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An exploration of brand perceptions and purchase motivations of non-targeted customers – A Case Study of Fjällräven and their Kånken backpack in the German market.

By

Annika Struhalla
2981198

CANDIDATE DECLARATION

Candidate Name: Annika Struhalla

I certify that the dissertation entitled:

An exploration of brand perceptions and purchase motivations of non-targeted customers – A Case Study of Fjällräven and their Kånken backpack in the German market.

submitted for the degree of: **MSc in Global Brand Management** is the result of my own work and that where reference is made to the work of others, due acknowledgment is given.

Candidate signature:



Date: 26th August 2019

Supervisor Name: Mary Loonam

Supervisor signature:

Date:

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Firstly, I would like to thank my parents. They have supported me my whole life and allowed me to live the life I want to. I was able to choose my own way and they supported all my decisions in terms of education, future plans and dreams. Because of them I'm the person who I am and without them I wouldn't have achieved so many things in my life.

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ABSTRACT

An exploration of brand perceptions and purchase motivations of non-targeted customers – A Case Study of Fjällräven and their Kånken backpack in the German market.

Annika Struhalla

In this study it was shown that offline channels have an intense influence on non-targeted customers in terms of the trend products. A trend product attracts the attention of targeted customers but also non-targeted customers. The product's popularity is an important factor for a trend product's success, but it is still not enough for non-targeted customers to make a purchase decision for a foreign brand's product. A friend's recommendation or the own gathering of information is still necessary for them to decision on purchasing the product.

The study focused on Fjällräven's Kånken backpack and gained deep insight of non-targeted customers. The objective was to find out the non-targeted customers' brand perception and purchase motives. The data collection dealt with targeted and non-targeted customers of the Fjällräven Kånken backpack. Those two customer groups differ in terms of purchase motives, lifestyle and brand knowledge. The qualitative primary data was collected by face-to-face interviews and showed that especially non-targeted customers were confronted by emotional factors and influences, i.e. the feeling of belonging. The Kånken backpack as a trend product changed the non-targeted customers' behaviour and purchase factors, some of them still do not know the brand Fjällräven itself or they have mentioned associations with the brand. But due to the intense effect of offline WOM the lack of knowledge and identification became unimportant. Additionally, the backpack's USP's and its functionality were well communicated among targeted and non-targeted customer by the offline WOM. The non-targeted customer's focus appeared to be on the product itself rather than the brand Fjällräven.

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LIST OF ABBREVIATIONS

C2C Customer-to-Customer

CI Corporate Identity

IC Interpersonal Closeness

USP Unique Selling Proposition

WOM Word-of-Mouth

I. INTRODUCTION

Marketing tactics, communication tools and channels are important for brands delivering their own corporate identity and personality to their target market (Ghodeswar, 2008). The aim of this branding process is the customers' retention and identification with the brand. Missions, vision and values make each brand unique and lay the foundation for a successful branding process. Customer targeting enables the brand to communicate effectively and efficiently to certain potential customers (Maričić and Đorđević, 2015).

Occasionally, companies that are well-established expand their customer base without changing their strategy or purpose. It is possible that the new customers do not fall into the target group. For example, Nike has seen that some of their customers purchase their sport shoes for casual reasons when their marketing is aimed at more active audience. In this case, the product was purchased because of the look or the product's success. This may end up in a trend product. Some customers are buying products from brands that they have not utilized before. It is possible that a trend scenario changes the purchasing factors of non-targeted customers.

The research contained in the remainder of this study explores non-targeted consumers' brand perceptions of Fjällräven and its Kånken backpack as well as the influx of interest in this backpack by non-targeted customers. The targeted customers of the outdoor-gear brand were attracted by the brand's communication tactics and advertisements or through pull communications such as magazine ads, newsletters or digital banner advertisement. They brand's target group are generally interested in hiking, outdoors and nature. If specific requirements are fulfilled, they decide to purchase. Non-targeted customers focus on different factors than targeted customers when purchasing a product. This is what Nguyen and his team (2012) examined. But they did not analyse those customers referring to trend products. This situation is different and purchasing factors may differ.

The brand Fjällräven itself focuses on outdoor gear and clothing. Fjällräven did not advertise or utilize specific tactics when marketing the Kånken backpack (Hannemann, 2016). Nevertheless, the backpack became a trend product during the last years and probably new, non-targeted customers started buying it. Those trend scenarios lead to a larger product awareness and popularity. This means the brand or product found its way into customers awareness sets (Özsomer and Altaras, 2008). Customers who only pay attention due to a viral effect like a trend product or WOM are not directly targeted by the brand and do not fit into the brand's target group definition. Those non-targeted customers

made the same purchase decision like targeted customers but the decision process differs. The author will analyse the product's process at non-targeted customers. This process starts at the brand's personality followed by getting into the awareness set and ends with the purchase decision. This research will explore the motives and perceptions of the non-targeted customers of the Fjällräven Kånken backpack.

II. OBJECTIVES OF THE RESEARCH

a. Objectives

The brand Fjällräven has a strong, clear and longstanding philosophy and is well known in the outdoor gear industry (Henkel, 2017). Through this specific defined market, it is important to define the brand's own target group and to know how to attract them. In the case of Fjällräven and its impressive portfolio, they have several target group definitions that are adapted to different product segments (Kloeters, 2019). Non-targeted customers are actually not interesting for the brand and have different needs and purchasing factors. However, they still can have their own perceptions of an uninteresting brand, which might be weaker and more general compared to targeted customer's perceptions. Brand's communication tactics do not target those non-targeted customers which makes it more difficult to control the image of the brand. But through a trend scenario, where a product becomes suddenly successful worldwide or within a bigger customer group, non-targeted customer start buying this trend product of a supposedly foreign brand. The non-targeted customers' actual brand perceptions and decision factors might have changed in terms of this trend product.

This question "What are the brand perceptions and purchase motivations of non-targeted Kånken customers?" is the focus of this research. The five research objectives listed below guide this study:

1. Are non-targeted customers aware of the brand Fjällräven?
2. What do non-targeted customer groups know about the brand?
3. How did non-targeted customers hear about the Kånken backpack?
4. What was the main motivation for non-targeted customers to purchase the Kånken backpack?
5. What general factors are important for this customer group of non-targeted customers to purchase a product?

b. Background

Knowledge of the theory of brand process and purchasing behaviour is pertinent to understanding this research. Every brand has its own corporate identity and its own personality (Aaker, 1997; Ghodeswar, 2008). In order to communicate and transfer this unique personality to individual customers, the brand must define their target market and

create a strategy that gets their product in front of the customer. Fjällräven is a brand known for high quality and sustainable outdoor gear. This narrows the target audience to those that love nature and have enough money to afford luxury mountaineering/ hiking products (Fjällräven AB, 2019d).

The key point of this research is the brand perception of the non-targeted Kånken customers and how they experienced Fjällräven's Kånken backpack as a trend product. It is possible that non-targeted customers are not interested in nature and do not know the brand Fjällräven, simply purchasing the backpack because it was a trend product. Different to other trend products, the Kånken backpack exists since 1978 and is still the same product. There are no explanations for this sudden success. Martin Nordin, son of Fjällräven founder Ake Nordin, presumes that the rectangle, square shape and the backpack's functionality are responsible for this success (Henkel, 2019). Additionally, Fjällräven did no advertisements or specific marketing tactics to push the Kånken's sales (Beeger, 2016). The backpack became successful and popular at the same time. Customers made the backpack popular by spreading customer-to-customer (C2C) communications like Word-of-Mouth. That is how non-targeted customers got aware of the Kånken and started buying it as well. Nevertheless, the "fad" of the product must have changed the non-targeted customer's perception and their purchasing factors. Somehow the non-targeted customers considered the Kånken purchase as an option. The researcher wants to find out the non-targeted customers' motivation behind this purchase and what their actual brand perception is after this purchase.

i. Fjällräven and Kånken

The outdoor gear brand Fjällräven was established in 1960 by founder Ake Nordin and is part of the Fenix Outdoor Group (Fenix Outdoor International AG, 2017). The brand is available in over 40 countries worldwide, and Germany has been the largest market for those 40 years (Henkel, 2019).



Figure 1 - Logo Fjällräven

The Kånken backpack was launched in 1978 (Hannemann, 2016) and originally made for school children to protect their backs (Fenix Outdoor International AG, 2017). The backpack was designed to carry a folder, a seat pad and a bottle. The logo was a reflector. The backpack found success in its second year after launch specifically in the northern countries, like Sweden and Norway (Hannemann, 2016). Fjällräven kept this backpack in their

assortment as a basic product. In the last several years, the backpack became popular across the globe, making Fjällräven a global success (Henkel, 2019). Fjällräven's General Manager Martin Axelhed stated that it was not the aim of the brand to be fashionable and trendy (Beeger, 2016). Moreover, Fjällräven did no remarkable specific marketing tactics and communications to push the Kånken's sale. Nevertheless, the backpack has now been made available in many different colours as well as sizes to suit the needs of the wide variety of customers (Hannemann, 2016). Interestingly, two-thirds of the customers are women (Hannemann, 2016).



Figure 2 - The Kanken Backpack and its Varieties

c. Justification for Research

A well analysed and defined target market and audience is one of the foundations for successful marketing (Maričić and Đorđević, 2015). The chosen communication channels and tools have to be productive and targeted. It is easier for a brand to interact and communicate with the intended audience of targeted customers because they know them and their needs (Maričić and Đorđević, 2015). The targeted customers identify themselves with the brand and its personality. How, then, would a non-targeted group of customers decide to purchase this brand specifically? They do not have “buy in” due to the brand providing for their specific needs. Nguyen and his team (2012) analysed the purchasing factors of two different customer groups and ascertained that target customers have different purchase decision factors than non-targeted customers. But they did not take into consideration what would happen concerning a trend product. The situation of a trend product may change purchasing factors or requirements. It can influence the customers' involvements positively or negatively. Analysing and clarifying the influence of a trend product on non-targeted customers' purchasing decisions will be very helpful for brands in the future. It is impossible to plan a trend product on purpose which means every brand

should be prepared and know how they could deal with their unexpected success of non-targeted customers in future. Therefore, knowing the non-targeted customers' purchase motivations will be a big advantage.

In this case, with the Kånken backpack, the author's assumption is that the fad led up to many purchases of non-targeted customers. The backpack got popular and these trend-buyers saw the backpacks on the streets or heard about them via WOM. It is remarkable that this specific backpack became the desire of all of these customers. It will be interesting to ascertain the insights of the non-targeted customers, e.g. if they have an understanding of the brand's values and personality. It could be possible that they bought this product just because of its design and popularity. This popularity could have occurred because of strong WOM or C2C interactions (Libai *et al.*, 2010; Dubois, Bonezzi and De Angelis, 2016).

d. Overview of Study

This research will take a look at the customer targeting strategy. This topic builds the core of the research's explored issue. The author is separating in targeted and non-targeted customers and focuses on the defined non-targeted customers. Therefore, it is important to understand the purpose, sense and types of market segmentation. The second research field deals with branding and the process of delivering the competitive advantage and other brand messages successfully to their target market. Fjällräven has its own perception and personality as a brand and the author has to understand the brand as a whole and how brand images, experiences and perception are built in the customers' heads. This delivered brand perception has to attract the customers. Those received customers have to decide if this brand and its products suits them or not. This depends on their general buying behaviour and individual purchase factors. This is the biggest part of this research and the author wants to understand the non-targeted customers' buying behaviour and purchase decision. Because of the trend situation it is likely that their reasons and motives were different than usual. Moreover, the phenomenon of WOM and online and offline interactions among customers could have made this situation different and extraordinary.

III. LITERATURE REVIEW

a. Customer Targeting

This research deals with non-targeted customers and the comparison with targeted customers of Fjällrävens' Kånken backpack. The literature states that strategic customer targeting and segmentation is key to business success and large part of marketing strategy development (Arnould, Price and Zinkhan, 2004; Krishnan and Murugan, 2006; Maričić and Đorđević, 2015). Market segmentation describes the division of one market into submarkets existing of customers with similar needs and expectations. These similarities can have a psychographic, demographic or behavioural characteristics (Harvard Business School Press, 2006; Krishnan and Murugan, 2006; Maričić and Đorđević, 2015). The traditional basis of segmentation was referred to demographic, geographic, socioeconomic and psychographic characteristics. In recent times marketers have found that the behavioural type of segmentation is more efficient and long-term focussed than just the traditional segmentation (Maričić and Đorđević, 2015). Krishnan and Murugan (2006) believe that lifestyle is important to be aware of in terms of segmenting markets.

Defining the target group assists a brand in positioning itself more efficiently and effectively (Harvard Business School Press, 2006; Maričić and Đorđević, 2015). Brands can focus on specific marketing activities and adjust those on the customers' needs. This increases the effectiveness and reaches a higher cost efficiency. While analysing the target group the brand must be aware that customers have different interests, needs and levels of involvement (Brace, Edwards and Nancarrow, 2002; Nguyen, Li and Chen, 2012; Ascarza *et al.*, 2017). This implicates the need of different types of advertising or communication channels. By means of targeted, strategic marketing activities and well-chosen communication channels it is possible to communicate the brand's competitive advantage, personality and perception successfully to the target group (Ghodeswar, 2008; Maričić and Đorđević, 2015). This group includes all potential customers who are worth interacting with (Ascarza *et al.*, 2017) and who could potentially identify themselves with the brand.

For a successful brand it is important not just to focus on targeted customers (Kumar *et al.*, 2010). Ascarza (2017) mentions that communication activities in general never just affect and influence the target audience. It also affects the non-targeted customer. Nguyen, Li and Chen (2012) differentiate between targeted and non-targeted customers. They say that both of these groups react, but they react differently to the same marketing tactics. Nguyen, Li and Chen (2012) found that targeted customers focus more on factors like service quality

and communication like advertising. On the contrary, non-targeted customers give more weight to factors like price and reputation.

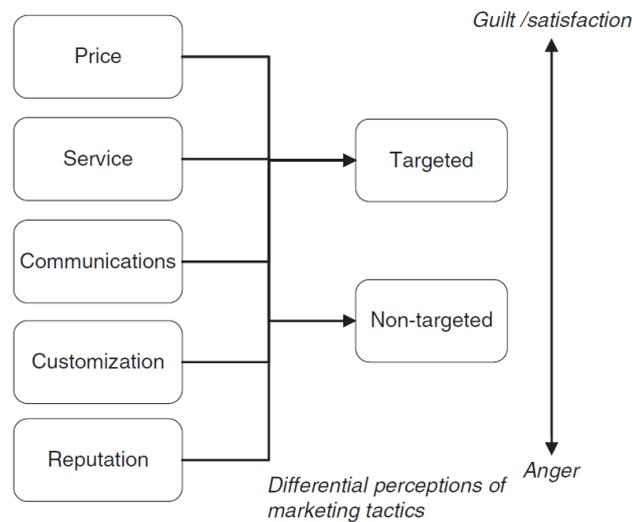


Figure 3 – The Targeted and Non-targeted Framework (Nguyen, Li and Chen, 2012)

However, it is important to pay attention to both groups, the targeted and non-targeted customers. Non-targeted can create their own perceptions which will spread either positively or negatively through word of mouth interactions. It is possible that the actual target group definition was fragmentary or the needs of the target group have changed. In this case the brand should always adjust their target group definition and for that the awareness and analysis of non-targeted customers is an important part. Paying attention to both customer groups can create specific competitive advantages.

b. Branding

In addition to the variable of customer groups, Burmann, Hegner and Riley (2009) identified another important variable: different points of view considering a brand. They named those perspectives the “outside-in perspective” and “inside-out perspective”. The “outside-in perspective” describes the point of view of the actual/ potential buyers. This perspective is forming the brand image. In case of targeted customers, the brand image is controllable. The researcher presumes that non-targeted customers developed their own brand image because of a lower involvement and less knowledge. This image might be more difficult to control. The “inside-out perspective” describes the point of view of the brand’s manager and is based on the brand identity.

The process from getting the inside-out perspective of the brand itself into the customers’ heads, outside-in perspective, is called branding process. During this branding process the

brand has to deliver its value proposition to the customers (Ghodeswar, 2008). Through the Corporate Identity (CI) the brand transfers its image visually, orally and verbally to the outside. This CI has to be attuned to the brand environment, which refers to a good understanding of their customer's beliefs and perceptions, competitors, business environment and own brand's characteristics like culture, skills and values (Ghodeswar, 2008). To differentiate the brand from the competition, the brand has to express a value proposition or unique selling proposition (USP). This USP includes functional benefits, emotional benefits and self-expressive benefits (Ghodeswar, 2008). In today's society functional attributes of a product are not sufficient anymore to build the competitive advantage (Ghodeswar, 2008; George and Anandkumar, 2018). Brands have to build up a strong USP to become successful. The function of a brand became more meaningful and nowadays brands symbolize values and represent identities. Consumers transfer these values to their self-concept and look for identities that they can identify with (Özsomer and Altaras, 2008). Moreover, the brand has to create an environment which suits the customers and lead them to engage with the brand in a positive way (Kumar *et al.*, 2010). Depending on the level of involvement and identification, these customers could influence the branding process and shape the brand's personality as well by spreading their own opinions, perceptions and experiences (Kumar *et al.*, 2010).

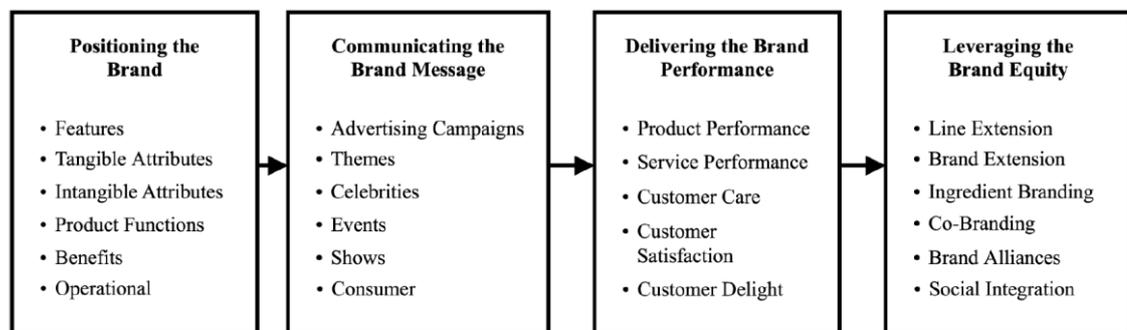


Figure 4 - PCDL Model (Ghodeswar, 2008)

Ghodeswar (2008) developed the Positioning-Communicating-Delivering-Leveraging (PCDL) model: a framework for creating the brand identity within a branding process. It is important that the brand identity expresses the competitive advantage of the brand (Ghodeswar, 2008). This model explains the process of implementing and communicating a strong brand identity to the outwards. It starts with positioning of the brand itself. The next step is the external communication by chosen marketing tactics. After gaining customers the brand has to deliver its performance and service to its customers and has to do after-sales communication. The last step is about strengthen the customer-brand relationship long term. This whole process shows, how a brand is planning and positioning

itself in the targeted customers' heads. For this research it is important to understand this process and keep this in mind for the primary data collection and analysis.

This branding process also implies emotional elements and the brand personality (Avis, Aitken and Ferguson, 2012) which are part of the positioning stage of Ghodeswar's PCDL model. George and Anandkumar (2018) state that the brand personality is the symbolic benefit of the brand and is key for a strong differentiation. Aaker (1997) compared the brand personality with human characteristics which customers associate with the brand. Brands are more than just a brand. They have a meaning/ a statement and their identities can be described via archetypes (Mark and Pearson, 2001), which makes a brand more human. Aaker (1997) also mentions that elements like brand name, symbol, advertising style and packaging create the brand personality.

c. Consumer Buying Motivations and Behaviour

The branding process aims at positioning the brand at the market by transferring a competitive advantage and building the desired brand's perception in its customer's heads. With specific and strategic marketing tactics, brands try to reach the customer's attention and to get into the customer's awareness set (Narayana and Markin, 1975). This awareness set includes all brands and products the customer has ever been aware of in regards to need satisfaction. The aim of every brand is to stand out of the whole pool of options in the customer's head. Therefore, brands are communicating their value propositions and USP. The awareness set lead to the second stage 'knowledge' and consists of two further sets: processed set and foggy set. If the customer does not have enough information about a product or brand than they reside in the foggy set. Options with enough information are filtered into the processed set. This stage is about 'weighting' and consists of the evoked set, the hold set and the rejected set (Narayana and Markin, 1975). Every brand wants to get into the evoked set, also named as consideration set, which includes all products or brands which suits the customer.

