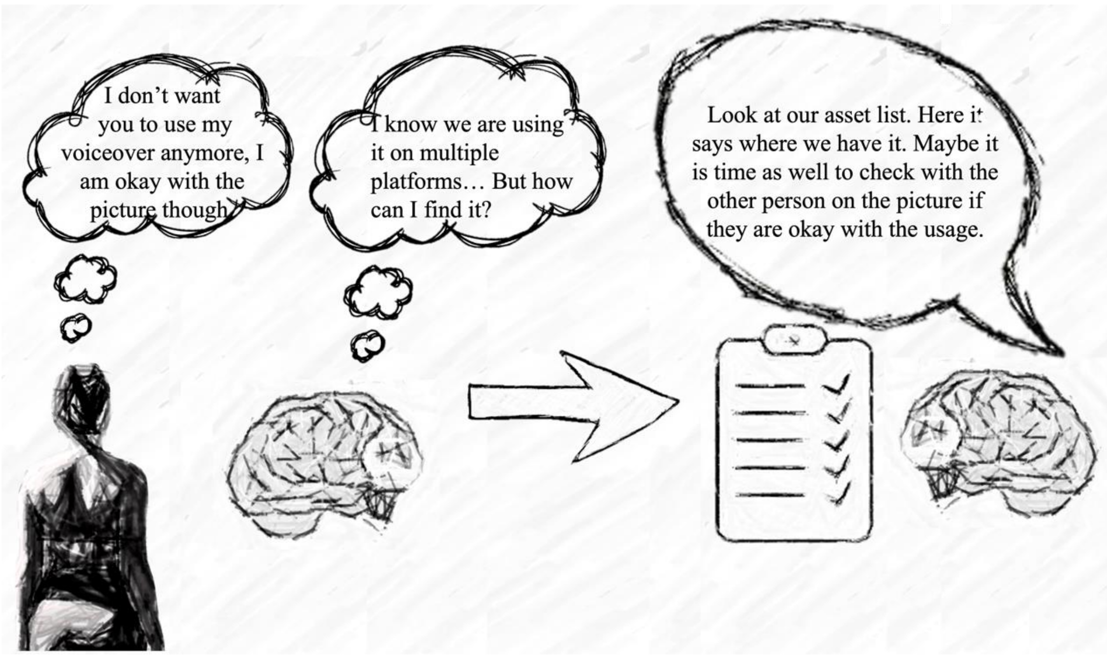

Illustration 11. An illustration on how the IAM framework adopted in relation to personal data management can simplify the right to be forgotten. Illustrated by Melker (2023).

6. Conclusion

This last chapter aims to future present the conclusions regarding the main research question, how Ågrenska can in an ethical and sustainable manner claim and utilize the partakers' personal data as intellectual assets for their organization, particularly in brand building. As identified during my time at Ågrenska, and during the initial innovation module, there is however hesitation from individuals at Ågrenska regarding the management of personal data and the use of personal stories. Since the presentation of a conclusion and plan for utilizing partakers' personal stories to build up the brand becomes useless if there is a lack of willingness from the personnel and those responsible for brand management to execute the plan. This chapter will thus end will a presentation of the conclusions for why clear management of personal data will decrease the hesitation towards the usage of such data.

6.1. How can Ågrenska in an ethical and sustainable manner claim and utilize the partakers' personal data as intellectual assets for their organization, particularly in brand building?

Firstly, we need to understand what personal data Ågrenska wishes to collect and why. As a conclusion to RQ1, Ågrenska needs images, videos, audio, and quotes from both individuals with and without visual disabilities and with and without information regarding the health of the individuals, thus it will be both sensitive and personal data (Melker, 2023). The data should be of everyone participating at Ågrenska, meaning both the parents, siblings, children, and adults with disabilities or diseases, the staff, and the professionals. It should be data when the people are alone telling their own stories, when they are interacting with each other, and when they are conducting activities at Ågrenska. the collection of the data serves dual purposes, both strengthening the brand of Ågrenska as well as strengthening the partaker's role in society.