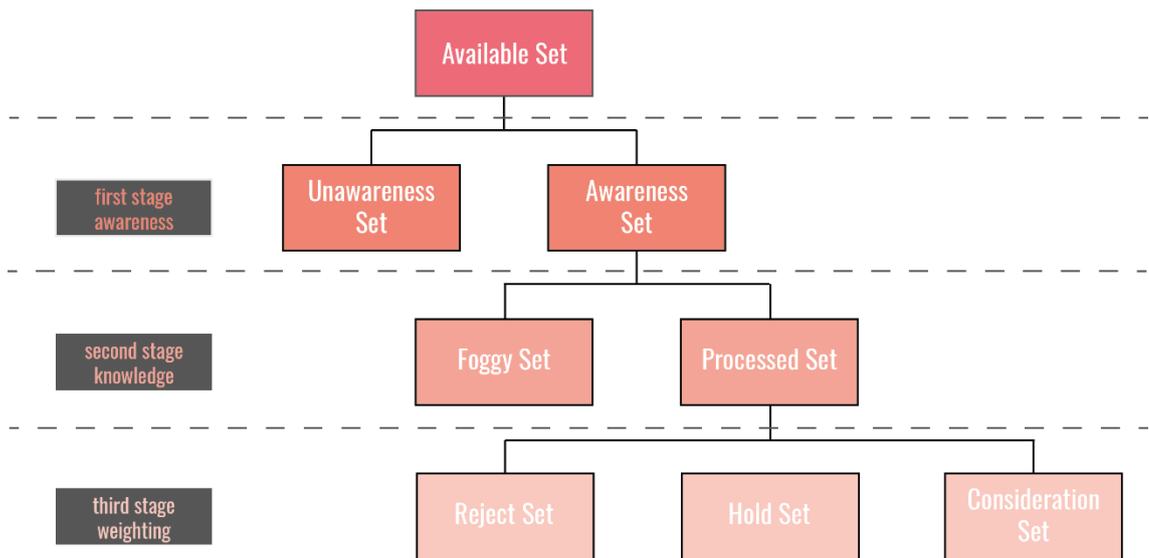


Figure 5 - Awareness Set Structure According to Narayana and Markin (1975)

Other factors are influencing the customer's buying behaviours and brand interactions as well. These factors are the level of involvement and the degree of differentiation (Misra and Agrawal, 2003). Brace, Edwards and Nancarrow (2002) believe the level of involvement depends on several factors: product category, brand, target group characteristics, and product involvement, medium or advertisings. However, Misra and Agrawel (2003) ascertained that the involvement depends on factors like amount of information, amount of involved money, the social importance of a product and the potential for providing significant benefits. But both researchers emphasize the connection between buying behaviour and the level of involvement.

The competitive advantage, level of differentiation (Misra and Agrawal, 2003) or the uniqueness (Kashi, 2013) are especially important in terms of buying behaviours of foreign brands. The degree of uniqueness and factors like quality and emotional values have a high impact on purchase decisions (Kashi, 2013). Misra and Argwala (2003) identified a significant influence of personal values on purchase decisions as well.

Popularity and the behaviour and consumption of other people is impacting purchasing decisions and personal preferences (Willcox, 2017). The feeling of belonging and solidarity connected with an individual and a brand, product or other person can be strongly influenceable. That's why some brands are using the county-of-origin effect (Purwar and Mathur, 2006). Arnould, Price and Zinkhan (2004) describe this factor as the affiliation motive. They developed four further different consumer motives with a cultural perspective. The second motive is the achievement motive. This motive aims at

performance and high quality. The third is the power motive which drives to control or influence other groups/ individuals. The fourth motive is the uniqueness or novelty motive and is about differentiating itself from others. The fifth and final motive is the self-esteem motive. This motive deals with the success and excuses of failure. It draws people in due to the elevation in society associated with the product. Özsomer and Altaras (2008) found that the self-esteem motive was one of the main motives of purchasing particular brands. Compared to most of the literature emotional and personal values or motives have a huge impact on buying behaviour. It does not matter if these factors are influenced by the brand's communication, behaviour of others or social importance.

If a brand desires to be successful at reaching the consumer, it must convey a deep understanding of the consumer's lifestyles, dreams and goals (Özsomer and Altaras, 2008). This refers to the type of behavioural segmentation and is important in terms of influencing consumer's buying behaviour. Consumers have different lifestyles and different lifestyles show different buying behaviours (Verma and Hanspal, 2000). Verma and Hanspal (2000) segmented the customers in seven different lifestyle groups by analysing specific factors. These lifestyle groups are the stay-at-home traditionalists, the progressive-providents, the social-climbers, the security seekers, the conservatives, the privileged and the independents. The research studied these different lifestyles in terms of interest in shopping, interest in trying new brands, seeking friend's advice, preference for stores and store loyalty. Verma and Hanspal (Verma and Hanspal, 2000) looked specifically at the non-targeted customer's brand perception and purchase decisions and found that conservatives and privileged lifestyles were very open to new brands. Oftentimes, customers with a privileged lifestyle are not interested in friends' advice concerning brands. Conservatives and social climbers are more interested in getting recommendation from friends than any other lifestyle groups. Krishnan and Murugan developed three lifestyle segments referring to influencing buying behaviour. The purchased-interested lifestyle is comparable to the stay-at-home traditionalist. Those people only buy brands they can count on and they are sure of. The second lifestyle segment is the innovative lifestyle segment. This segment includes characters with high-involvement in trying new goods, trendsetter and people with no specific preferred brands much like Verma and Hanspal's conservatives and privileged lifestyles. The last segment is the family-oriented lifestyle and is similar to the progressive-providents. People within this segment have a strong connection to their family and are interested in friends' advices. This approach of segmenting customers and analysing their lifestyles referring to their buying behaviour is very modern and efficient in long-term

(Maričić and Đorđević, 2015). It helps to rethink the customer segmentation with current customer groups and to adjust the definition.

Özsomer and Altaras (2008) developed a framework which connects the branding process, the 'globalness' and the purchase likelihood. The framework describes factors which can lead to a global brand purchase likelihood. Brand authenticity, credibility and the perceived 'globalness' are building the foundation for increasing purchase likelihood. Global brand credibility affects developments like prestige status. In combination with global brand quality, responsibility and relative price these factors can strengthen the brand's global attitude (Özsomer and Altaras, 2008). The framework visualises that a strong, unique attitude increases the purchase likelihood. In summary, this framework shows that factors like quality, responsibility, prestige and price in combination with authenticity, credibility can increase and influence the customers buying behaviour as well. Especially components like authenticity, credibility or prestige can have an impact on non-targeted customer's purchase decisions.

On top of motives, factors and lifestyles a talented group of people found another connection to the success of selling a product. Baker, Donthu and Kumar (2016) identified a connection between Word-of-Mouth and buying behaviour. This type of WOM is stimulating the consumer purchase and motivating the retransmission of WOM. They ascertained that offline WOM has a higher impact on purchase intentions than online. The offline communications have this greater impact because of a higher accuracy of information transmission. Especially positive WOM is influencing purchase decisions and WOM retransmission. The researcher wants to find out if positive WOM played a big role for the Kånken's success.

d. Consumer Trends and Interactions

All Customers (targeted and non-targeted) can have a high impact on the branding process and are able to shape the brand's personality by spreading consumer WOM (Kumar *et al.*, 2010). Ascarza (2017) describes WOM as the main driver in terms of the non-targeted customer communication. In frequent years, WOM has become more intense and frequent due to the use of technology such as mobile devices and social media (Libai *et al.*, 2010; Lovett, Peres and Shachar, 2013; Srivastava and Sharma, 2017). The global connection among customers (Ascarza *et al.*, 2017) makes controlling customer to customer interactions like WOM far more difficult than it ever has been. Lovett, Peres and Shachar (2013) analysed different drivers which occur in online or offline WOM. These are social

and functional drivers for online and emotional drivers for offline WOM. It may be possible that the trend scenario of the Kånken backpack involves a functional and emotional component (Lovett, Peres and Shachar, 2013). However, the importance of C2C interactions increased because of the number of online channels (Libai *et al.*, 2010). But offline channels are still more effective and increasing the likelihood of sharing conversations afterwards (Baker, Donthu and Kumar, 2016).

The core driver of C2C interactions is WOM which will be shaped by the people spreading it and the channels in which they use to do so (Baker, Donthu and Kumar, 2016). This implicates that it is more important than before to identify those customers who have a high impact on others and who are spreading their own perceptions or experiences, e.g. influencer. Brands can work together with influencers or customers to regain control. Aral and Walker (2010) say that personalized and active consumer WOM is more effective. Additionally, it changes the focus if a person shares information with one other person or a group (Barasch and Berger, 2014). Furthermore, the social relationship between those people is playing a big role as well. Dubios, Bonezzi and De Angelis (2016) called this relationship interpersonal closeness (IC) and analysed the connection between IC and positive and negative WOM. They ascertained that a high level of IC increases the negative WOM and a low level of IC increases the positive WOM. The reasons for this phenomenon are psychological motives. When the customer is among their friends their desire has been noted to be as honest as possible while sharing as many details as possible so that they can protect others from poor purchases. On the other side, customers talking to distant people want to increase their self-enhance and are more likely to spread positive information. Baker, Donthu and Kumar (2016) analysed the same relationship and state that strong social ties, high IC, increase the likelihood of relevant, personalized WOM communications.

Lovett, Peres and Shachar (2013) state that the degree of differentiation of advertising compared to the competition can influence the intensity of WOM. A higher degree of differentiation can lead to greater WOM. Word-of-mouth can strengthen the brand's personality or the customers can create a value for the company by spreading positive WOM (Lovett, Peres and Shachar, 2013). Intentional creation of viral features like design or wording influence the strength of WOM a lot (Aral and Walker, 2010).

e. Identified Gap Within the Literature

The main point of this research are non-targeted customers and their purchase motivations in terms of the Kånken backpack. Nguyen et al. (2012) already differentiated between targeted and non-target customers and their individual purchasing factors. But in this case of Fjällräven the Kånken backpack became a worldwide trend product and there is limited research about non-targeted customers and purchase motivations of trend products. In situations where there is a trend product C2C interactions and WOM communications are more frequent than usual. The degree of differentiation can have a big impact on the intensity of WOM (Lovett, Peres and Shachar, 2013). Geroge and Anandkumar (2018) say, the brand personality is key for a successful differentiation. Differentiation is important for Fjällräven because it means that their brand is unique, and emphasizes that theirs is the one people should choose. If brands were undifferentiated from others, the occurrence of purchases among non-targeted customers would be less likely. The author wants to identify the non-targeted customers' decision factors and motives as this will add to literature about unexpected success of a trend product through non-targeted customers. It is proposed that the lifestyle (Verma and Hanspal, 2000; Krishnan and Murugan, 2006) and behavioural customer segmentation (Maričić and Đorđević, 2015) could play a big role in terms of a successful target group definition, too.

f. Conceptual Framework

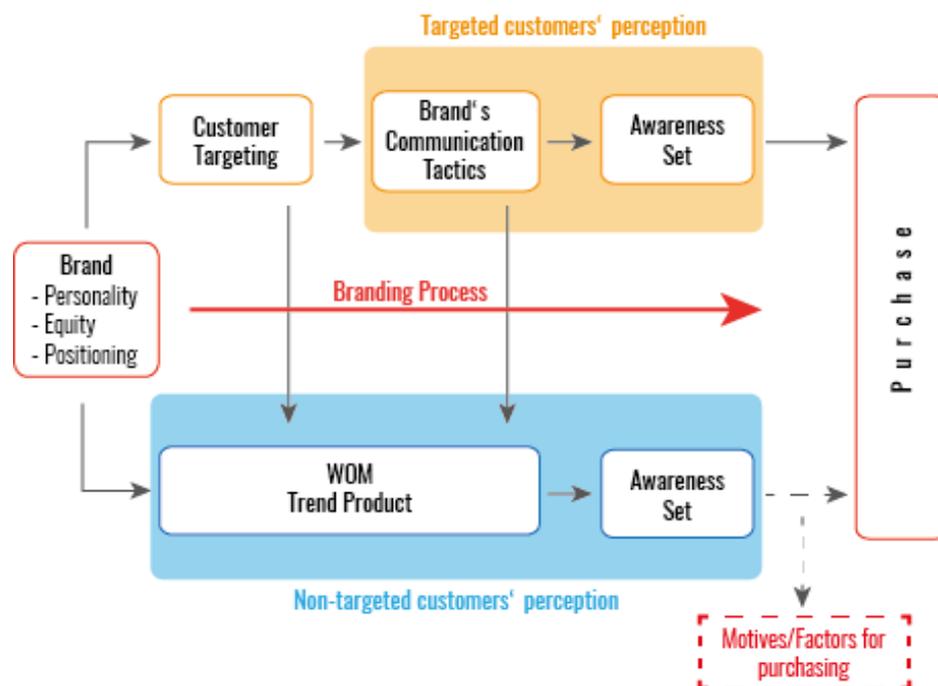


Figure 6 - The Author's Conceptual Framework

This conceptual framework illustrates the purchase decision process of a targeted customer in comparison by a non-targeted customer. A targeted customer belongs to the identified target market of the brand via segmentation. Through advertisements and other communication tactics the brand gets into the awareness set of the targeted customer. By providing more information constantly the brand and its product(s) will be filtered into the consideration set and in some instances the customer's level of involvement increases. In the end the targeted customer buys the product. This is the process that brands aim for and how they planned it, an expected success.

The process of non-targeted customers illustrates different steps. Those people are not targeted by the company directly, nor do they fit into the overall target group definition. They become aware of the brand through C2C interactions like WOM which can be delivered by targeted customers or advertising tactics itself and via online or offline channels. The larger the group of people that take part in WOM discussion of brands, the greater the chance of a trend scenario. Many people begin to talk about a product or a brand and start buying it. Because of these proceedings the brand gets into the awareness set of the non-targeted customers. They buy it and the company recognizes this unexpected success.

This research wants to fill the identified gap in the literature by exploring non-targeted customers' motives and purchasing factors. Besides that it will be interesting to see similarities or differences of the brand perception between targeted and non-targeted customers.

IV. RESEARCH PARADIGM AND OVERALL APPROACH

This research ascertained qualitative deep insights of the defined non-targeted Kånken customers. The data was analysed and collected through an exploratory, inductive approach by using face-to-face interviews. The interviewees, non-targeted and targeted customers, were asked about i.e. their motives for the Kånken purchase and Fjällräven’s brand perception. General questions about their buying behaviour or lifestyle were asked as well. To get subjective and qualitative insights the author was referring to the interpretivism paradigm (Collis and Hussey, 2013). Besides gathering new deep insights and information about the customers, the author’s aim of these were to proof some assertions of the literature. This question “What are the brand perceptions and purchase motivations of non-targeted Kånken customers?” is the focus of this research. The five research objectives listed below guide this study:

1. Are non-targeted customers aware of the brand Fjällräven?
2. What do non-targeted customer groups know about the brand?
3. How did non-targeted customers hear about the Kånken backpack?
4. What was the main motivation for non-targeted customers to purchase the Kånken backpack?
5. What general factors are important for this customer group of non-targeted customers to purchase a product?

Qualitative	
Paradigm	Interpretivism
Data collection	Face-to-face interview
Process	Deductive & Inductive
Method	Exploratory
Participants	Targeted & non-targeted customer
Findings	Get deep insights: motives of purchase, factors, perceptions...

Table 1 - Overview Primary Data Collection

a. Research Approach

The interpretivist philosophy is dealing with subjective and qualitative data. This research is focussing on emotions, feelings and personal opinions. Looking at Collis and Hussey’s five assumptions (2013) clarifies the purpose of the interpretivism approach. The nature of this research (ontological) was very subjective and participants had many different opinions

and perceptions no matter to which group they belonged. The qualitative study was focussing on both Kånken customer groups, to get deep insights and a better understanding of their motives. The author interacted with the interviewees by open asking questions about personal perceptions and steering the interview in the right direction. Additionally, only 20 participants were involved. The role of values (axiological) was important for this research, because of dealing with individual perceptions and experiences about the brand. A big part of this analysis was based on the C2C interactions and WOM. The language of the research (rhetorical) was more informal and dealt with deep insights, values and motives of individuals. The process (methodological) was deductive and inductive and focused on analysing the product scenario of the Fjällräven Kånken backpack on the German market and its customers.

b. Research Strategy

The research strategy was a mono-method in form of a qualitative study (Saunders, Lewis and Thornhill, 2015). A qualitative research enables the researcher to gain deep insights and information about feelings and emotions. This research is about subjective data which can differ from interviewee to interviewee. The author used face-to-face-interviews to identify deep insights, motives and perceptions. The advantage of interviews is that the researcher can identify new points of view which weren't thought of before. The interviewee and the interviewer can clarify their questions or answers and the gained data will be more comprehensive. The analysed data was mainly primary data, wherefore the author worked with participants who were referring to the defined targeted or non-targeted customer group of the Fjällräven Kånken backpack. The reason for analysing both customer groups was that the researcher had the option to compare both customer groups and to proof differences and similarities between them. The author used for the identification and definition of the customer groups secondary data about the brand Fjällräven and its target groups on the assumption that the target group definitions are equal worldwide. The researcher focussed on the German market by interviewing solely German Kånken customers.

i. Definition Non-targeted Kånken Customers

The basis for this research was the identification of non-targeted customers, in the first place. In chapter 4.d the author defined the overall target group of Fjällräven and excluded the 'lifestylers'. The target group 'lifestylers' is a quite new definition of a modern group of customers. Its definition differs from all other target groups and falls out of Fjällräven's

overall target group. This non-targeted customer definition does not mean every targeted customer had to fulfil every single characteristic or point of the mentioned description. The main point for belonging to the target group was to confirm the core characteristics and factors. First of all, Fjällräven is a brand which is long-term focussed and is aiming long-term relationships with their customers. Therefore, the targeted customers had to identify themselves with the brand's philosophy. This included the outdoor and adventurous lifestyle. Core characteristics are a sustainable and active lifestyle, the willingness of exploring new places and crossing borders. Referring to Fjällräven's portfolio and values, the targeted customers needed a preference for high-qualitative and durable products.

For the brand Fjällräven the behavioural segmentation aspects are the most important and characterized factors for defining their target group. According to this, the researcher defined the passion to be in the outdoors and the identification with the brand philosophy as required characteristics of belonging to the target group. If the Kånken customers did not produce this outdoor-passion or the identification with the brand's philosophy was missing, they will be identified as non-targeted customers.

c. Primary Data Collection

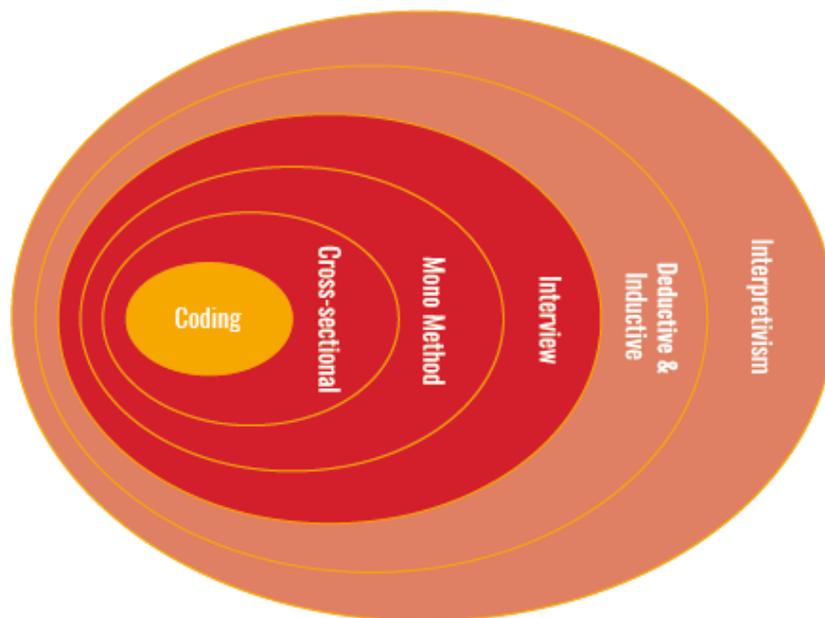


Figure 7 - Research Onion According to Collis and Hussey (2013)

By using the interpretivism methodology the author collected participant's deep insights for answering the research question and filling the gap of the framework. The interviews took place via video chats, like Skype. The face-to-face-interviews were divided into two parts. The first part of the interview was a short passage of closed questions. The researcher

was collecting those data via the online survey software 'surveymonkey'. This structured part of the interview was helpful to gather basic information and made it easier to compare those among all interviewees. The second part was unstructured with open questions. Interviewees are not biased and are unfettered in their answers. This enables a broader point of view and avoids mistakes by being too inflexible while analysing. The author was leading the interviews in right directions if interviewees were responding with unnecessary information.

Who	Identified targeted and non-targeted customers; German market
Where	Via video chat
What	Face-to-face-interview
How	Asking questions about opinion, experiences and perceptions
How much	20 interviewees
Why	Gain primary data for answering the research question in combination with secondary data

Table 2 - Details About Data Collection Process

The interviews provided answers concerning the communication and information channels. The author assumed the offline channels as the strongest. It would be very interesting how did the first touch with the product or brand looked like. The author especially wanted to identify if WOM was the main driver for the delivery of information to the non-targeted customers. The information could have been recommendations, experiences or just hearsay. Referring the literature, the WOM and its effect depends on the relationship between the persons. The interviews should clarify the individual relationships between non-targeted customers and their information channels.

The second main issue, besides the communication channels, were the purchase factors and motives of the customers referring the Kånken purchase and in general. According to this the author wanted to identify the customer's brand perception, like values, philosophy and recognized benefits. To get an understanding of the customers as a whole, the author was exploring their individual lifestyle (Özsomer and Altaras, 2008).

i. Source of Data

For this research secondary and primary data like the brand's website, shop, brand book and interviews were used. The secondary data was necessary for an analytical analysis. The author used secondary data to prepare Fjällräven's target group definition and the company's corporate identity.

The primary data were gathered by interviews with targeted and non-targeted customers. The author had to understand the motives of the both customer groups and to gain further insights of them, wherefore a qualitative data collection was the best method to gain the expected primary data.

ii. Access and Research Ethics Issues

To gain access to the needed contacts for collection the primary data one helpful strategy which Saunder (2015) identified was recruiting existing contacts and developing new ones. The researcher made use of this strategy in terms of getting the right participants for the interview and combined it with the snowball-sampling-method. The use of suitable language and providing a clear understanding of the research purpose made it easier to get into the interview (Saunders, Lewis and Thornhill, 2015). To achieve qualitative responses, it was necessary that the author provides itself sufficient time, wherefore the interviews took approximately 15 min, depending on the interviewees' answers. The interviews' audio was recorded and transcribed afterwards for the analysis and for an evidence-based research.

For the interview and its data collection, the author had to draft a consent letter in advance asking for the interviewee's permission and signature. This sheet explained, how the data will be stored and that it does not get published. The interviewees will be informed about the anonymity and confidentiality of this research as well.

This research could be interesting and helpful for internal managers or executives of Fjällräven or competitor's brand managers to understand targeted and non-targeted purchase decisions in terms of trend products. Moreover, it could be interesting to know if it would be worth it to retain non-targeted customers. Because of the generalization of the research results all other companies with the same phenomenon of unexpected success through non-targeted customers can be interested in this research.

d. Approach Data Analysis

The interviews were analysed by coding the data deductive and inductive (Collis and Hussey, 2013). Deductive codes were defined before and inductive codes were defined during the coding process. Because of collecting qualitative data, it was reasonable to use the strategy of categorisation. Through identifying specific patterns, relationships and data-driven codes it was easier to analyse all the collected data and to transfer those into certain findings.

The researcher analysed the interviews' content by using Mayring's (Mayring, 2000) core strategy in combination with Kuckartz's (Kuckartz, 2016) method of content analysis. This qualitative content analysis helped to structure and categorize content of interviews. Before starting the analysis of the collected data the definition of the research question (Mayring, 2000) and objectives had to be clear. The first step of analysis was the determination of specific main categories. Those main codes were defined by using the deductive method and were independent of the interviews' results. Second step involved the creation of inductive sub codes while analysing the first transcripts (Mayring, 2000; Kuckartz, 2016). The following third step after analysing 25% of the material was the revision of the sub codes (Mayring, 2000). The researcher controlled the sub-code structure and adjusted some by merging or separating them. The fourth step was the final identification and allocation of the interviewees to the two customer groups. During the fifth step the researcher started the interpretation and analysis of all codes. First only within the main customer groups and main codes. In the sixth step the sub codes were analysed among both customer groups. The researcher quantified some sub codes or summarised qualitative sub codes in the seventh step. Some of the quantified sub codes were visualized by diagrams.

e. Conclusion

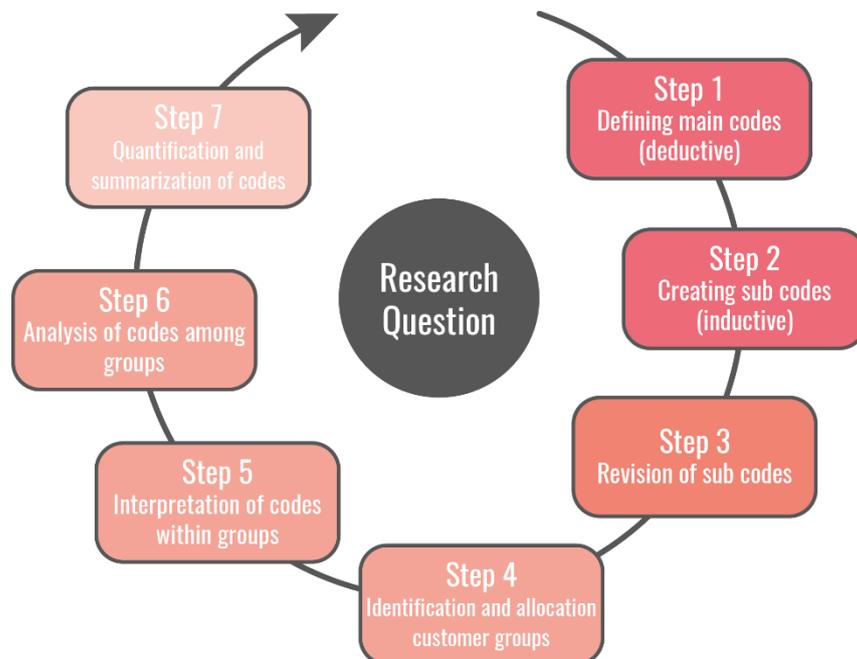


Figure 8 - Overview of Analysis Process

The research's aim was to ascertain deep insights of non-targeted Kånken customers and to compare them to the targeted customers. The researcher wanted to find out why they

purchased and what their brand perception is. Moreover, it was interesting if there are similarities between those customers groups. The mainly inductive coding enabled the analysis of unexpected and disregarded findings.

V. CASE STUDY

a. The Brand Fjällräven

Fjällräven's core business is the outdoor and hiking gear industry (Beeger, 2016). The Swedish brand was established in 1960 by founder Ake Nordin and is now part of the Fenix Outdoor Group (Fenix Outdoor International AG, 2017). The brand is available in over 40 countries worldwide, and Germany has been the largest market for 40 years (Henkel, 2019). Approximately 50% of the company's employees are working in Germany. Thomas Gröger, member of the executive board and Country Manager for Germany, assumed the reason for the success in Germany might be the preference of Scandinavian brands in general (Henkel, 2017). Countries other than Germany that often utilize this brand are the United States, Sweden, Scandinavia and China.

b. Strategy and Brand Personality

The 59 years old brand Fjällräven expresses a Swedish and Scandinavian lifestyle. The word "Fjällräven" is Swedish and means Arctic Fox. The founder's intention was to honour the small and highly adaptable foxes that live in the Swedish mountains under the harshest conditions (Fenix Outdoor International AG, 2017). Since 2019 the brand is cooperating with the Arctic Fox Initiative. They donate a percentage of the Kånken's sales to this Initiative (Fjällräven AB, 2019a).

The brand stands for history, origin, quality and integrity (Hannemann, 2016). They are using the County-of-Origin effect by communicating this strong relationship to Sweden and its nature. For example, they are using local Swedish wool and down for their products (Henkel, 2017). The brand's reason for existence is loving nature and desiring to be close to it (Fjällräven AB, 2019b). Its products will make people feel at home in nature and the brand's promise is to create equipment and memories that last for generations. Fjällräven is transferring the feeling and experiences of enjoying and being in touch with nature and the outdoors (Henkel, 2017). By looking at Fjällräven and its symbolic benefit it appears that they communicate adventurous experiences in nature via strong visualisations. Fjällräven's brand character could be described like timeless, sustainable and inclusive (Fjällräven AB, 2019b). Fjällräven acts like an explorer archetype (Mark and Pearson, 2001) and communicates this explorer image via many visuals and wordings.



Figure 9 - Fjällräven's Visualisation and Imagery

Fjällräven always represents values like sustainability and closeness to nature (Hannemann, 2016; Henkel, 2017). Sustainability is not just a trend. It is something this brand feels strongly about and is therefore a part of the brand's identity. The brand's products are made of organic cotton, recycled polyester and are completely PFC-free for years (Henkel, 2017). Due to this immense focus on sustainability, Fjällräven will not cooperate with discounters. Trust plays an important role for Fjällräven and this is one reason for their clear distribution strategy: no intensive distribution! Fjällräven is focussing on chosen outdoor and sports retailer and has over 80 shop-in-shops in Germany (Henkel, 2017). They are not in partnership with the big online retailer Amazon. Many other retailers do, though, which poses a problem for Fjällräven. Furthermore, the brand is using multibrand stores, like Globetrotter which belongs to the Fenix Outdoor Group as well. Martin Nordin, son of Fjällräven founder Ake Nordin and CEO of Fenix Outdoor International AG for many years, said that it is of advantage putting own brands in competition (Henkel, 2019). People are no longer interested in monobrand stores, they want options.

Thomas Gröger stated that Fjällräven is never adapting the pace of the fashion market (Henkel, 2017). The brand is not following or part of fast-moving-trends (Fjällräven AB, 2019b). It is focussing on timeless, sustainable and long-standing products. Nevertheless, Fjällräven is still launching new innovative products and equipment systems (Fenix Outdoor International AG, 2017). The success and differentiation factors of Fjällräven is the strategy of not constantly changing styles during a year. Timeless innovations and the

ability to continually develop new or especially improving existing products makes the brand successful (Fenix Outdoor International AG, 2017; Henkel, 2019). Products like Greenland collection or the Kånken backpack are over 40 years old and are still successful (Henkel, 2017). Thomas Gregor claims Fjällräven keeps developing and adding features like sizes, colours or other styles during the years. Germans really like the brand's pants. The pants are available in 150 different styles and various lengths or sizes (Henkel, 2017).



Figure 10 - Fjällräven's Greenland Jackets and Kånken's Diversity

Fjällräven's mission (Fjällräven AB, 2019b) is to "Inspire the world to walk with nature". Their mindset is that people who are feeling at home in nature will take greater care of it. The brand's vision is being the most premium, sustainable global outdoor brand (Fjällräven AB, 2019b). It is a long-term oriented brand which wants to be the outdoor brand of choice and focus' on innovative and sustainable solutions. The core values of Fjällräven are: develop, act and inspire.

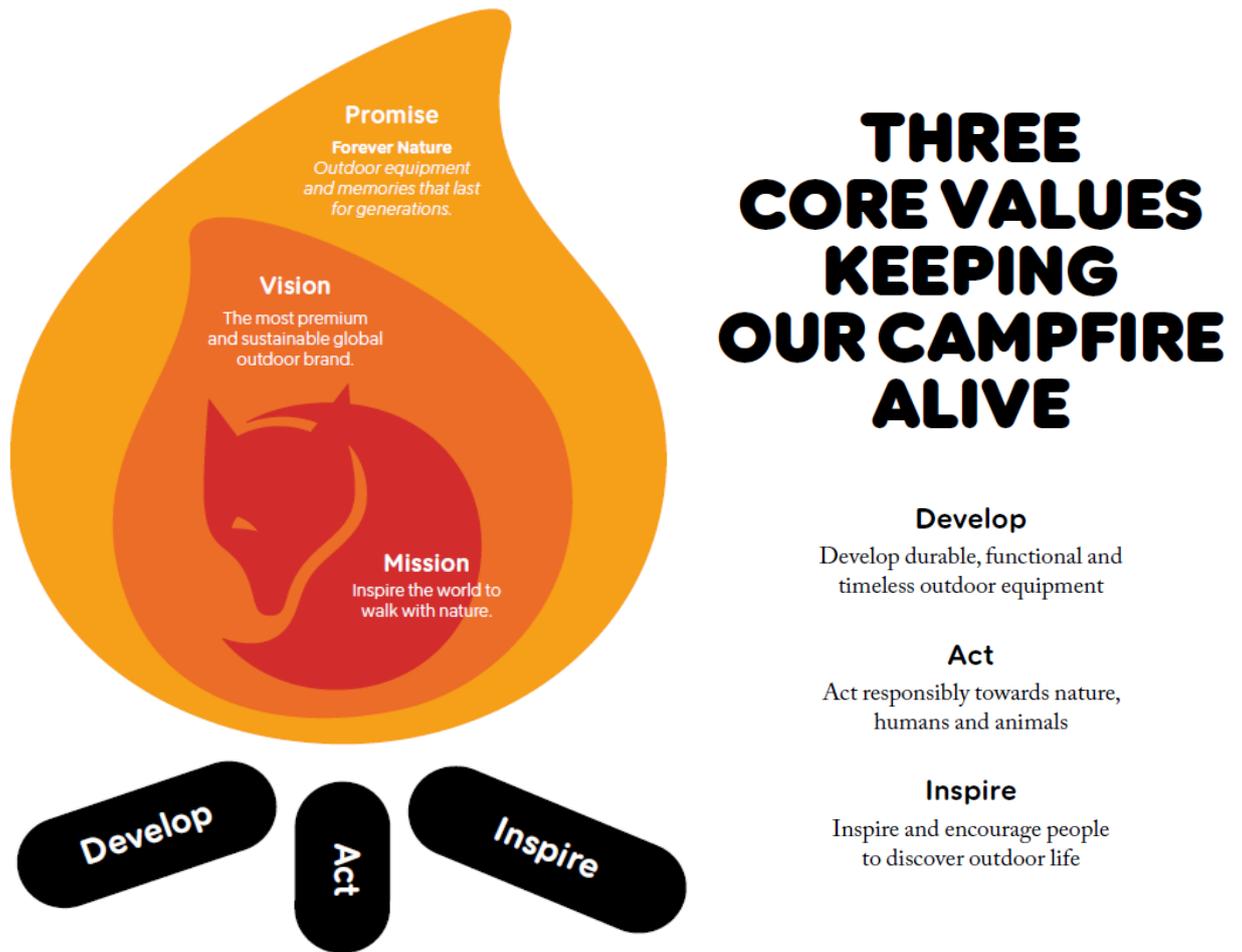


Figure 11 - Fjällräven's Core Values Based on its Brand book

Fjällräven's Corporate Identity "outside-in perspective"	
Design	Culture
<ul style="list-style-type: none"> - Timeless - Functional - Simplicity - Durable 	<ul style="list-style-type: none"> - Swedish Origin - Being close to the nature - Sustainability - Utmost respect for the environment - Mission: Inspire the world to walk with nature - Values: develop, acting responsible, inspire

Behaviour	Communication
<ul style="list-style-type: none"> - Cooperation with Swedish brands, companies or organisations - Supporting environment friendly organisations, initiatives - Making people feel at home in nature, being inclusive - Arise awareness of nature's importance - Being at forefront of sustainability - Long-term oriented - Innovative and sustainable solutions - Acting responsible towards nature, animals and people 	<ul style="list-style-type: none"> - Promise: creating equipment and memories that last for generations - Consumer Events - Companions customers for long time, being part of their adventure - Transferring the emotions of adventure and outdoors - Focus on product's functionality in combination with sustainability - Storytelling

Table 3 - Summarized Corporate Identity Based on Secondary Data

c. The Kånken Backpack

The Kånken backpack was developed together with the Swedish Scout Association and launched in 1978 (Hannemann, 2016). Originally it was made for school children to protect their backs (Fenix Outdoor International AG, 2017). The backpack has a rectangular form, focused highly on being function (Hannemann, 2016) and was designed to carry a folder, a seat pad, and a bottle. The logo was a reflector. The backpack had its first success in the second year after the launch and sold approx. 30,000 backpacks, but just in the northern countries (Hannemann, 2016). Fjällräven kept this backpack in their assortment as a basic product. The backpack's personality changed over the years, but the look remained the same. Every Kånken backpack should be individual and fit for every person with character (Fjällräven AB, 2018). Fredrik Hyltén-Cavallius, Fjällräven's Senior Hardware Designer, explained the Kånken's individuality and lifestyle like this: "Kånken is so much more than a backpack. It's your first day at school, your weekend getaway, a picnic with your friends, your festival companion. [...] We freed Kånken from only being a backpack and let it change shape to meet the different needs we see around the world" (Fjällräven AB, 2018). In the last few years, the backpack has become globally successful and popular. The brand has kept silent and is not publishing any sales numbers for the Kånken backpack at this time (Henkel, 2017). Fjällräven's General Manager Martin Axelhed stated that it was not the aim of the brand to be fashionable and trendy (Beeger, 2016). The brand does not want to be part of a short-living trend (Henkel, 2017). That is why they decided not to sell the Kånken backpack

everywhere and to keep their selective distribution strategy (Hannemann, 2016). The backpack is now available in 54 colours, 6 sizes and three material versions (Fjällräven AB, 2018) to reach a bigger group of customers (Hannemann, 2016). 2008 the Kånken backpack became the world's first climate compensated backpack (Fenix Outdoor International AG, 2017). Astonishingly, Fjällräven did no remarkable specific marketing tactics and communications to push the Kånken's sale. According to Axelhed, Fjällräven wants to keep focusing on their core business of outdoor and hiking gear like clothes, backpacks and tents (Beeger, 2016). In general, Fjällräven is not using any classic advertisements for the Kånken at all (Hannemann, 2016).

One reaction of the Kånken's success was the launch of the Kånken Essentials in celebration of the 40th anniversary (Fjällräven AB, 2018). The Kånken Essentials includes further little cases and products in Kånken style which are supposed to fit perfectly into the Kånken backpack.



Figure 12 - The Kånken Essentials

This Kånken extension is made for Kånken lovers and shall express the individuality and creativity of the Kånken backpack compared with providing the feeling of belonging and being part of the whole (Fjällräven AB, 2018). Fjällräven (Fenix Outdoor International AG, 2017) itself says: "We're also introducing a range of essentials for our globally-renowned Kånken backpack that will allow everyone to organise their daily endeavours in a more personalized way." Especially in case of the Kånken backpack, Fjällräven is using their own fans and customers as multipliers and representors (Hannemann, 2016). They started

focussing more on online channels and interactions with their customers and their online followers increased remarkably (Fenix Outdoor International AG, 2017). They call on their fans to share their stories with the brand. At their website they write: “And remember to share your Kånken story with us. #myKånken”(Fjällräven AB, 2019c). This strategy of storytelling is very successful and Fredrik Hyltén-Cavallius argues that the aim of this launch of the Kånken Essentials is to enrich those stories (Henkel, 2017). The Kånken backpack has a timeless design and the essentials shall provide endless possibilities.

d. Customer Profile/ Target Audience

The target group of Fjällräven in general includes men and women. The current customer group consists of 65% men and 35% women, whereby the women market is still growing (Henkel, 2017). The targeted customers are between 18-55 years old and consequentially part of the generations X, Millennials and Z. The target group is still fit and able to go out on their own. They are in different stages of life and can have their own little family, in a relationship or single. Fjällräven became a global brand during the last years and that’s why their target group expanded from Europe-wide to worldwide (Fenix Outdoor International AG, 2017). It does not matter if they live in the city or if they live on the countryside. Fjällräven’s target group has a middle-high income. They must be able to afford the expensive products of Fjällräven or be willing to save their money for it. That is why the target group is employed, well-educated and possess graduation.