Secondly, we need to understand what use the partakers' personal data can have for brand building, in particularly storytelling. In relation to RQ2, partakers' personal data enable storytelling as the truth gives credibility and trust to the story, creating a better branding element and is thus a vital building block for storytelling. Storytelling enables Ågrenska to more clearly present and visualize Ågrenska's mission as the stories are personal identify and differentiate Ågrenska from others as no one's story is exactly similar to another. The partaker's personal stories create genuine stories, based on true events which will empathize with these direct experiences and create strong brand associations. Genuine stories, based on true events will empathize with these direct experiences and thus create strong brand associations. The brand recall, and by the same means the brand awareness, will thus also be greater as the impressions of the Ågrenska brand will be stronger and more memorable. This will increase the awareness of Ågrenska, enabling them to find the right partnerships and crucial professionals as well as strengthening the partakers' position and advocating for their rights. By strengthening the brand, Ågrenska's brand knowledge will be increased and thus one vital aspect of gaining a positive CBBE. Using genuine stories will also enable greater trust, partnership, consistency, and focus, as the stories will be true, collected from different people and stakeholders, and used in a consistent manner, not only when wanting funds or presenting less important information.

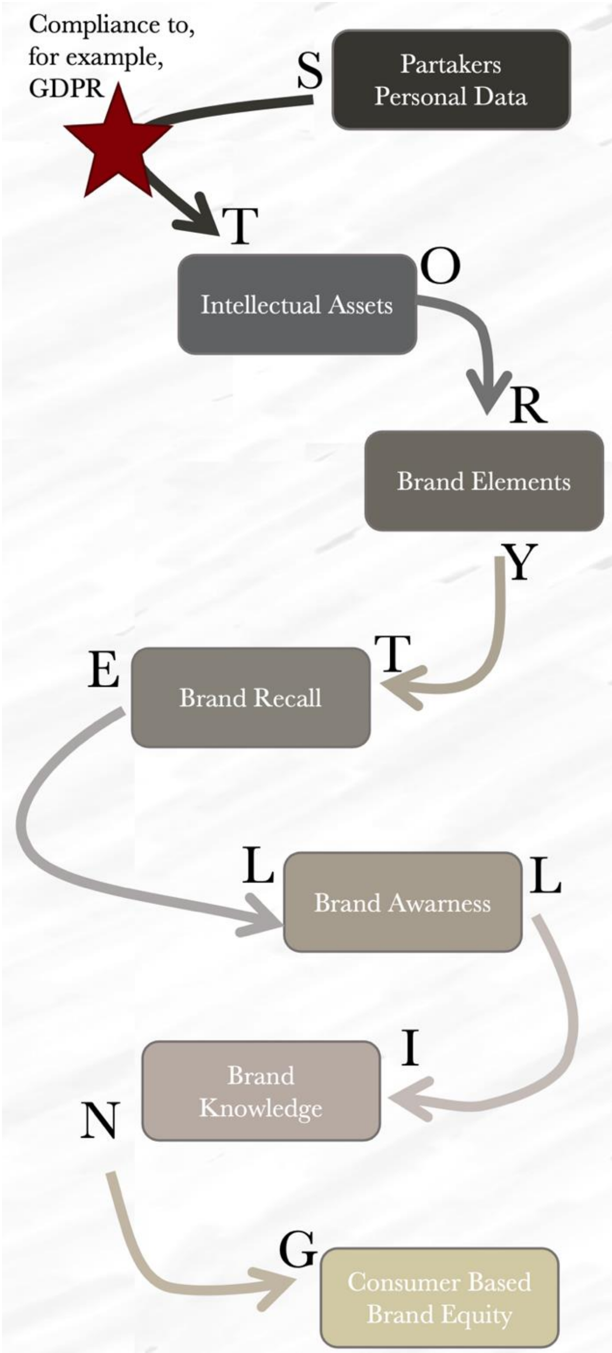

Figure 18. How partakers' personal data creates stronger and trusted brands (Melker, 2023).

Thirdly, we need to identify how we can claim and utilize the data at Ågrenska. As a conclusion for RQ3, the stories can be claimed as narratives, building on other intellectual assets, for example, data in the form of texts, pictures, audio or videos, and illustrations, painted pictures. This is possible since the human capital, the knowledge, or abilities that the partakers have is transferred to intellectual assets in the form of for example a podcast.

Fourthly and lastly, in order to answer how Ågrenska in an ethical and sustainable manner can claim and utilize the partakers' personal data as intellectual assets for their organization, particularly in brand building, you need to set up management for a system of the collection of the content and for consent collection and removal. As concluded under RQ4, in order to collect consent, co-creation is vital for all stakeholders as it builds up trustful relationships. As the co-collection will mean that the content will be created by others, Ågrenska needs to set up a dual process for the collection of consent. One for content being created by Ågrenska, where Ågrenska can ask for consent beforehand, and one for content being created by others where Ågrenska will need to ask for consent to use others' content after it has been collected. As also presented under RQ4, the IAM framework set up a system for managing personal data in brand building, where Ågrenska can systematically categorize and manage the usage, consent, etcetera.