Demographic	Geographic	Economic sociological
<ul style="list-style-type: none"> - Women and men - 18-55 years: Generation X, Millennials, Generation Z - Families, couples or singles 	<ul style="list-style-type: none"> - Worldwide - Countryside and city 	<ul style="list-style-type: none"> - Middle – high income - Employed - Educated with graduation

Table 4 - Classic Target Group Definition Based on Fjällräven’s Website, Brand Book and Brand Communication

Fjällräven stated not to have one specific target group because of its huge product portfolio (Kloeters, 2019). They separated them into five sub target groups: the native, the enthusiast, the recreational, the outdoorsy and the ‘lifestylers’. They ranked them after their interest and passion referring outdoors and activities. For the natives it is one core passion being in the nature, the ‘lifestylers’ have other things to focus on. But looking at all defined target groups it is possible to find similarities and to define an overall target group for Fjällräven. Only the ‘lifestylers’ fall out of this scheme. They are not really defined and this short graphic does not clarify this target group and its behaviour or interests. Every other mentioned

target group has a connection to the outdoors. They all enjoy being close to the nature and being active. The description of the lifestylers (Fjällräven AB, 2019d) “Wants the latest, coolest and best available for need” makes it look like Fjällräven just added this target group because of the Kånken’s success. Because those actual non-targeted customers are not fitting to any other target group. For this research the author equates the “lifestyler” with the non-targeted customers. All other customers who fit to one of the other four target groups belong to the targeted customer group in this research.



Figure 13 - Fjällräven's Official Target Groups (Kloeters, 2019)

For finding an overall definition and summary of all targeted customers, the author focused on those four target groups. In general, the target group is characterized by having many similarities with the brand’s identity. All of them are aware of topics like sustainability and climate change and feel responsible for the nature and its retention. Making the world a better place and integrate this sustainable lifestyle in their everyday life is one of their personal challenges and goals. The target group has a passion for outdoors, nature and adventures which is differently pronounced. Exploring and wandering is their driver. People of the target group prefer adventure and the outdoors instead holidays at the beach or city tours. They are interested in travelling, different cultures and crossing borders. Meeting people, exchanging their experiences and being part of a community fulfils their life. For their hobbies and interests they need high-quality, trustworthy and durable products. Therefore, they need products and brands they can trust in terms of sustainability and quality. Because of that they focus on sustainable products and brands during their purchase process. People of the overall target group are price-conscious, searching for a

certain quality standard and prefer to know the brand and its philosophy begin it. Fjällräven's target group is very individual and independent, they are not following short-term trends. They aim for a long usage of products and a good cost-benefit ratio. For informing themselves they use online platforms like social media, websites, forums or reviews or offline channels like stores or friend's experiences. They like reading topic related magazines and subscribed newsletter. Their characteristics can be described as open-minded, motivated and adventurous. Their active and buoyant lifestyle is typical and they learned to enjoy the little things and moments in their life. On the one side they are really down-to-earth but they are dreamers and visionaries as well.

Psychographic	Behavioural
<p>Interests:</p> <ul style="list-style-type: none"> - Passion for outdoors, nature and adventure - Exploring and wandering the nature - Active and green lifestyle - Prefer adventure and nature instead of beach and city tours - Different cultures worldwide - Travelling - Meeting people, being part of a community <p>Attitudes:</p> <ul style="list-style-type: none"> - Eco-friendly - Make the world a better place - Feel responsible for nature <p>Challenges:</p> <ul style="list-style-type: none"> - Integrate the whole sustainable lifestyle in their everyday life <p>Needs:</p> <ul style="list-style-type: none"> - high quality and durable products - equipment for outdoor-trips - money and time for realizing outdoor-trips - products/ brands they can trust (quality and sustainability) 	<p>Buying Behaviour:</p> <ul style="list-style-type: none"> - Focus on sustainable products - Certain quality standard - Prefer to know the brand and its philosophy - Inform themselves before purchase - Price-conscious - Brand loyal but open for new ones as well <p>Consume Behaviour:</p> <ul style="list-style-type: none"> - No trend-follower - Individual, independent persons - Long usage of products - Conscious consume <p>Characteristics:</p> <ul style="list-style-type: none"> - Open minded, motivated - Adventurous, sporty/ active - Buoyant, enjoying the little things - down-to-earth and dreamer <p>Information-Channels:</p> <ul style="list-style-type: none"> - social media, online forums - friends - newsletter of favourite brands or organisations - outdoor/ nature magazines

Table 5 - Behavioural and Psychographic Aspects Based on Fjällräven's Website, Brand Book and Brand Communication

The customer group might be different in terms of the Kånken backpack, especially in psychographic and behavioural aspects. The brand seems aware of those customers and

tried to integrate them into their target group scheme as the 'lifestylers'. But the gap and difference between the other target groups is obvious. The 'lifestylers' description is not deep enough and differentiates too much compared to the other four target groups. More women than men are buying the Kånken product (Hannemann, 2016). This "new" identified target group is one evidence for the existing trend scenario. This research will find out the brand perception and purchase motives of this non-targeted, 'lifestyler', customer group. It will be interesting to see if there are any similarities and differences between them and the targeted customers.

VI. PRESENTATION AND DISCUSSION OF FINDINGS

a. Overview

After collecting enough contacts and interviewees the author spread the consent letter via email in advance. The data of 20 interviewees, 10 of each customer group, were collected within 3 weeks. The interviewees just knew necessary information about this research to prevent any biased answers. The data were collected via recorded video-chats which were transcribed afterwards. The first part involved closed questions and the second main part only open questions. The researcher prepared for the main part open questions with sub-questions as a guideline for the interview.

b. Identification and Allocation to Customer Group

Like chapter 4.d is describing, the official target group of Fjällräven can be identified based on core characteristic. This research and its data collection focus on these criteria for identifying the target group:

- Identification with the brand's philosophy of Fjällräven (being in touch with the nature and experience memorable journeys and adventures in the great outdoors)
- Passion for the outdoors, nature, interests in camping and hiking
- The general awareness of the brand Fjällräven

The author identified the targeted or non-targeted interviewees by matching the criteria with the interviewee's answers. Those Questions clarified the customer group belonging:

Questionnaire:

- Is this Kånken backpack your first product of the brand Fjällräven?
- How interested is hiking and camping for you?

Interview questions/ topics:

- Existing brand awareness and knowledge
- Brand identification

Other findings and answers helped to identify non-targeted customers as well:

- What are their interests and hobbies?
- Do they possess other products?
- What is their opinion about the brand and the Kånken trend scenario?

To belong to the targeted customers the interviewees had to rate their interests for outdoors, hiking etc. with more than 50 points and they had to identify themselves with the brand's philosophy. If these factors were fulfilled the researcher allocated them to the targeted customer group.

All interviewees bought the backpack by themselves and for own use. This shows, that every interviewed Kånken customer is aware about the price of the backpack and that this was an active purchase decision. 85% of all interviewees were between 18-29 years old and the researcher interviewed 3 men and 17 women. Both customer groups were equal satisfied with the Kånken backpack, non-targeted rated their satisfaction with 83 points and the targeted customers with 85 points.

In average the identified non-targeted customers rated their interests in outdoor-activities with 37 point out of 100. Only one interviewee named 70 points, but this person did not know the brand and could not identify itself with the brand's philosophy. The targeted customers rated their interest in average with 82 points and 8 of them could identify themselves with the brand's philosophy. Only two of them could not identify themselves with the philosophy but just because of the less experiences with the brand. Both said that they are open for this brand and will keep it in mind. One interviewee rated its interest in outdoors with 30, but the person is already a loyal customer of the brand Fjällräven and stated to be a fan of their urban outdoor products.

All in all, the identified non-targeted customers all could not identify themselves with the brand's philosophy and had no intense interests in exploring the outdoors or being in touch with the nature by hiking or camping. Most of them were aware of the brand itself, but the knowledge was not that deep like for targeted customers. Noticeable was, that the duration of interviews of targeted customers were longer than of the non-targeted customers. Non-targeted customers' interviews took in average 14:39 minutes, the shortest interview took

10:00 minutes. The interviews of the targeted customers took in average 17:24 minutes and the longest one took 23 minutes. This remarkable difference can be explained by the different level of interest and involvement of the brand Fjällräven and its products. Another supportive evidence for the right segmentation of targeted and non-targeted customers.

c. Findings

i. Connection of Literature and Case Study

For answering the research question by gathering the primary data and analysing the findings the literature as a guideline is quite helpful. After collecting the secondary data about the brand Fjällräven and the Kånken backpack the author already identified some consensuses and differentiations compared to the external literature or between internal statements.

Martin Axelhed and Thomas Gröger stated clear, that Fjällräven is not going to become just a trend brand. They both said that the brand is not fashion-oriented. Fjällräven does not get on the trend-ride and they did not boost the production. The aim is to hold the brands image and Axelhed claims that the Kånken sales is just a “nice-to-have-bonus” (Beeger, 2016). But nevertheless, Fjällräven developed the Kånken and is offering more than 50 different colours, various sizes and materials. This reaction actually shows, that possibly this phenomenon of the Kånken’s success is not just “nice-to-have”. Additionally, the launch of the Kånken Essentials shows, that Fjällräven is trying to retain the new customers, including the non-targeted. Thomas Gröger concedes: “We are happy if other target groups get interested in us” (Henkel, 2017). This statement, the developments, product extensions and the fact, that Fjällräven is not publishing any Kånken sales numbers suggests, that this fashion trend scenario is not unimportant for Fjällräven.

Fjällräven has reached global audience (Özsomer and Altaras, 2008) and the Kånken backpack is successful worldwide. With its Swedish heritage and philosophy the brand makes use of the count-of-origin effect (Purwar and Mathur, 2006) and position itself very clear on the outdoor market. This Cultural Capital led to the Global Brand Authenticity (Özsomer and Altaras, 2008). Fjällräven gained its credibility through their years long experience and constant success. Its ‘globalness’ achieved the brand through the global availability in over 40 countries. These three factors, authenticity, credibility and ‘globalness’, were, as Özsomer and Altaras (2008) ascertained, the first step of increasing the purchase likelihood. Fjällräven’s products are known for their quality, experience and

original Swedish materials. The brand shows its responsibility through their main value, the sustainability. The brand sells its products for a relative high price which is justified because of the production process and materials. Especially the Kånken backpack became globally popular and reached prestige status. All these fulfilled factors influenced Fjällräven's global brand attitude and people were confronted with the backpack more often. This process increased the purchase likelihood of targeted and especially non-targeted customers.

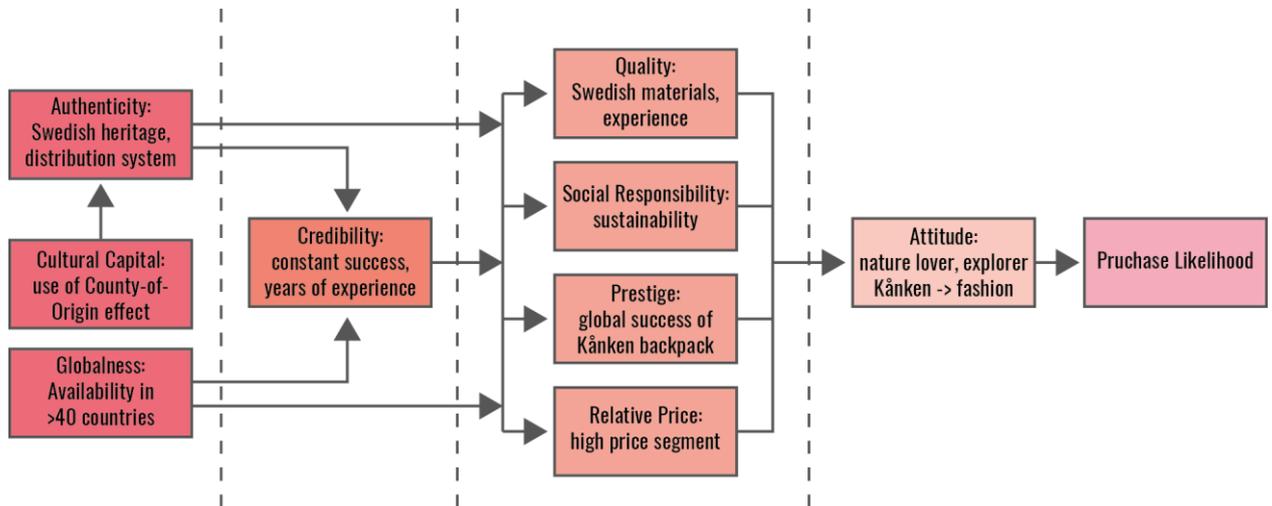


Figure 14 - Adapted Framework of Özsomer and Altaras (2008) to Fjällräven's Situation

Usually, Fjällräven was segmenting the market into sub target groups by looking at their different levels of involvement in terms of behaviour and psychographic aspects (Kloeters, 2019). Looking at the customers' attitudes and lifestyles is more long-term focused. Fjällräven's overall target segment has a nature and adventure-oriented lifestyle expect of the 'lifestylers' target group (Fjällräven AB, 2019d). But through this unexpected success, the brand gained non-targeted customers, the 'lifestylers' target group, as well. This group needs a different marketing mix (Arnould, Price and Zinkhan, 2004) and the review of recent products launched by brand suggests that Fjällräven is reacting with their extensions of the Kånken product portfolio. This shows that Fjällräven is currently employing a differentiated marketing strategy.

Henard and Szymanski (2001) identified product innovation as one success factor. Fjällräven is not launching big innovations, but they are developing and adjusting their products, i.e. by creating new colours, sizes or product lines like the Kånken Essentials. All these Kånken innovations made the backpack globally successful. Another factor is the special and unique rectangle shape (Henkel, 2017). This shape is the backpack's functional benefit. But like George and Anandkumar (2018) say, the functional benefit is not enough nowadays. The symbolic benefit is expressed by the natural and sustainable philosophy and

the ability of choosing between options like colours and sizes. This huge choice of Kånken products increases the product's degree of uniqueness compared to the competition. Because of this uniqueness the likelihood of quicker brand adoption increased, like Kashi (2013) explored. The Kånken Essentials express this uniqueness as well (Fjällräven AB, 2018).

ii. Findings I – The brand Fjällräven

The general brand awareness of Fjällräven was quite high. 16 out of 20 interviewees knew the brand or have heard about it. Just 4 did not know the brand Fjällräven in general or just heard of it because of the Kånken backpack. 3 out of these 4 interviewees who did not know the brand belonged to the non-targeted customers. Only 3 targeted customers possessed a different Fjällräven product before the Kånken purchase. But in general, the researcher found out, that half of the identified non-targeted customers still have no knowledge and idea of the brand Fjällräven, even after the Kånken purchase. They weren't able to explain or just presumed the brand's business and what it is about

Finding 1: Half of the non-targeted Kånken customers have no knowledge or information about the brand Fjällräven.

9 out of 10 interviewees of the targeted customers know the brand and were able to describe their personal brand perception. This suggests, that the non-targeted customers were focussing on the product itself and not on the brand. This fits with another finding, that 9 out of 10 non-targeted customers belong to the category of the product buyer. They are primarily looking for a good product which suits their purchasing motives, isolated from the brand.

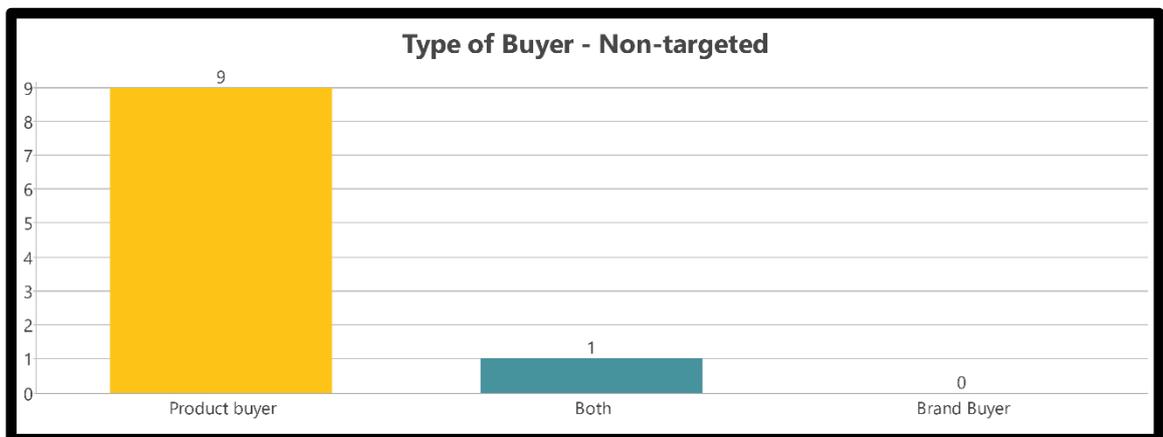


Figure 15 - Non-targeted Customers Category of Buyers

Nevertheless, 5 of the non-targeted customers have an existing brand perception, the main association of Fjällräven was the outdoor connection. Moreover, 5 of each customer group associated outdoor with the Fjällräven. In total 12 out of 20 interviewees connected outdoor with the brand Fjällräven. This is important for the brand, because this is their core business and key association.

Finding 2: 12 out of 20 interviewees mentioned the core association “outdoor” with the brand Fjällräven.

Other brand associations that were identified frequently by both customer groups were ‘quality’ and ‘Scandinavian’. This suggests that the interviewees who stated to know the brand have the right main associations with the brand. Based on the findings it appears that Fjällräven have done a good job in advertising themselves without being actively communicating. They managed it to state clear their own “inside-out-perspective” (Burmann, Hegner and Riley, 2009) to the outside and coincides with the customer’s “outside-in perspective”. Because Fjällräven did almost no direct advertisement for the backpack, the customers who never heard the brand before had to interact and inform themselves. This suggests that 5 out of the 10 non-targeted customers became active and were informing themselves to get further information about the Kånken backpack. As part of this information process, they came across the brand and the brand’s communication via strong and clear imagery were transmitted successfully. Interviewees stated that they assume associations like outdoors because of the brand’s strong imagery online. Otherwise, the research emerged that targeted customers have deeper and more detailed knowledge about the brand Fjällräven than the non-targeted. Interviewees of the targeted customers group found more words for describing the brand and during the interviews it seems easier to describe the brand than for non-targeted customers.

Finding 3: Targeted Kånken customers can describe the brand Fjällräven more comprehensive and more detailed than non-targeted customers.