6.2. How clear management of personal data will decrease the hesitation towards the usage of such data.

A conclusion, that thus cannot be stressed enough, is that clear management of personal data will decrease the hesitation towards the usage of such data. First of all, by implementing clear structures, Ågrenska can minimize uncertainty as they will create a well-defined framework for handling personal data, for example for how long the content can be used, when it is appropriate to ask for consent again or where the content is used if someone wishes to be forgotten. These aspects provide a sense of order, direction, and predictability, reducing hesitation and increasing confidence in the usage of personal data from a compliance perspective.

Second of all, in order to reduce hesitation towards the usage of personal data, trust is another crucial element. Authentic and realistic stories shared by individuals themselves create credibility and trust. As Ågrenska is actively engaged with the content creators to seek permission for usage. Ågrenska will also demonstrate a commitment to privacy by design and respecting individuals' self-determination and control over their personal data, thus fostering trust and minimizing hesitation. Trust, in the brand, is also essential to building brand equity in the non-profit sector, and a strong brand is built on a combination of facts, emotions, and the experiences of customers and stakeholders. By involving various stakeholders in the co-creation of stories and building a democratic approach to brand representation, Ågrenska can instill trust and minimize hesitation. Co-creating stories with the content creators will serve as a clear indication that both Ågrenska and the creators themselves have the intention to publish the content. Ågrenska is thus not intruding on their privacy or exposing them to something they don't wish for themselves. The publication of the content becomes a collaborative decision aimed at strengthening both the individuals involved and Ågrenska as an organization.

Third of all, by not solely using personal data in storytelling for fundraising activities, it will be clear that the purpose of the usage of personal data at Ågrenska is not solely to ask for donations, but to generate support and understanding for the mission. Donations are what makes it possible, as they foster the growth and expansion required to accomplish the mission, but not the end goal itself. This approach will foster a sense of pride among employees and stakeholders, leading to reduced hesitation in sharing personal data from partakers.

Overall, clear management of personal data, including the establishment of clear structures, transparent consent processes, and a focus on trust and brand integrity, can significantly decrease hesitation toward the usage of such data. By addressing concerns, promoting transparency, and building trust, Ågrenska can navigate the ethical and legal complexities of personal data usage while effectively utilizing personal stories to empower individuals and strengthen their brand.

References

Alvehus, J. (2019). *Skriva uppsats med kvalitativ metod* (2nd ed.). Liber.

American Marketing Association. (n.d.). *Branding Archives*. Retrieved February 12, 2023, from https://www.ama.org/topics/branding/

Bell, E., Bryman, A., & Harley, B. (2004). *Business Research Methods* (5th ed.). Oxford University Press.

Brodie, R. J., & De Chernatony, L. (2009, March). *Towards new conceptualizations of branding: theories of the middle range*. Marketing Theory. Retrieved May 25, 2023, from https://doi.org/10.1177/1470593108100057

Cameron, L. (2015). The thing is, we all have stories don't we? *Tizard Learning Disability Review*, *20*(1), 37–40. https://doi.org/10.1108/tldr-09-2014-0031

Coca-Cola: brand value 2022 | Statista. (2023, January 6). Statista. Retrieved May 21, 2023, from https://www.statista.com/statistics/326065/coca-cola-brand-value/

Dessart, L., & Standaert, W. (2023). Strategic storytelling in the age of sustainability. *Business Horizons*, *66*(3), 371–385. https://doi.org/10.1016/j.bushor.2023.01.005

Diamantopoulou, V., Tsohou, A., & Karyda, M. (2019). From ISO/IEC 27002:2013 Information Security Controls to Personal Data Protection Controls: Guidelines for GDPR Compliance. In *Lecture Notes in Computer Science*. Springer Science+Business Media. https://doi.org/10.1007/978-3-030-42048-2_16

Esaiasson, P., Gilljam, M., Oscarsson, H., & Wängnerud, L. (2012). *Metodpraktikan. Konsten att studera samhälle, individ och marknad* (4th ed.). Norstedts juridik

Fog, K., Budtz, C., Munch, P., & Blanchette, S. (2010). *Storytelling*

Foley, J., & Kendrick, J. (2006). *Balanced Brand: How to Balance the Stakeholder Forces That Can Make Or Break Your Business*. John Wiley & Sons.