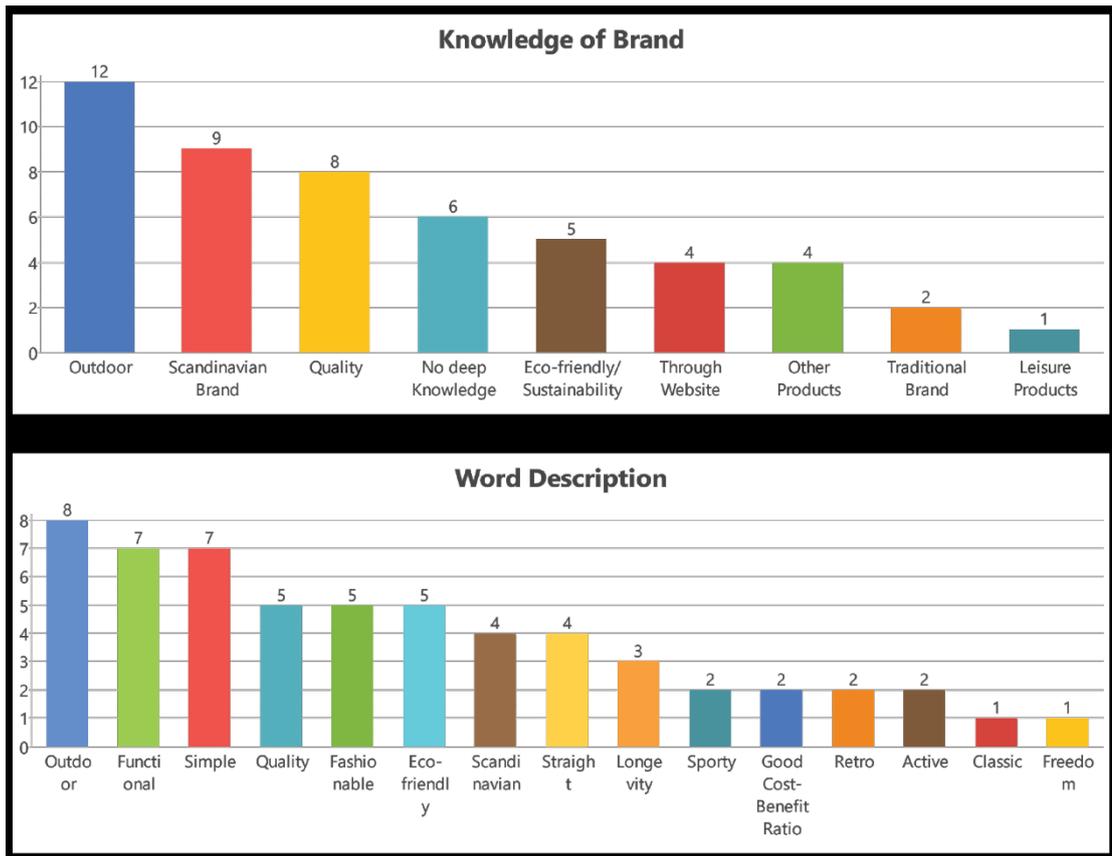


Figure 16 – Targeted and Non-targeted Kånken Customers' Knowledge About Fjällräven

The researcher was analysing the customers' knowledge by using two ways of questions. The first question was "What do you know about the brand Fjällräven?" and the second was asking for a short and specific description "What words would you use to describe the brand Fjällräven". In the first question the interviewees were thinking of Fjällräven as a brand and its personality or values. Most interviewees were using different more general descriptions for the first questions than for the second one. Only the key words outdoors, quality and sustainability were used constantly. For the second question they transferred their Kånken experiences to the brand in general and were using words, they would use for describing the Kånken backpack. The researcher's reason for assuming so is the fact that those interviewees asserted not knowing the brand and possessing only the Kånken backpack. Both customer groups answered for the second question with words like: functional, fashionable or simple.

Finding 4: Key associations for the targeted and non-targeted Kånken customers in general are: Outdoor, Quality and sustainability.

But still 6 out of 20 people associated with Fjällräven a lifestyle brand and used describing words like stylish, trends or lifestyle. They saw the Kånken backpack as a well-planned

lifestyle-product. Referring to the “correct” brand image and Fjällräven’s “inside-out perspective”, as Thomas Gröger said, the brand is not trend oriented and not fashion, those lifestyle associations and presumptions are wrong. He said, that the brand’s strategy is long-term oriented and that is why Fjällräven never adapt the pace of the fashion market (Henkel, 2017). This finding shows, that Fjällräven’s brand image is not perfect and “correct” compared to some Kånken customer’s “outside-in perspectives”. Remarkable is, that 4 out of those 6 belong to the targeted customers. It seems like the inside-out perspective is changing because of the Kånken’s popularity.

Finding 5: 6 out of 20 Kånken customers are associating with Fjällräven a lifestyle brand.

Main focus and philosophy of Fjällräven according to the brand’s brand book is the adventurous lifestyles in the outdoors. The brand represents a life in close touch with the nature, an active and exploring lifestyle. 10 out of 10 non-targeted customers could not identify themselves with this nature-lover lifestyle like Fjällräven is representing. Non-targeted customers replied to the question “How interesting is hiking and camping for you?” with an average rating of 37 out of 100. Compared to the targeted customers, wherefore 8 out of 10 could identify themselves with the brand’s philosophy, who rated their interests at 82 in average.

Finding 6: Non-targeted customers cannot identify themselves with the adventurous outdoor lifestyle of Fjällräven.

According to Ascarza (2017), the identified targeted customers are worth interacting with, because they live the same philosophy and can identify themselves with the brand. This behavioural segmentation is comprehensible and successful. But non-targeted customers and some targeted customers who have no connection and identification with the brand are satisfied with the Kånken backpack and it can be worth interacting with them as well.

iii. Findings II – The Kånken backpack

During the last year the Kånken backpack became very popular worldwide and gained a lot of attention. This is shown by the research’s results as well. Most of the interviewees, 14 out of 20 saw the backpack on others, like on the streets or at university. According to Willcox (2017), it is true, that popularity and consumption of other people is influencing other people’s purchasing decisions. 17 out of 20 interviewees named the popularity or exchange with other Kånken customers as their reason for dealing with the backpack. Even 16 out of 20 interviewees admitted that one big influence was the multiple confrontation. They stated

that they saw the backpack almost everywhere and everyone was using it. Some people did not like it in the beginning and they started liking it after a while due to this mere-exposure-effect (Zajonc, 1968). But nevertheless, it seems that the backpack's popularity itself had no intense influence at the purchase decision of the Kånken customers on its own. 12 out of that 14 gained information through other channels as well.

Finding 7: Popularity itself is not enough to lead someone into a purchase decision, but it is an important influence.

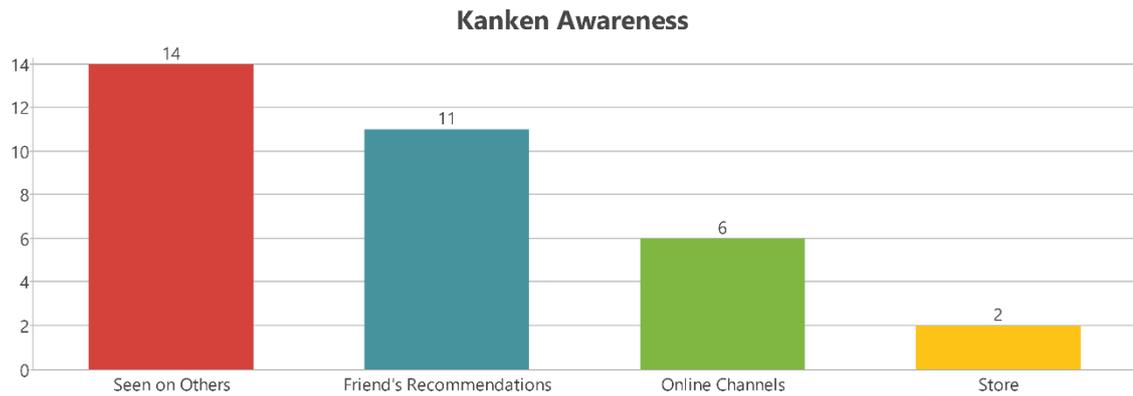


Figure 17 – Targeted and Non-targeted Kanken Customers' Awareness

More than half of the interviewees became aware because of a good friend. 5 targeted customers and 3 non-targeted customers decided to purchase due to friend's recommendation in combination with the backpack's popularity. They all agreed with the researcher's assumptions that those people who they exchanged with were good friends or people they have a close relationship with. Like Dubios, Bonezzi and De Angelis (2016) said, there is a connection between high IC and positive WOM. Another hint for the big influence of the trend product itself and the resultant popularity is that just 8 out of 20 interviewees informed themselves about the backpack and only 3 of them became aware of the product without any other external influence. Two of them, both targeted, bought the backpack because of the existing need of a backpack. But 6 of each customer group were stating that one of their main purchase motives was the need of a backpack. This suggests that 10 Kånken customers stated that the need of a backpack was a purchase motive, but other motives actually played a bigger role. The external influence of popularity and friend's recommendations affected their purchase decision as well.

Finding 8: Only two (targeted) out of 12 really needed a backpack, the other 10 were just pretending the need of a backpack. No non-targeted customer really needed a backpack.

Non-targeted customers named different purchase motives, but never just one. 9 out of all non-targeted customers mentioned a functional purchase reason. Nguyen et. al. (2012) ascertained different purchasing factors for targeted and non-targeted customers. They say that targeted customers are focussing on the factors 'service', 'quality' and 'communication'. Compared to the targeted Kånken customers the author was able to find some parallels. Targeted customers mentioned the high quality of Fjällräven very often and knew a lot about the brand's philosophy and character. They also stated that they had an intense exchange of experiences with friends regarding the backpack. Moreover, most of them can identify themselves with the brand and is an explanation for their knowledge and importance of the brand's communication for them. Looking at the non-targeted customers, Nguyen mentions the price and reputation as their purchase factors. Kånken's non-targeted customers stated mainly that the backpack's popularity was one of their purchase motives. And most of them did not stated not knowing the brand before, which is a sign therefore that they trust the general public reputation of the backpack. Their brand image is weak, but only connected with positive factors like 'sustainability' or 'tradition'. The non-targeted customers were also willing to represent the product, because of their purchase motive belonging. All these were convincing factors of Fjällräven's reputation in the non-targeted customer's point of view. Most of them also mentioned the high price which became less important due to the external experiences of a good cost-benefit ratio.

Finding 9: Nguyen's findings concerning purchasing factors of targeted and non-targeted customers apply in the case of Fjällräven's Kånken backpack and its customers.

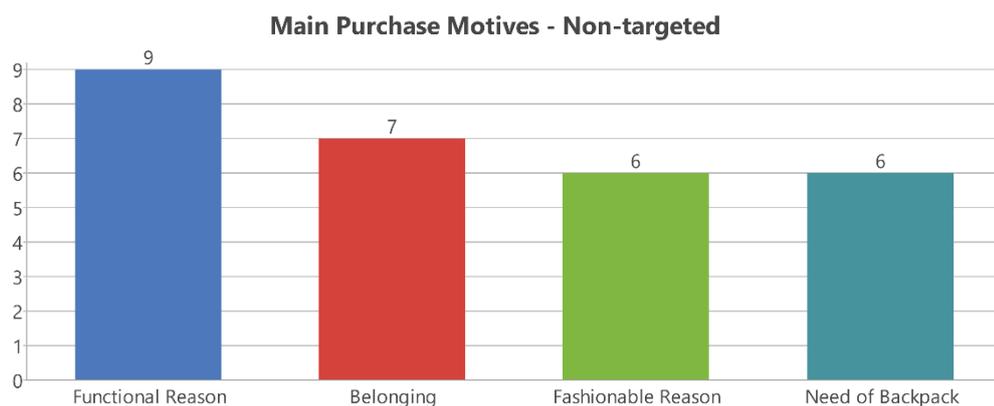


Figure 18 - Non-targeted Customer's Main Prurchase Motives

For analysing the purchase motives, the author segmented the answers in four main groups: functional, fashionable, belonging (emotional) and need. In general, 17 interviewees mentioned a functional reason for their Kånken purchase. Nevertheless, fashionable factors and the emotional motive "belonging" were named purchase motives as well. It is

remarkable that solely non-targeted customers (7) admitted, that they bought the backpack because of belonging. 6 out of those 7 saw the backpack on the streets or at a friend. This implies that the popularity had a high impact on emotional purchasing motives. One further evidence is, that all those 6 interviewees, who became aware because of external influence and named belonging as one of their purchase motives, were interested in the Kånken Essentials as add-on products. In general, it is noticeable, that more non-targeted customers were interested in Kånken Essentials than targeted customers.

Finding 10: The backpack's popularity and attractiveness is one big reason for non-targeted customers to buy the Kånken backpack. Those non-targeted customers are highly interested in add-on products for their loved Kånken.

Several factors like the brand itself, the product's popularity and the individual choice are responsible for emotional bonding. Especially for non-targeted customers was the belonging one main motive for their purchase decision. Furthermore, in terms of general success factors, even more interviewees assumed emotional reasons like belonging. 4 non-targeted and one targeted customer admitted that they just bought the product because of its popularity. These results lead to the researcher's findings that this affiliate motive (Arnould, Price and Zinkhan, 2004) plays a big role for the Kånken backpack and its success.

In contrary to the non-targeted customers, targeted customers were focussing on the backpack itself without any emotional reasons. Mainly they had fashionable and functional purchase motives. In total, 13 interviewees named functional and fashionable purchase motives. This shows, that the backpack itself must be actually more than just a fad. People exchange their positive experiences and like the backpack because of its design and functionality. Because of its reached huge public attention, the backpack got a strong platform to spread its advantages and to influence others. Through this platform it reached not only targeted customers, it also affected non-targeted customers. Like Kumar (2010) and Ascarza (2017) mentioned, communication activities, even consumer WOM attracts both groups. The researcher found out, that the external influences, why people got aware of the Kånken backpack, were offline channels. Baker, Donthu and Kumar (2016) found out, that consumer WOM can influence the buying behaviour and purchase decisions. Moreover, they stated, that offline WOM has a higher impact than online WOM. These two statements apply both to the Kånken case. Only two interviewees mentioned online channels as their way of getting aware. All other 18 interviewees became aware and convinced of the Kånken backpack through external WOM, i.e. friend's recommendation or the backpack's popularity.

Furthermore, Ascarza (2017) is right with his statement that WOM is the main driver in terms of non-targeted customer communication. Only one of the identified non-targeted customers just informed itself online without any WOM influence.

Finding 11: Offline WOM was the strongest channel in case of the Kånken backpack's awareness. Especially non-targeted customers got aware of the Kånken backpack due to offline WOM.

In Addition to the finding that mainly offline channels were involved, the researcher ascertains that all 11 interviewees who talked to friends and bought the Kånken because of their recommendation admitted that their relationship to those friends were very tied and close. This matches with the statement of Baker, Donthu and Kumar (2016) and Dubois, Bonezzi and De Angelis (2016) that strong ties or high interpersonal closeness highly affects purchase decisions. In addition to these strong ties a personal connection with the brand or product can be an influenceable relationship in terms of purchasing decision (Willcox, 2017). Three interviewees stated that they knew the brand because of family members or connection to the brand through their family. Other mentioned as connection to the brand their passion for backpacks itself and the connection between job and the outdoors. Those findings prove the emotional part of Kånken purchase decisions.

The researcher did not just ask the interviewees about their personal purchase motives, she also asked about their personal opinions relating to this fad product and what they believe to be success factor of the Kånken backpack. First of all, both customer groups had interesting presumption about the Kånken's success factors. Some were presuming that Fjällräven was using different hypes to be successful. For example, they guessed, that the brand used the current urban-outdoor-trend to combine outdoor and fashion and to be successful, while others presumed that their success benefits from the Scandinavia-trend. A third presumption was the connection to their used material and the sustainability-trend. However, the backpack has existed for over 40 years and they added colours and sizes. It is proven that they did not changed their sustainable use of materials or manufacturing, nor did they change their history, origin or core-business just to be successful with the Kånken.

Finding 12: Fjällräven was very lucky with upcoming consumer trends, like sustainability, Scandinavian heritage and urban outdoors. They fulfil every trend and that is one reason for the Kånken's success.

Besides the connection to other trends, some interviewees presume, that students started this Kånken-trend a few years ago. Many saw them at universities or colleges. Nowadays it has changed and kids and teenager imitate this trend and wearing the backpack. The difference here is, that most of them probably do not have enough pocket money to effort the backpack. That's why the researcher presumes, that parents are buying the backpack for their kids. This might be one explanation for the assumption that the trend is almost over.

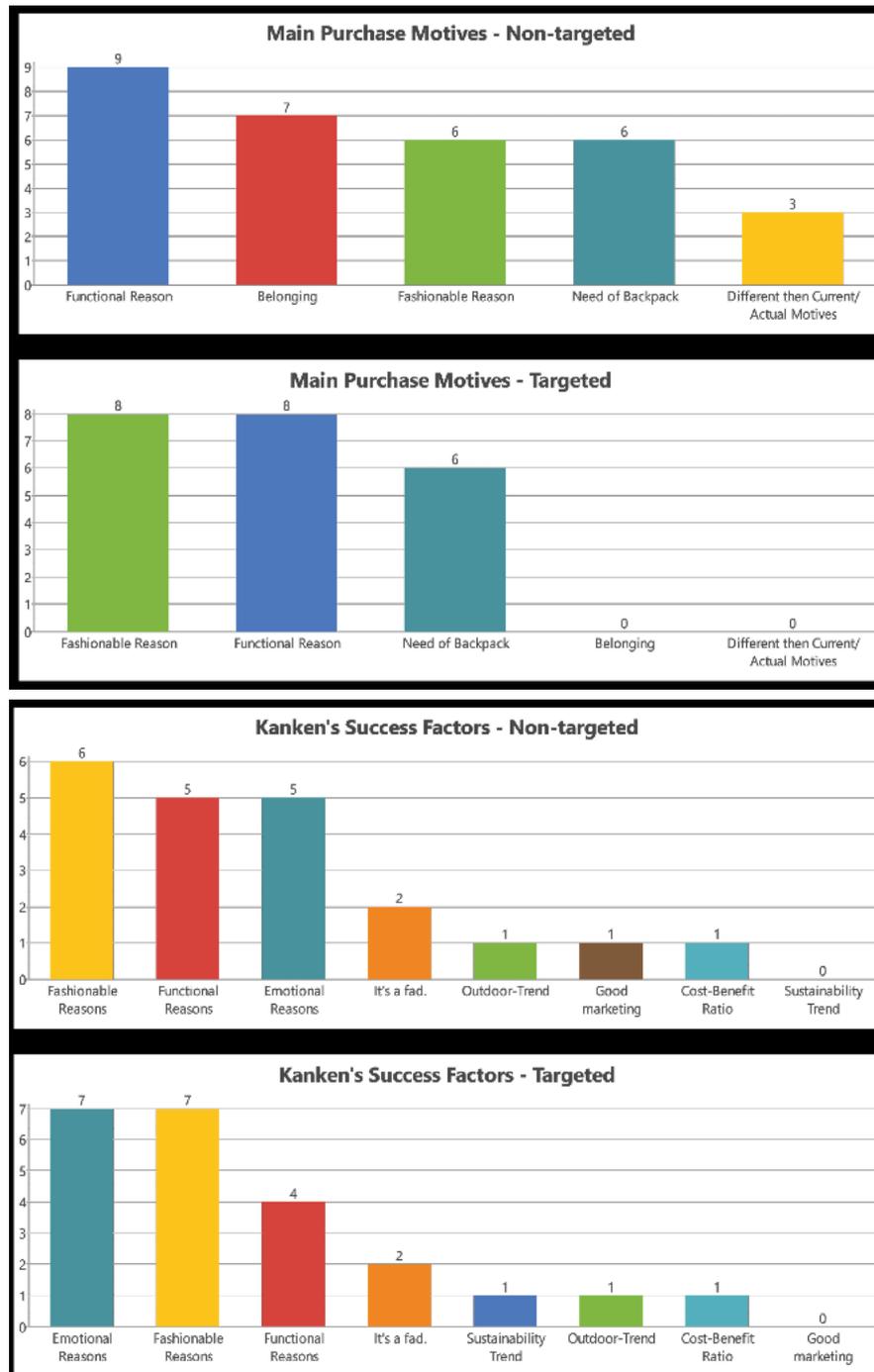


Figure 19 - Comparison of Purchase Motives and Success Factors

Nevertheless, 17 out of 20 realized the fad and the popularity of the Kånken backpack during their purchase process. However, interviewees named their presumed success factors and the researcher segmented those factors into three main codes: fashionable, functional and emotional. It is remarkable that interviewees named different personal purchase motives than general success factors. 18 out of 20 interviewees named functionality as their personal purchase motive, but just 7 stated that functionality reasons are responsible for the Kånken's success. The same scenario can be seen with the backpack's fashionability. 7 out of 14 said they bought the backpack because of the fashion factor and think fashionable factors were responsible for high levels of success. Especially, in terms of the emotional factors it is interesting to see, that only 7 interviewees, all non-targeted, said that belonging was one of their personal purchase motives; however, 12 out of 20 thought that emotional reasons were responsible for the Kånken's success. There is a noticeable decrease from 17 to 9 interviewees when comparing functional reasons to the personal purchase motives. This could be a hint for the existing fad scenario. Because most of the interviewees thought, that fashionable and emotional factors were more a reason for the backpack's success than its functionality. But if they named their personal opinion about experienced benefits of the backpack and their own purchase motives, functional factors were always in leading position.

Finding 13: Almost every interviewee differentiates oneself from all others and thought that their own purchase motives were unique and others bought the backpack because of its popularity.

This finding will be supported by going into details of general fashionable, functional and emotional reasons. The most mentioned success factor is the popularity. 8 out of 17 interviewees who had their own opinion about the Kånken fad said, that the backpack was successful because of its popularity. The purchase and possess of this backpack might be a statement itself, because of the strong and expensive brand. This supports Özsomer and Altaras's (Özsomer and Altaras, 2008) assumption of their developed model that global brand prestige increases the purchase likelihood. Besides the popularity almost every interviewee named functional and/or fashionable reasons of their own purchase. The second most mentioned factor is the design's simplicity followed by the unique design. The researcher found the same disagreements, that half of those interviewees who bought the backpack because of its fashionability did not think that the design is a success factor. But if we look at the third factor the researcher found out, that 19 out of 20 interviewees mentioned the fashionability or design of the Kånken in a positive way. Together with the

functional benefit of storage space, the backpack’s design is the leading benefit (12 interviewees). The most mentioned functional benefits for both customer groups besides the storage space were the high usability and convenience and the general function of a backpack. Referring to the customers’ experienced benefits they did not differ among the two customer groups. The only difference to mention is, that targeted customers found more functional benefits than emotional benefits, whereas non-targeted customers mentioned both benefits equally. It is obvious that the unique/ simple design, the clear storage and separation and the choices of sizes and colours are the Kånken’s competitive advantages. Some interviewees highlighted those facts in order to rank the Kånken above all other backpacks. They thought, that the design, function and variety made the backpack successful and popular.

Finding 14: The most mentioned factors in terms of Kånken’s success are design, function and its variety.

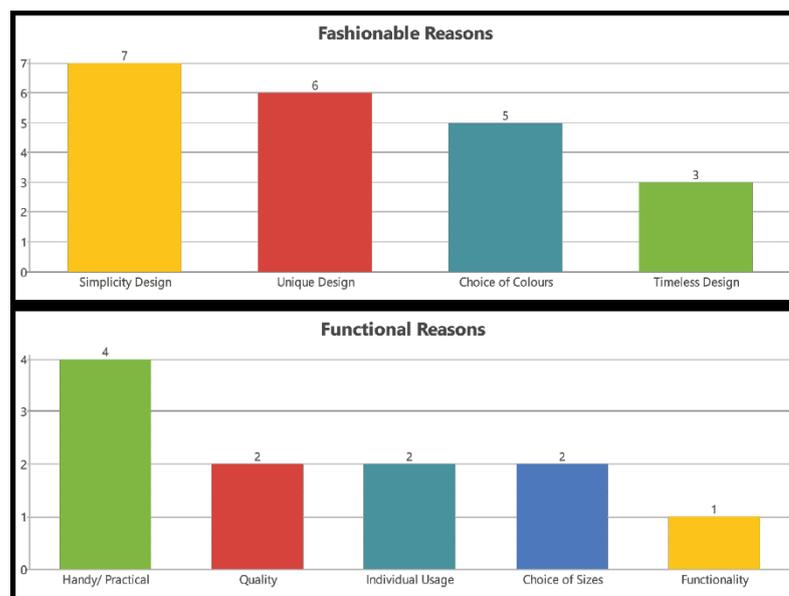


Figure 20 – Targeted and Non-targeted Kanken Customers’ Overall Success Factors

Through these factors and the help of other trend-scenarios, Fjällräven was able to build a strong unique selling proposition with three main competitive advantages. Like Ghodeswar (2008) identified, those USP’s can be functional, emotional and/ or self-expressive benefits. In the case of Fjällräven’s Kånken the researcher identified all those three benefits. The design equates to an emotional benefit, because it’s all about the personal taste. In combination with the variety of sizes and colours, the backpack became individual and people tended to buy the backpack which best expresses their own lifestyle, the self-expressive benefit. The backpack’s functionality and high usability like storage or pockets

forms the functional benefit. Those benefits increased the Kånken's level of differentiation and according to Kashi (2013) this high level of uniqueness were important factors which influenced customer's buying behaviours.

Finding 15: Fjällräven forms three main USPs for the Kånken backpack: the functional benefit because of its high usability and convenience, the emotional benefit because of its unique design and the self-expressive benefit through its variety of sizes and colours.

Those identified benefits match to the usage of the backpack. 18 out of 20 are using their Kånken backpack for work/school/college. This and the fact that 11 were using their backpacks for travelling or short trips as well, clarifies the existence of functionality. The self-expressive and emotional benefit is conveyed through the everyday usage of the backpack. 15 out of 20 interviewees stated that they are using their Kånken in their everyday life. 13 of those 15 interviewees mentioned emotional experienced benefits and 8 out of 15 named emotional reasons for the Kånken's success. Referring to the functionality, 17 out of 19 interviewees, who are using the backpack for work or trips, experienced positive functional benefits. 16 named a functional reason for their own purchase as well. But still 8 out of those 19 interviewees did not think, that the Kånken's functionality was a success factor.

Finding 16: Customers experienced specific benefits through their backpack's usage. Interviewees cited functional factors as their motive for purchasing that backpack. In terms of emotional factors, less than half of them admitted emotional motives for their purchase.

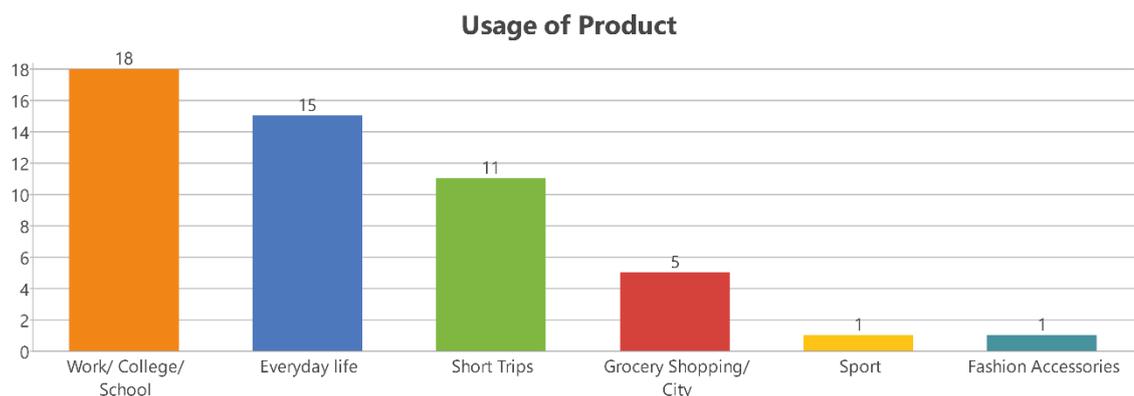


Figure 21 – Targeted and Non-targeted Kånken Customers' Usage

d. Finding III – Customer's Lifestyle

The researcher found out, that there are differences of general purchasing motives between the targeted Kånken customers and the non-targeted ones. Non-targeted Kånken customers

stated that they would prefer expensive products if they got a justified quality. Moreover, the quality and the personal taste are purchasing motives which have to be fulfilled in order to decide to make a purchase, whereas 9 out of 10 targeted customer focus most on their personal taste. This purchase motive is followed by the quality and sustainability. Especially these two factors are characteristic for Fjällräven and their target group's interests.

Finding 17: The general purchase motives match the identified target group definition.

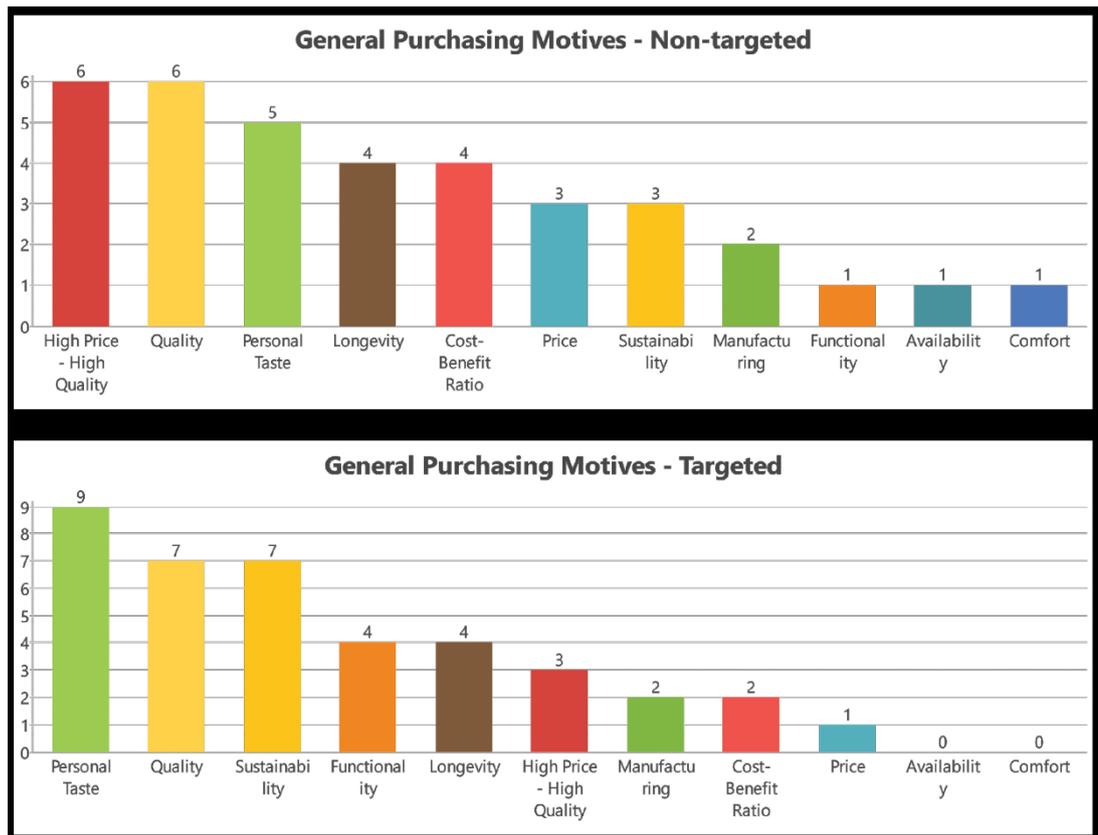


Figure 22 – Targeted and Non-targeted Kånken Customers' General Purchase Motives

Moreover, 3 of the non-targeted customers admitted that they bought the Kånken backpack because of different purchase motives than normal. However, all targeted customers stated that their general purchase motives were fulfilled and this is why they decided to make the purchase. Otherwise, almost every interviewee is open for new brands and specially in the non-targeted customers' case it matches with their purchase decision. 7 out of 10 did not know the brand before, but they decided to make the purchase. Additionally, 9 out of 10 non-targeted customers stated to belong to the category product buyer instead of brand buyer. This is another explanation for their purchase decisions. Contrary to the targeted customers, whereof only 6 clearly stated to be a product buyer. The other 4 could not decide specifically for one category. Mostly they have their favourite brands but it depends on the

product itself if they want to stay loyal to it or not. Furthermore, it is important for both customer groups to inform themselves before making a purchase decision. 6 out of 10 non-targeted customers prefer to gather own information and 4 out of those 6 stated to have done this for the backpack through the Fjällräven website. But on the targeted customers' side only 2 out of 5 did this, which can be explained by their existing knowledge and identification with the brand.

Finding 18: The non-targeted customers are product buyers and focussed in terms of the Kånken purchase on the product as a backpack and not on the brand Fjällräven.

In addition to that finding, that most of the Kånken customers are product focussed and open for new brands, 9 out of 20 stated to be a bargain hunter. They all named quality or longevity as one of their general purchase motives. In general, 16 out of 20 named those factors in terms of their general purchase motives.

Finding 19: Kånken customers are focussing on quality factors before they decide to purchase.

The researcher already identifies, that the target group for the Kånken backpack differs from the target group of the brand Fjällräven itself. The focus of this target group is not on the outdoors or for use in nature for adventures. Like Fjällräven's Senior Hardware Designer Fredrik Hyltén-Cavallius (Fjällräven AB, 2018) said, the Kånken is a weekend getaway and has the purpose to meet different needs. This statement clarifies the wider target group of the Kånken backpack. Fjällräven already tried to define this target group in terms of "the lifestylers". For defining a target group, the awareness of different interests, needs and levels of involvement is essential (Brace, Edwards and Nancarrow, 2002; Nguyen, Li and Chen, 2012; Ascarza *et al.*, 2017). Both customer groups have mostly active hobbies and like to improve their education levels or skills, like reading or cooking. The difference in their hobbies and lifestyle is their way of being active. Both groups are doing a lot of sports but, as the researcher found out, the big difference is that the targeted customers are interested in outdoors, like hiking or camping and they described their lifestyle as very active. In terms of cultural hobbies or interests, non-targeted customers are interested more in movies or series than the targeted group. Cultural inspiration, like theatre or art, is more interesting for targeted customers. The identified targeted customers match again with the identified behavioural segmented target group of Fjällräven in terms of hobbies and interests.

Finding 20: Targeted Kånken customers are more interested in outdoors and culture than non-targeted.

Many customers are using their backpack at work or for their everyday life. Some explicitly stated, that they are using it because of a fashionable reason, like using it instead of a handbag. This assumes that they are interested in fashion in general. 14 out of 20 are interested in fashion, whereof non-targeted customers seemed a bit more interested than targeted. But equally both groups stated to have favourite brands, although they belong to the category product buyer.

e. Discussion

The comparison of the outside-in, of both customer groups, and inside-out perspective of Fjällräven's brand image shows that there are both similarities and differences. The interviews clarified what the individual images of both customer groups are. The findings 2 and 4 express that cultural associations like outdoor, hiking and sustainability are present within both customer groups. Especially the brand's origin Sweden or Scandinavian is common and highly influential as well. Fjällräven is using the county-of-origin effect (Purwar and Mathur, 2006) and is communicating the connection between the brand and its products with the Scandinavian heritage. This effect activates strong feelings like belonging and solidarity and increases the purchase behaviour and the likelihood of long-term relationships. The comparison shows that Fjällräven has a successful communication of their strong brand image in Germany. Many interviewees do not know the brand by heart. But nevertheless, they reached a clear and mostly correct image without being actively present. They provide their brand values to the outside and create a positive brand image. Just behavioural factors like commitments or cooperation, i.e. with Swedish and environmental organisations are not common because of a weaker communication. The findings show associations of high-quality products with high-class functions, materials and characteristics is reaching targeted and non-targeted customers successfully. However, some interviewees of both customer groups were describing Fjällräven as a lifestyle brand with stylish or trendy products. This is one discrepancy between the customers and Fjällräven. Those "false" associations are not negative, but like Thomas Gröger stated, Fjällräven is no fashion or lifestyle brand. Compared with the statement of Fredrik Hyltén-Cavallius (Fjällräven AB, 2018) "Kånken is so much more than a backpack[...]" the Kånken backpack stands out from the general portfolio. Because of its unique look, use and success it is not just attractive for targeted customers and attracts a high amount of non-targeted

customers as well. 50% (5 out of 10) non-targeted customers do not know the brand well and 10 out of 10 cannot identify themselves with the brand. Moreover, the non-targeted customers stated to be a product buyer and appeared to focus just on the product, the Kånken backpack, not on the brand Fjällräven. This is a possible explanation for the non-targeted customers' lack of interest and knowledge about the brand.

Overall Corporate Identity "outside-in perspective"				
	Design	Culture	Behaviour	Communication
Targeted	simple, functional, smart, clever, sporty, classic, neutral, straight, stylish, active, trendy, minimal, timeless	hiking, outdoor, rangers, sustainability, close to nature, Scandinavian, Swedish, traditional	lifestyle, expensive, good materials, practical, longevity, functional, neutral	high quality, good brand, freedom, ruggedness, waterproof, draft proof
Non-targeted	stylish, simple, straight, retro	outdoor, sustainability, Swedish, hiking, Scandinavian, traditional, mountaineering, nature, fair manufacturing	cost-benefit ratio, functional, longevity, solid	good products, quality,
Fjällräven	timeless, functional, simplicity, durable	nature, Swedish, sustainability, respecting environment, outdoors, integrity, responsible, inspiring	Cooperation with Swedish or environmental organisations, nature is home, inclusive, long-term oriented, sustainable solutions	Consumer events, creating equipment/ memories for generations, being part of customers' adventures Transferring emotions of adventure and outdoors to customers, storytelling

Table 6 - Corporate Identity "outside-in" and "inside-out" Perspective Based on Primary and Secondary Data

Because of the involvement of both customer groups and the fact that most of the non-targeted customers did not know the brand illustrates that this success accrued through pull communications. In case of Fjällräven's Kånken backpack the customers became aware because of its popularity or/and friends' recommendations. Those used offline channels were the main channel of building the product's awareness. This finding supports the fact that this is a trend scenario or fad.

Referring to Narayana and Marking (1975) the Kånken backpack solved the first stage of awareness and reached the awareness set via those offline channels. One reason for this strong and fast-growing popularity is the viral design. The design is one of the unique selling propositions of the Kånken backpack. It was mentioned on several parts during the

interviews and targeted and non-targeted customers stated that they became aware because of its unique design. Through its simple structure and colourful varieties, the backpack gains a lot attraction. Even 14 out of 20 interviewees said that they bought the backpack due to it being fashionable. Further evidence for the Kånken's viral product design is the amount of codes and description concerning the design. Interviewees described it with words like unique, timeless and simple.

The second stage of knowledge is that part where theory and practice do not match. Only 4 interviewees know the brand because of former product experiences. Half of the non-targeted customers still do not know the brand and 6 had some false associations. This leads to the assumption that some, especially non-targeted customers, skipped this process stage of knowledge. One impact might be the mere-exposure-effect that many customers did not need more information and the backpack got into the processed set. The ongoing mere-exposure-effect, additional exchange with friend's experiences and/or the need of a backpack were factors which positively increased the backpack's weighting and the Kånken backpack reached the consideration set. Facts like the high price and the unknown or foreign brand did not stop the non-targeted customers from purchasing. They just prevented impulsive or spontaneous purchases and were responsible for the fact that the mere-exposure-effect had to work and convince the customers. The researcher found out, that the trend scenario had a higher impact on non-targeted customers than on targeted. This is because the non-targeted customers 'had' to skip this second stage of process.

For the third stage the customers' level of involvement played a big role. Only because of a higher involvement the Kånken was able to get into the consideration set. Like Misra and Agrawal said it is possible in the Kånken's case to differentiate between brand and product involvement. The level of involvement was for the backpack quite high. The involvement increases because of the backpack's popularity and many interviewees stated that they were confronted with the backpack a lot on the streets or that they simply wanted the backpack because of its fashionability. Misra and Agrawal named this the "considerable social importance of product". At last the "potential for providing significant benefits" played for some Kånken customers a big role in their purchase decision. 12 out of 20 stated that they needed a backpack and moreover 17 out of 20 named functional reasons for their purchase. This implicates that they were not just looking at the backpack as an accessory, for them the functionality and usage were important. This finding matches with the resulting defined USPs of the Kånken backpack. Whereof the first USP the design, the emotional benefit, influenced the customers already during the first stage and reached the

necessary attraction. The second USP, the usability/ handiness (functional), and third USP, the choice of varieties (self-expressive) affected the customers during the third stage, when they dealt with the product in terms of their final purchase process.