Fransson, M., & Sadriu, M., (2021). *Data as an Intellectual Asset* [MA Thesis]. Chalmers University of Technology, department of technology management and economics.

Regulation (EU) 2016/679 of the European Parliament and of the Council of 27 April 2016 on the protection of natural persons with regard to the processing of personal data and on the free movement of such data (General Data Protection Regulation) (EU) 2016/679.

Hayes, A. (2023). Social Entrepreneur: Definition and Examples. *Investopedia*. https://www.investopedia.com/terms/s/social-entrepreneur.asp

Herskovitz, S., & Crystal, M. (2010). *The essential brand persona: storytelling and branding.* Journal of Business Strategy, *31*(3), 21–28. https://doi.org/10.1108/02756661011036673

Information Commissioner's Office. (2018). *Children and the GDPR.* https://ico.org.uk/media/for-organisations/guide-to-the-general-data-protection-regulation-gdpr/children-and-the-gdpr-1-0.pdf

Keller, K. L., & Swaminathan, V. (2019). *Strategic Brand Management: Building, Measuring, and Managing Brand Equity, Global Edition* (5th ed.). Pearson Higher Ed.

Laidler-Kylander, N., Stenzel, J., & Stone, C. (2013). *The Brand IDEA: Managing Nonprofit*

Brands with Integrity, Democracy, and Affinity. John Wiley & Sons.

Lesseur Björnek, J., & Malmberg, E. (2022). *Brand as intellectual assets* [MA Thesis]. Chalmers University of Technology, department of technology management and economics.

Mediani, H. S. (2017). An Introduction to Classical Grounded Theory. *SOJ Nursing & Health Care*, *3*(3), 1–5. https://doi.org/10.15226/2471-6529/3/3/00135

Melker, H. (2023). *Jag bestämmer över min personliga data, eller hur?* [MA thesis]. School of Business, Economics and Law at the University of Gothenburg.

Moore, L. (2012). The law and the ultimate intellectual asset. *Intellectual Asset Management*.

Neumeier, M. (2020). *The Brand Gap, Revised Edition*. New Riders.

Patel, R. & Davidson, B. (2003) *Forskningsmetodikensgrunder* (3th ed.). Studentlitteratur.

Petrusson, U. (2004). *Intellectual Property & Entrepreneurship: Creating Wealth in an Intellectual Value Chain*. Center for Intellectual Property Studies.

Petrusson, U. (2016). *Research and utilization*. Tre förlag AB.

Petrusson, U. (2019). *The four roles of the entrepreneur.* A theoretical framework for educational purposes.

Rienecker, L., & Jørgensen, P. S. (2017). *Att skriva en bra uppsats* (4th ed.). Liber.

Stride, H., & Lee, S. (2007). No Logo? No Way. Branding in the Non-Profit Sector.

Journal of Marketing Management, *23*(1–2), 107-122. https://doi.org/10.1362/026725707x178585

Sullivan, P. F. (1999). Profiting from intellectual capital. *Journal of Knowledge Management*, *3*(2), 132–143. https://doi.org/10.1108/13673279910275585

Ågrenska. (n.d). *Grafisk manual.* Unpublished internal company document.

Ågrenska. (2014, May 26). *Ågrenskas historia 100 år* [Video]. YouTube. Retrieved March 18, 2023, from https://www.youtube.com/watch?v=NyZCgFomi4g

Ågrenska (2023). *Samtycke till fotografering under familjevistelse.* Unpublished internal company document.

Ågrenska - Familjevistelser. (2022, May 15). Ågrenska - Hos Oss Är Det Sällsynta Vanligt Och Viktigt. Retrieved February 15, 2023, from https://www.agrenska.se/om-oss/verksamheter/nationellt/vistelser-pa-agrenska/familjevistelser/

Ågrenskas historia. (2023, January 10). Ågrenska - Hos Oss Är Det Sällsynta Vanligt Och Viktigt. Retrieved February 21, 2023, from https://www.agrenska.se/omoss/Agrenska-nu-och-da/agrenskas-historia/

All illustrations are done by me, the author Helene Melker, if nothing else is written.