The Kånken customers themselves realized the connection between the Kånken backpack and other trend scenarios. But most of the interviewees of both customer groups tried not to admit that they fall prey to the fad and other trend scenarios. The fact, that most interviewees named different personal purchase motives than general possible success factors shows, that they think their motives were unique and have nothing to do with the backpack's popularity or the fad. Most of them mentioned their afterwards gained experienced benefits as their actual purchase motives. Many interviewees mentioned emotional reasons as success factors of the Kånken but they did not name any emotional reason for their own purchase motives. But nevertheless, this research has resulted in the fact, that non-targeted customers were more influenced by emotional factors and the fad itself than targeted customers.

Besides emotional success factors, the most mentioned success factors were the design, function and the choice of varieties. Those factors turned out to be the overall USPs of the Kånken backpack. This demonstrates that not just the viral product design was one big influence, the function seems to be a big factor as well. As a result of this intense use of WOM the people were spreading not just the backpack itself by wearing it. They also exchanged a lot of their own experiences and their satisfaction of the backpack's functionality. This WOM as a main driver was responsible for the backpack becoming more than just a fad and one reason why this trend has continued for years. Especially non-targeted customers stated that they were interested in further Kånken products. The Kånken customers are mainly using their backpack for work/ school/ college or in their everyday life. This intense usage of the backpack can result in a long-term relationship or emotional bond with the product itself. All these findings are conform with the statement of Fjällräven's Senior Hardware Designer (Fjällräven AB, 2018): "Kånken is so much more than a backpack. It's your first day at school, your weekend getaway, a picnic with your friends, your festival companion. [...] We freed Kånken from only being a backpack and let it change shape to meet the different needs we see around the world. "

In summary, this research identified high potential for the retention of non-targeted customers. The researcher already ascertains that the target group of the Kånken backpack differs from the overall Fjällräven target group. The target group definition has to be

adjusted mostly in their behavioural and psychographic characteristics. In the first place, this research proves that targeted customers are part of the Kånken customers. But a specific group of non-targeted customers were buying this backpack as well. This shows, that a new target group definition has to be a mix of targeted and non-targeted customers.

Referring to the identified lifestyles of Verma and Hanspal (Verma and Hanspal, 2000) or Krishnan and Murugan (2006) it is not possible to allocate the targeted customers or non-targeted customer or even both to one specific lifestyle. The researcher finds similarities to some lifestyle groups, i.e. that almost every Kånken customer is open for trying new brands which would refer to innovative lifestyle segment (Krishnan and Murugan). But even 11 interviewees had an exchange about the backpack with friends as well, which would refer to the family-oriented lifestyle. The third lifestyle segment of Krishnan and Murugan is represented as well. Some interviewees stated that they focus on sustainability or purchase second hand. This would refer to the purchased-interested lifestyle. Moreover, the target group segmentation is more than just about buying behaviour. Specially in Fjällräven's case the overall behavioural segmentation including interests and hobbies is essential.

Nevertheless, the identified purchasing factors of targeted and non-targeted customers by Nguyen (2012) apply to the case of Kånken customers. This finding is important for the brand's future activities in general and are helpful in retaining the Kånken customer's concerning long-term relationships.

Referring to the conceptual framework, parts of it has to be adjusted after this research. Not just non-targeted customers, many targeted customers got aware of this trend product, the Kånken backpack. Only 3 informed themselves only via online channels or at a store. Offline channels and pull communication were the main drivers of the Kånken's awareness. But the process of the awareness set differed among the two customer groups. The trend scenario and the backpack's popularity had a higher impact on non-targeted customers because of their lack of brand knowledge and identification. Targeted customers know the brand and can identify themselves with the brand. For them the purchase decision was easier than for non-targeted customers who were dealing with a foreign brand. Some of the targeted customers already knew the brand and made former experiences with other products. For them fashionable and functional reasons were their main purchase motives. In contrary to the non-targeted customers, who named functional and fashionable reasons as well, the amount of the emotional reason "belonging" because of this trend scenario was clearly higher. Otherwise, because of this intense and solely positive WOM the non-targeted

customer gathered a lot of many information about functionality just through WOM, without actively informing themselves.

The branding process was very successful and even though most non-targeted customers did not know the brand or only presumed, most associations with the brand were right. Especially the key associations like outdoor, quality and sustainability were mentioned of both customer groups. The inside-out-perspective matches mainly with both outside-in perspectives. This proves Fjällräven's strong, positive and global brand image.

f. Conclusion

All those findings are important for answering the research question and they show new and unexpected finding the researcher was not aware of before. The defined research objectives helped the researcher to structure the interviews and the data collection process. By answering those objectives, it is easier to find the core finding and answer for the research question.

1. Are the non-targeted customers aware of the brand Fjällräven?

First of all, only half of the non-targeted customers knew something about the brand Fjällräven. One explanation might be the finding, that they stated to be product buyers. This clarified that especially non-targeted customers were focussing on the backpack as a product and not on the brand Fjällräven.

2. What do the non-targeted customer groups know about the brand?

The knowledge which was existing included Fjällräven's core associations like outdoor, Scandinavian and quality. But besides those important main associations, some non-targeted customers had "false" associations with the brand as well. Those associations like "lifestyle or "fashion" occurred through their only experience with the brand, the Kånken backpack. Moreover, it was obvious that they had less knowledge about Fjällräven than the targeted customers. This lack of interest, the product focus and the finding of lack of interests in outdoors explains their non existing identification with the brand's philosophy.

3. How did they hear about the Kånken backpack?

The main driver for this popularity and awareness among non-targeted customers were the offline WOM and pull communication. They saw the backpack multiple times on the streets or on others and in combination with this viral product design they started liking it. This

mere-exposure-effect and the trend-scenario itself had a high impact on non-targeted customers.

4. What was the main motive for purchasing the Kånken?

It is not clear what their final main motive for their purchase was. Most of the non-targeted customers mentioned a functional reason for their purchase. But the general success factor for most of them was not the functionality, it was the viral design. What they liked most about the Kånken is the design and the storage space (functionality). Otherwise, they also named belonging and the backpack's popularity one of their purchase motives. The research and the findings suggest, that their actual purchase motive mainly was an emotional reason like belonging, popularity or the design itself. The mere-exposure effect and the trend scenario itself had a high impact on non-targeted customers. During their usage they experienced different benefits like storage space and the high usability. Most of the non-targeted customers did not state clearly an emotional reason, but they gave indirect hints for this assumption. Like Nguyen (Nguyen, Li and Chen, 2012) found out, the factor reputation plays a big role for non-targeted customers. Otherwise, this situation of solely positive WOM made the price less important. No one really needed a backpack at this purchase time. They saw it primarily on the streets. These were factors which influenced them a lot in terms of their purchase motives. This emotional relation with the Kånken backpack grew because of their daily usage and the fact that non-targeted customers are interested in add-on products like the Kånken Essentials.

5. What factors are important for this customer group to purchase?

The research ascertains factors like quality, longevity or in general the cost-benefit-ratio as very important purchase factors for the non-targeted customers. They focus on the products and their real quality and they are willing to pay a higher price for a higher quality. However, due to this conscious they described themselves as bargain hunters as well. They want to inform themselves before a purchase to be sure to make a good deal. Another purchase factor for them is the personal taste, if they do not like the look or design, they would not buy it. In general, they stated to be open for new brands. These findings explain their Kånken purchase, because most of them did not know the brand before. But otherwise, some of the non-targeted customers admitted that they bought the Kånken separated of their actual purchase factors. Another hint for the big role of emotional influence in terms of the Kånken purchase of non-targeted customers.

These findings and results of the research pave the way for answering the final research questions: What are the brand perceptions and experiences of non-targeted Kånken customers?

The non-targeted Kånken customer's brand perception of the brand Fjällräven is overall positive. Most but not all were aware of the brand's core business. Core associations are present but nevertheless most non-targeted customers only made experiences with the brand through the Kånken backpack. They were mainly focussing on the backpack and not on the brand. This lack of interest explained their weak brand perception. Another explanation is the finding that the "considerable social importance" (Misra and Agrawal, 2003) highly increased their involvement and not the brand's attractiveness. The brand is not interesting and important for them which explains the missing identification as well. The non-targeted customers just stated the identification with the Kånken design.

All in all, the non-targeted customers made a positive and emotional experience with the Kånken backpack of Fjällräven. This research has shown, that there is a chance of long-term relationship with the non-targeted customers, but just in terms of "urban outdoor" products like the Kånken backpack. The identified emotional factors, the daily intense usage of the backpack and the interest in the Kånken Essentials products support this identified chance. The non-targeted customers are satisfied with the Kånken product and would recommend it.

This summary result of the research brings up some possibilities for the brand Fjällräven. The brand has to decide, if it wants to ignore "lifestyle associations" or should it try to correct those? Moreover, it is not clear what they aim with the Kånken backpack in the future. On the one hand, they state that it is a "nice-to-have bonus" what they get out of the Kånken sale. But on the other hand, they developed more and more colours, started a cooperation with the Swedish fashion brand Acne Studios but still say that they do not want to be fashionable and establish the brand on the fashion market. These actions and statements by the brand are not coherent. It seems that they develop the brand Kånken more and try to run this as an individual brand. In case of this scenario, they have the option to focus on the Kånken customers as a separated customer segment. They already tried to define a new target group, the 'lifestylers'. But this definition needs to be elaborated upon.

Kanken Customer

Name: Sophie Müller
 Location: Münster, Germany
 Gender: female
 Income: 28,000€
 Age: 28 years
 Occupation: office administrator



Interests:

- sports
- travelling
- meeting people
- being part of a community
- reading book
- personal development (skills, knowledge)

Consume Behaviour:

- long usage of products
- second hand
- eco-friendly
- make the world a better place
- conscious consume

Character:

- scandinavian lover
- open minded
- buoyant
- enjoying the little things
- down-to-earth

Buying Behaviour:

- product buyers
- focus on sustainable products
- certain quality standard
- inform themselves before purchase online and offline
- price-conscious, bargain hunters
- open for new brands
- personal taste

Challenges:

- Integrate the whole sustainable lifestyle in their everyday life

Needs:

- high quality and durable products
- functional products which suits their personal taste
- flexible usage of products

Information Channels



Figure 23 - Persona of New Defined Kånken Customers Based on Research's Findings and Primary Data

VII. CONCLUDING THOUGHTS ON THE CONTRIBUTION OF THIS RESEARCH

a. Implications of Findings for the Research Questions

The main focus during the research were the non-targeted Kånken customers and their brand perception and experience. But the findings go beyond this research question and enables the researcher to think one step further, a possible retention of those customers were the result. Moreover, the findings reveal the option to define a new, individual product target group, initiated by this trend scenario and the backpack's popularity.

The findings clarify the positive, but weak and not completely consistent brand image of non-targeted Kånken customers. Fjällräven is mostly known as a high-quality outdoor brand with a sustainable commitment. It is possible that the focus appears to be on the product rather than the brand for those customers. In addition, the researcher was not able to find obvious parallels or patterns between own purchase motive, experienced benefits afterwards and general success factors. The interviewees' answers were not consistent and it was not possible to extract specific and strong factors, benefits or motives. Those findings led the researcher to consider psychological explanations, i.e. that customers were afraid of admitting own emotional purchase motives.

b. Contributions and Limitations of the Research

This research was just focussing on one brand's trend product. The researcher analysed only one scenario and has nothing to compare with. Furthermore, the research includes 20 interviewees, 10 of each identified customer groups. Because of this small number of participants this research is more like a sample which cannot represent the whole entirety. To increase the liability the research needs to involve more customers. Moreover, quantified results have no strong validity because of the small number of participants.

Afterwards it became clear that the question about the interviewees interest in outdoors and camping was a bit too vague. Especially for its role as a key question for identifying the customer group. Participants make differences between camping with a tent or with a caravan, between mountaineering for a day and a multiday tour or backpacking which could mean travelling with a backpack from city to city or backpacking in terms of hiking. Clarifying this question and dividing it into more questions would have given better and stronger answers.

c. Recommendations & Future Research

Trend scenarios in combination with positive WOM are valuable for a brand and increases the brand's or product's popularity. Brand managers and marketing departments should be aware of possible involved targeted and non-targeted customers. Those customers have a high influence on the branding process especially during a trend scenario. Because non-targeted customers are spreading WOM as well and it is hard for a company or brand to control this type of WOM. That is why the brand or company should always be clear in their communications no matter if it is online via social media, advertisements, imagery or PR. A brand needs to be aware of their outward image, because it never knows if non-targeted customers can have an influence on the brand or product. Particularly, this research shows that emotional factors can play a big role for non-targeted customers and their purchase decisions. For WOM targeted and non-targeted customers use a lot of storytelling among each other. Companies and brands should be aware about storytelling and its influence.

The finding that offline WOM is still a big and strong influential communication channel is important for all companies and brands. It is very difficult to influence or control this offline WOM, but it starts with the brand's own communication and inside-out perspective. Further researches can be done in terms of specific possibilities of non-targeted customers' retention. The retention of non-targeted customers will differ compared to the retention of targeted customers. The analysis among non-targeted customers can be extended as well. So far, the non-targeted customer group is a wide and too broad group definition which might include many sub-groups which differ among each other in terms of behaviour, purchase factors and lifestyle as well.

d. Final Conclusion and Reflections

This research shows the importance of offline channels nowadays and the complexity of trend scenarios and targeted and non-targeted customers. It also proven that it could be worth it to deal with non-targeted customers who became a customer through a trend scenario. To strengthen the findings researches like that need more participants and other scenarios to compare with.

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IX. APPENDIX

a. Sent Consent Letter



EINWILLIGUNG ZUR TEILNAHME AM FORSCHUNGSINTERVIEW

Name des Projektes: A Case Study of Fjällräven and their Kånken backpack in the German market.

Untersuchungsleiterin: Annika Struhalla

Forschungsteilnehmer:

Das Interview wird ca. 15 min dauern. Wir schließen Risiken in Verbindung mit Ihrer Teilnahme am Interview aus. Sie haben jedoch das Recht, das Interview jederzeit abzubrechen oder ihre Teilnahme zu annullieren.

Vielen Dank, dass Sie der Teilnahme am Interview, im Rahmen des oben genannten Forschungsprojekts, zugestimmt haben. Ethische Verfahren einer akademischen Forschung erfordern, dass die Befragten der Befragung und der Verarbeitung bzw. Verwendung der in ihrem Interview enthaltenen Informationen ausdrücklich zustimmen. Diese Einverständniserklärung ist erforderlich, damit wir sicherstellen können, dass Sie den Zweck Ihrer Beteiligung verstehen und den Bedingungen für Ihre Teilnahme zustimmen. Lesen Sie daher das beiliegende Informationsblatt und unterschreiben Sie dieses Formular, um zu bestätigen, dass Sie die folgenden Bedingungen erfüllen:

- Die Audiospur des Interviews wird aufgezeichnet und ein Protokoll wird erstellt
- Das Protokoll des Interviews wird von Annika Struhalla als Untersuchungsleitung ausgewertet
- Der Zugriff auf das Interviewprotokoll ist auf Annika Struhalla und akademische Kollegen beschränkt, mit denen sie im Rahmen des Forschungsprozesses zusammenarbeitet
- Alle zusammenfassenden Interviewinhalte oder direkten Zitate aus dem Interview, die durch wissenschaftliche Veröffentlichungen oder andere akademische Einrichtungen zugänglich gemacht werden, werden anonymisiert, sodass Sie nicht identifiziert werden können, und es wird darauf geachtet, dass jegliche Informationen aus dem Interview die Sie als Person identifizieren könnten nicht veröffentlicht werden
- Die eigentliche Aufnahme wird nach Erstellung des Protokolls vernichtet
- Abweichungen von den oben genannten Bedingungen sind nur mit Ihrer weiteren ausdrücklichen Zustimmung zulässig

Durch das Unterzeichnen dieses Formulars erkläre ich mich mit folgendem einverstanden;

1. Ich nehme freiwillig an diesem Projekt teil. Ich verstehe, dass ich nicht teilnehmen muss und das Interview jederzeit abbrechen kann;
2. Das Protokoll des Interviews oder Auszüge daraus können wie oben beschrieben verwendet werden;
3. Ich habe das Informationsblatt gelesen;
4. Ich erwarte keine Leistung oder Zahlung für meine Teilnahme;
5. Ich kann eine Kopie des Protokolls meines Interviews anfordern und Änderungen vornehmen, die ich für notwendig halte, um die Wirksamkeit einer Vereinbarung über die Vertraulichkeit zu gewährleisten;
6. Ich war in der Lage Fragen zu stellen und ich verstehe, dass ich mich bei zukünftigen Fragen an den Forscher wenden kann;

Name in Druckschrift

Unterschrift Teilnehmer

Unterschrift Untersuchungsleiterin

Datum

02.07.2019

Datum

b. Short Questionnaire – Interviews

1. Your Age

- <18 40-49
 18-29 50-59
 30-39 >60

2. Gender

- Female Male Diverse

3. Did you buy the Kånken backpack of Fjällräven?

- Yes No
 It was a gift. *other*

4. Did you buy this backpack for yourself?

- Yes No

5. Is this Kånken backpack your first product of the brand Fjällräven?

- Yes No

6. How satisfied are you with the Kånken backpack?

0 *very disappointed* *O.K.* **50** *very satisfied* **100**

7. How interested is hiking and camping for you?

0 *no interest at all* *sometimes* **50** *highly interested* **100**

c. Interview Questions – Face-to-Face Interviews

1. How did you hear about the Kånken backpack?
 - 1.1. Was it via an offline or online channel that you got aware of the Kånken backpack?
 - 1.2. Did someone recommend the Kånken backpack?
 - 1.3. How was the relationship to this person?
2. What were your purchase motives for buying the Kånken backpack?
 - 2.1. Why do you think is the Kånken backpack successful?
 - 2.2. What do you like about this Kånken backpack? Any functional or emotional benefits?
3. When are you using your Kånken backpack?
4. What is your brand perception of Fjällräven?
 - 4.1. What words would you use to describe the brand Fjällräven?
 - 4.2. Can you identify yourself with the brand Fjällräven?
 - 4.3. Do you have similarities or a connection to the brand?
5. Do you have general purchasing factors which have to be fulfilled when buying fashion products?
 - 5.1. Did those purchasing factors change in terms of Kånken?

- 5.2. Do you like to try new fashion brands in general?
6. How would you describe your lifestyle?
- 6.1. What are your hobbies/ interests?
- 6.2. Are you interested in fashion?
- 6.3. Do you try to keep up with every new fashion trend?
7. What brands do you actually buy or prefer in fashion?
- 7.1. Do you have a favourite fashion/ clothing brand?
8. Have you heard about the Kånken Essentials of Fjällräven?
- 8.1. Would you buy products of this Kånken Essentials line?

d. Results Questionnaire

No. Part.	Interview duration	1.	2.	3.	4.	5.	6.	7.
3	21:00	18-29	female	✓	✓	✓	80	3
4	13:00	18-29	female	✓	✓	✓	80	45
7	15:00	18-29	female	✓	✓	✓	60	20
9	12:30	18-29	female	✓	✓	✓	75	30
11	15:00	18-29	female	✓	✓	✓	80	50
12	21:00	18-29	male	✓	✓	✓	85	50
15	11:30	18-29	female	✓	✓	✓	100	20
16	10:30	18-29	female	✓	✓	✓	75	40
17	10:00	18-29	female	✓	✓	✓	100	40
18	17:00	18-29	female	✓	✓	✓	90	70
	∅						∅	∅
	14:39						83	37

Table 8 - Identified Non-targeted Kånken Customers

No. Part.	Interview duration	1.	2.	3.	4.	5.	6.	7.
1	23:00	18-29	female	✓	✓	✓	100	85
2	13:30	18-29	male	✓	✓	✗	85	90
5	17:30	18-29	female	✓	✓	✓	50	85
6	19:00	40-49	female	✓	✓	✗	100	30
8	20:00	18-29	female	✓	✓	✓	90	70
10	19:00	18-29	female	✓	✓	✓	85	100
14	18:30	30-39	female	✓	✓	✗	90	80
19	17:00	30-39	female	✓	✓	✓	75	100
20	13:00	18-29	male	✓	✓	✓	90	80
21	13:30	18-29	female	✓	✓	✓	85	100
	∅						∅	∅
	17:24						85	82

Table 7 - Identified Targeted Kånken Customers

e. **Codebook – Qualitative Content Analysis**

Codebook



Qualitative Content Analysis – Primary Data Collection

Participants: Fjällräven Kånken Customers

Face-to-Face Interviews

Part of Dissertation:

An exploration of brand perceptions and purchase motivations of non-targeted customers –
A Case Study of Fjällräven and their Kånken backpack in the German market.