Appendix 1, interview questions Original (Swedish)

Intervjun utgör en del av den datainsamling som görs till min masteruppsats på Chalmers entreprenörsskola. Masteruppsatsen syftar till att utreda hur kan Ågrenska använda personrelaterade data för att bygga upp deras konsumentbaserade varumärkeskapital.

Följande frågor kommer utgöra basen för intervjun:

Hur kommunicerar ni gällande varumärkesbyggande internt? Vad betyder varumärkesbyggande för dig?

Varför tror du att det värdefullt med varumärkesbyggande för Ågrenska?

På vilket sätt har ni tidigare använt er av följande för att kommunicera?

- Bilder
- Videofilmer
- Ljudupptagningar
- Citat med namn
- Berättelser där man får följa med en person

Vad är syftet med kommunikationen mellan de olika kanalerna, skiljer det mellan dem?

Vad skulle du säga att ni försöker kommunicera med era kanaler?

Hur skulle du beskriva ett typiskt inlägg från Ågrenska?

Vilka utmaningar finns det för er vid varumärkesbyggande?

Varför tror du att man tidigare har tagit ett ställningstagande emot att använda sig av personrelaterade data vid kommunikation? Så som bilder på barn eller vuxna med funktionsnedsättningar?

Hur ser du på att använda sig av personlig information, så som bilder, videofilmer, citat med namn, ljudinspelningar, för att kommunicera berättelser?

Påverkas det något beroende på vem som informationen gäller?

- Barnen
- Vuxna som arbetar på daglig verksamhet
- Anställda
- Familjer
- Syskon
- Samarbetspartners

Varför tror du man inte har velat visa upp mer av Ågrenska som plats, exempelvis lekplatserna, sinnenas rum etc.?

Appendix 2, interview questions Translated (English)

The interview is part of the data collection that is made for my master's thesis at Chalmers School of Entrepreneurship. The master's thesis aims to investigate how can Ågrenska use person-related data to build up their consumer-based brand equity.

The following questions will form the basis of the interview:

How do you communicate regarding brand building internally? What does branding mean to you?

Why do you think brand building is valuable for Ågrenska?

In what way have you previously used the following to communicate?

1. Imagery
2. Videos
3. Sound recordings
4. Quotes by name
5. Stories where you get to follow a person

What is the purpose of communication between the different channels, does it differ between them?

What would you say you are trying to communicate with your channels?

How would you describe a typical post from Ågrenska?

What challenges are there for you in brand building?

Why do you think there has been a stand against using personal data in communication? Such as pictures of children or adults with disabilities?

How do you view using personal information, such as images, videos, quotes with names, audio recordings, to communicate stories?

Is there any impact depending on who the information concerns?

1. Children
2. Adults working on daily activities
3. Employees
4. Families
5. Sibling
6. Partners

Why do you think some people have not wanted to show more of Ågrenska, for example, the playgrounds, the rooms of the senses, etc.?

Appendix 3. Table to table 9.

ID	Category	Dependa-bility	Objecti-fication	Usefulness	Control	Creator	Consent	Right holder	Right to use the video for	Time of collection	Used (links to when processed)
IA01	Data	-	A video of A,A and B,B during a family stay having lunch	For showing the selection of food, the dining area, the participation of the children	Copyright	A,A and B,B* Name of person the picture represents	From A,A and B,B considered capable of deciding on their own.	A,A, B,B and Ågrenska	Commercial purposes	Xx/xx/xx	Instagram//XXX www.Ågreenska//XXX Digital documentation (name)
IA10	Data	-	A picture of D,D when playing in the playground	Showing how the playground is adapted to people in wheelchairs	Copyright	D,D as the name of the person this picture represents XX, employee at Ågrenska the creator of the picture	D,D together with parent Y,Y. D,D has given consent to take the picture and to be on Instagram "like I do on moms Instagram" D,D can however not be considers having the capability to give her consent on her own. Thus parent Y,Y has given the consent as well.	D,D and Ågrenska	On social media, not in direct relation to fundraising	Xx/xx/xx	Instagram//XXX

DEPARTMENT OF TECHNOLOGY MANAGEMENT AND ECONOMICS
DIVISION OF ENTREPRENEURSHIP AND STRATEGY
CHALMERS UNIVERSITY OF TECHNOLOGY
Gothenburg, Sweden
www.chalmers.se

CHALMERS
UNIVERSITY OF TECHNOLOGY