Codesystem

1. Brand Fjällräven
 - 1.1. General Brand Awareness (21)
 - 1.2. Knowledge of Brand (59)
 - 1.3. Word Description (66)
 - 1.4. Identification with Brand (25)
2. Kånken Backpack
 - 2.1. Knowledge about Kånken (6)
 - 2.2. Main Purchase Motives (74)
 - 2.3. Kånken Awareness (51)
 - 2.4. Kånken's Success Factors (110)
 - 2.5. Presumptions of Fad Scenario (17)
 - 2.6. Usage of Product (60)
 - 2.7. Experienced Benefits (196)
3. Customer Information
 - 3.1. Recommendations (16)
 - 3.2. Satisfaction (24)
 - 3.3. Dissatisfaction (14)
4. Kånken Essentials
5. Lifestyle
 - 5.1. General Purchase Motives (105)
 - 5.2. Consume Behaviour (23)
 - 5.3. Type of Buyer (42)
 - 5.4. Buying Behaviour (71)
 - 5.5. Interests in Fashion (124)
 - 5.6. Hobbies, Interests (97)
6. Type of Customer
7. Connection to Literature
 - 7.1. Mere-Exposure-Effect (24)
 - 7.2. Purchase Motive (64)
 - 7.3. WOM (29)
 - 7.4. Involvement-Level (9)
 - 7.5. Lifestyles (19)
 - 7.6. Interpersonal Closeness (24)

I) BRAND FJÄLLRÄVEN

a) General Brand Awareness (21)

Is the customer aware of the brand Fjällräven? Does a brand awareness exist?

Codename	Total Codes	Meaning
Yes	16	The participant is aware of the brand Fjällräven.
No	2	The participant is not aware of the brand Fjällräven.
Just because of the backpack	4	The participants only became aware of the brand Fjällräven through the Kånken backpack purchase.

b) Knowledge of Brand (59)

What comprises the customer's knowledge? How deep is the knowledge?

Codename	Total Codes	Meaning
Quality	11	Participants associated or mentioned words like quality, premium or good products.
Outdoor	13	Participants associated or mentioned words like trekking, hiking, outdoor, nature or camping.
Traditional Brand	2	Participants associated a traditional brand with history.
Sustainability	5	Participants associated or mentioned words like sustainability, environment-friendly, fair manufactured.
Scandinavian Brand	9	Participants associated or mentioned words like Scandinavian, Nordic or Sweden.
Urban Products	1	Participants associated urban products with the brand's portfolio.
Knowledge through Website	6	Participants mentioned that they informed themselves through the brand's Fjällräven.
Other Products	4	Participants mentioned that they possess a Fjällräven product besides the Kånken backpack.
No deep Knowledge	8	Participants admitted having no knowledge about the brand at all.

c) Word Description (66)

Which words does the customer chose to describe the brand? How specific are those descriptions and are those key associations positive? -> Codes refer to answers of a specific question.

Codename	Total Codes	Meaning
Sporty	2	Participants used words like sporty.
Classic	1	Participants used words like classic.
Freedom	1	Participants associated freedom with the brand.
Fashionable	7	Participants used words like fashion, stylish, lifestyle or trendy.
Good Cost-Benefit Ratio	3	Participants mentioned specifically the high costs justified by the quality.
Retro	2	Participants used words like retro or tradition.
Active	2	Participants used the word active.
Quality	6	Participants used words like (high) quality.
Simple	8	Participants used words like simple or described the brand's design as simple, minimalistic.
Straight	4	Participants used words like straight or solid.
Functional	9	Participants used words like functional, smart or practical.
Outdoor	8	Participants used words like outdoors or nature.
Longevity	4	Participants used words like longevity or ruggedness.
Scandinavian	4	Participants used words like Scandinavian, Nordic or Sweden.
Sustainability	5	Participants used words like sustainability, naturalness or eco-conscious.

d) Identification with Brand (25)

Can the customer identify itself with the brand's outdoor philosophy?

Codename	Total Codes	Meaning
Yes	12	Participants are highly interested in the outdoors or hiking and they can identify themselves with the brand's adventurous and outdoors lifestyle.
No	13	Participants stated that they are not interested in the outdoors or do not have the intense connection like Fjällräven is communicating and living.

II) KÅNKEN BACKPACK

a) Knowledge about Kånken (6)

Does the customer have some general knowledge about the Kånken backpack as a product, its history or materials?

b) Main Purchase Motives (74)

What was the main purchase motives for the customers? Why did they choose the Kånken backpack?

Codename	Total Codes	Meaning
Need of a Backpack	15	One purchase motive of the participants was the need of a backpack. They were actively in search of a backpack.
Belonging	8	Participants had no clear purchase motive or just wanted this backpack. Popularity and the fact that many others had this backpack influenced their decision.
Different Motives	3	Participants admitted that the purchase motive(s) were different in terms of the Kånken backpack than usual.
Fashionable Reason	20	One purchase motive was the look and design of the backpack. They just liked the appearance or choice of colours.
Functional Reason	28	One purchase motive was the quality, simple and practical function or the size itself. Participants mentioned functions they like about the backpack.

c) Kånken Awareness (51)

How got the customers aware of the Kånken backpack. Did they hear or see the backpack through offline or online channels?

Codename	Total Codes	Meaning
Friend's Recommendation	22	Participants stated that they got aware because of friends or family who recommend this backpack or exchanged their positive experiences.
Seen on Others	17	Participants reported that they saw this backpack everywhere and over and over again. Their first encounter was on the streets.
Store	2	Participants saw the backpack in stores.
Online Channels	10	Participants were looking online and actively in search of a backpack. They informed themselves via websites, blogs or reviews.

d) Kånken's Success Factors (110)

What do the customers think, were the general success factors of the Kånken backpack? Which factors were responsible?

Codename	Total Codes	Meaning
Emotional Reasons	17	Participants think that emotional factors like belonging or self-expression were responsible for the backpack's success.

Functional Reasons	10	Participants think that functional factors like quality or the handy usage were responsible for the backpack's success.
Fashionable Reasons	21	Participants think that fashionable factors like belonging or self-expression were responsible for the backpack's success.
Outdoor-Trend	2	Participants mentioned the outdoor-urban-trend in terms of success factors.
Sustainability-Trend	1	Participants mentioned the general sustainability-trend in terms of success factors.
It's a Fad	4	Participants think it is just a fad and is almost over.
Good Marketing	1	Participants think good marketing is responsible for the backpack's success.
Cost-Benefit Ratio	2	Participants think the good cost-benefit-ratio is one success factor of the Kånken backpack.

Emotional Reasons	Total Codes	Meaning
Scandinavian Origin	3	The backpack is representing the Scandinavian Lifestyle which is one success factor.
Popularity	10	Participants mentioned the backpack's popularity as one of the success factors.
Representation Specific Lifestyle	4	Participants mentioned that the backpack is representing a specific lifestyle and people want to identify themselves with this lifestyle.
Belonging	1	Participants think that the belonging to this Kånken community is one success factor or reason.

Functional Reasons	Total Codes	Meaning
Individual Usage	2	Participants mentioned the choice of colours and sizes which enables customers an individual use of the backpack.
Quality	2	One success factor is the quality itself of the backpack.
Functionality	1	The general functionality of the backpack was mentioned as a specific success factor.
Handy/ Practical	4	Participants mentioned the handy and practical usage of the backpack as a responsible factor.
Choice of Sizes	2	Participants think especially the choice of sizes is a success factor.

Fashionable Reasons	Total Codes	Meaning
Choice of Colours	5	Participants think especially the choice of colours is a success factor.
Unique Design	7	Participants mentioned the design of the backpack and described it as unique.
Simple Design	7	The simple and straight design was highlighted by some participants.
Timeless Design	4	Participants described the design as timeless and think that this is one success factor.

e) Presumptions of Fad Scenario (17)

Did the customers realize this trend scenario? What is their opinion about this situation?

f) Usage of Product (60)

How and when are the customers using their Kånken backpack?

Codename	Total Codes	Meaning
Fashion Accessories	1	Participants admitted that they use the backpack like a fashion accessory.
Grocery Shopping/ City	6	Participants are using the backpack for grocery shopping or going out to the city.
Sports	1	Participants are using the backpack for carrying their sports gear.
Short Trips/ Travelling	12	Participants are using the backpack for short trips or travelling in general.
Everyday Life	19	Participants are using the backpack for their everyday life.
Work/ College/ School	21	Participants are using the backpack for work, college or school.

g) Experienced Benefits (196)

Did the customers experience any product's benefits after the Kånken purchase? What do they still like about the backpack?

Codename	Total Codes	Meaning
Emotional Benefits	31	Participants liked the design of the backpack.
Emotional Touchpoint	2	Participants liked the option of small backpacks for their own children.
Favourite Product	2	Participants admitted they are just using the backpack and do not want to go without it.
Uniqueness Look	5	Participants mentioned the unique design and that it does not look like a normal backpack.
Status Symbol/ Accessory	5	For some participants the possession of this backpack is like a statement and status symbol.

	Look/ Appearance	18	Participants are using this backpack because of the look in the first place.
Functional Benefits		63	Participants experienced many functional benefits after the purchase.
	Comfort	1	Participants mentioned the comfort of this backpack as one benefit.
	Function of a Backpack	6	Participants highlighted the general function of a backpack.
	Size	8	Participants mentioned the size of the backpack as a great benefit.
	Pockets Separation	7	The simple pocket separation with two pockets is an often-mentioned benefit.
	Seat Pad	4	Participants really like the integrated seat pad.
	All-round-Package	3	Participants stated that the amount of functions are forming a great all-round-package.
	Waterproof	3	Participants highlighted the waterproof material as one of their personal favourite benefit.
	Flexibility	4	Participants mentioned the flexibility of the backpack. For example, the usage of a backpack or handbag.
	High-Usability/ Variability	10	Participants mentioned a high functionality for different situations, it is variable in its usage.
	Shape	3	Participants mentioned the special and simple shape of the backpack.
	Simple Packing	4	Participants experienced the simple packing of the backpack.
	Storage Space	14	Participants experienced a great storage space.
	Ruggedness	3	Participants mentioned the backpack's ruggedness.

III) CUSTOMER INFORMATION

Any other information about the individual customer and their Kånken backpack.

a) Recommendations (16)

Would the customer recommend this backpack to others?

Codename	Total Codes	Meaning
Yes	10	Participants would recommend the Kånken backpack to others.
No	1	Participants would not recommend the Kånken backpack to others.
Repurchase	5	Participants would repurchase the Kånken backpack or already repurchased it.

b) Satisfaction (24)

Did the participant mention specific points which satisfy him/her?

c) Dissatisfaction (14)

Did the participant mention specific points which dissatisfy him/her?

IV) KÅNKEN ESSENTIALS

The Kånken Essentials are made for Kånken lovers and are add-on-products, which are supposed to fit perfectly in every Kånken backpack. They shall enable more organisation within the bag.

Codename	Total Codes	Meaning
None Awareness	19	Participants were not aware of the Kånken Essentials.
Awareness	1	Participant were aware of the Kånken Essentials.
Interests	11	Participants show interest in Kånken Essential products.
Lack of Interests	10	Participants are not interested in Kånken Essential products.

V) LIFESTYLE

How can be described the customers' lifestyle, habits and behaviours?

a) General Purchase Motives (105)

What are Kånken customers' general purchasing motives?

Codename	Total Codes	Meaning
Availability	1	Products have to be on short call.
High-Price = High-Quality	9	An expensive product must be justified by the high-quality. Participants are willing to pay more for a better quality.
Sustainability	17	Products have to be sustainable and environment-friendly.
Manufacturing	6	Focus on local or fair manufactured products. Participants want transparency.
Comfort	1	Products need to be comfortable.
Functionality	7	Products have to be functional and fulfil the core needs and purpose. Flexibility and practicability are important.
Longevity	13	Purchased products must be durable and participants are long-term focussed.
Price	7	The price is an important decision factor. Participants are very conscious purchaser.
Cost-Benefit Ratio	7	The cost-benefit ratio has to be satisfied to decide for a product.
Quality	17	The product's quality is one big purchase decision factor.
Personal Taste	20	The product has to suit the participant's personal taste.

b) Consume Behaviour (23)

Did customers betray information about their consume behaviour?

c) Type of Buyer (42)

What type of buyer belong the Kånken customers to?

Codename	Total Codes	Meaning
Brand Buyer	0	The participant's focus is on the brand itself. They have many favourite brands and orientate themselves to those brands.
Product Buyer	28	The participant's focus is on the product itself. They want a product which fulfils their needs, no matter which brand.
Both	14	For those participants it depends on the product, need and situation if they focus on the products or brand. They cannot decide on what they focus most.

d) Buying Behaviour (71)

What did the customers say about their actual buying behaviour?

Codename	Total Codes	Meaning
Impulsive	3	Participants admitted that they consume or buy products spontaneously and without overthinking it.
Offline	6	Participants mentioned offline channels for their information gathering. They prefer seeing products before purchase in reality, like stores.
Online	3	Participants mentioned online channels for their information gathering.
Second-Hand	6	Participants changed their consume behaviour. It became more conscious and they buy second hand.
Informing by Themselves	16	Participants stated that they prefer to inform themselves before a purchase decision.
Bargain Hunter	12	Participants stated being a bargain hunter. They want high-quality, but are waiting or looking for an offer.
Open for New Brands	25	Participants might have favourite brands but they're still open for new brands.

e) Interests in Fashion (124)

How can be described the relationship between the Kånken customers and fashion itself. Are they interested in Fashion? Do they follow specific trends? Do they have favourite Brands?

Codename	Total Codes	Meaning
No Interest in Fashion	6	Participants claimed not being interested in fashion.
Interest in Fashion	14	Participants claimed being interested in fashion.

Favourite Brands	33	Participants named favourite brands.
No Favourite Brands	2	Participants stated not having any favourite brands.
Trends	38	Participants explained how they deal with fashion trends (qualitative answers).

f) Hobbies, Interests (97)

What are the Kånken customers' hobbies or general interests?

Codename	Total Codes	Meaning
Cultural	15	Participants are interested in cultural things.
Music	4	Participants like listening to music or playing an instrument.
Movies/ Series	4	Participants like watching movies or series.
Cultural Inspiration	7	Participants are interested in culture, arts or like going to the theatre.
Social	17	Participants like being around people.
Shopping	3	Participants like going shopping.
Volunteering	1	Participants are volunteering.
Family	2	Participants are family very important.
Friends	11	Participants like going out or meeting friends.
Active	43	Participants have an active and sportive lifestyle.
Cars	1	Participants is interesting in fast and expensive cars.
Travelling	5	Participants love travelling and exploring the world.
Active Lifestyle	10	Participants describe their lifestyle as very active.
Sports	19	Participants like doing sports.
Outdoors	8	Participants love being in the outdoors, like hiking.
Education/ Skills	22	Participants are interested in developing their skills or knowledge.
Being Creative	8	Participants are creative because of their study/ job or are interested in, i.e. photography.
Cooking	6	Participants like cooking for themselves or friends.
Reading	7	Participants like reading good books.
Career	1	Participants focus on their career and want to develop their skill, i.e. further education.

VI) TYPE OF CUSTOMER

What information about the Kånken customer identifies him/ her as a targeted or non-targeted customer?

VII) CONNECTION TO LITERATURE

Are there any connections between the research's literature and the collected primary data?

a) Mere-Exposure-Effect (24)

Did customer buy the product because they saw it over and over again and got used to it? Did they just start liking it because of its popularity?

The effect, that people got used to it because of its frequent confrontation is named mere-exposure-effect. (Zajonc, 1968)

b) Purchase Motive (64)

Are there any connections between the Kånken customers' purchase motives and specific findings of the literature?

Codename	Total Codes	Meaning
Affiliation Motive	14	Arnould, Price and Zinkhan (Arnould, Price and Zinkhan, 2004) identified the affiliation motive which describes the motive to drive to be with people.
County-of-Origin-Effect	6	The count-of-origin (Purwar and Mathur, 2006) describes the influence of origins or heritage on customers and their purchase decision. People start buying or liking things just because of the fact, that they can identify with this origin.
Connection to Product or Brand	7	Willcox (Willcox, 2017) described the connection between the customer and the product or brand as a very strong and influenceable feeling.
Global Brand Prestige	13	Özsomer and Altaras (Özsomer and Altaras, 2008) ascertained that Global Brand Prestige is one factor which can increase the purchase likelihood.
Competitive Advantage	24	Ghodeswar (Ghodeswar, 2008) defined a brand's value proposition as the reason for the consumer's purchase and the competitive advantage. This proposition includes the functional benefits, emotional benefits and self-expressive benefits.

c) WOM (29)

What type of WOM was involved in this trend scenario? Did customers mention more online or offline WOM? Or was it the viral design of the Kånken backpack?

Aral and Walker (Aral and Walker, 2010) identified that WOM is even more effective if it is personalized and active. WOM can influence the customer by using viral features like a viral product design.

Baker, Donthu and Kumar (Baker, Donthu and Kumar, 2016) found out offline communication has a greater impact on behavioural responses than online WOM. Moreover, positive WOM can influence the purchase decisions.

Codename	Total Codes	Meaning
Viral Product Design	9	The backpack's design is very attractive and participants got aware of it because of the design.

Online WOM	3	Participants heard and read a lot online about the Kånken backpack.
Offline WOM	7	Participants heard a lot about the backpack via offline channels.

d) Involvement-Level (9)

The level of involvement is important for the purchase decision. How did the customer's involvement increase?

Misra and Agrawal (Misra and Agrawal, 2003) identified several factors which can increase the level of involvement. It could be a lack of information, a high amount of involved money, a considerable social importance of product or a potential for providing significant benefits.

Codename	Total Codes	Meaning
Provision of Significant Benefits	3	Participants bought the Kånken backpack because of specific provided benefits they were looking for.
Considerable Social Importance of Product	1	Participants bought the product to belong to the Kånken community.
Lack of Information	5	Participants informed themselves and came along the Kånken backpack or specific functions. They filled the gap of information.

e) Lifestyles (19)

Are there any parallels to Krishnan and Murugan's identified lifestyles?

Krishnan and Murugan (Krishnan and Murugan, 2006) identified three different consumer lifestyles: Purchase-interested Lifestyle Segment, innovative Lifestyle Segment or family-oriented Lifestyle Segment.

Codename	Total Codes	Meaning
Purchase-Interested	5	Participants buying and consuming very conscious. They focus on sustainability, second-hand and fair trade.
Family Oriented	2	Participants knew and trust the brand Fjällräven because they know it from family members or former times.
Innovative	5	Participants are more impulsive or have no specific purchase motives. They state they are influenceable if friends are recommending products.

f) Interpersonal Closeness (24)

Did customers mention any close relationships with the person who recommend the backpack to them?

Dubois, Bonezzi and De Angelis state that the level of interpersonal closeness (IC) affects the positive or negative WOM. High level of IC increases the negative WOM and a low level of IC increases the positive WOM.

- Low IC -> self-enhance
- High IC -> protect others

Codename	Total Codes	Meaning
High IC	12	Participants admitted a close and trustful relationship with those people who recommend the Kånken backpack.
Low IC	0	Participants who had no relationship and connection with the recommending person.

f. Interview Transcripts Example 1

TRANSCRIPT – INTERVIEW CASE STUDY KÅNKEN FJÄLLRÄVEN	
1	<p><u>Age:</u> 18-29</p> <p><u>Duration:</u> 23:00 min</p> <p><u>Gender:</u> Female</p> <p><u>Kanken Prurchase:</u> Yes</p> <p><u>Own Purchase:</u> Yes</p> <p><u>First Fällräven Product:</u> Yes</p> <p><u>Satisfaction:</u> 100%</p>
2	<p><u>Interest in Hiking/Camping:</u> 85%</p>
3	
4	<p>▶▶▶ How did you hear about the Kånken backpack?</p> <p>Firstly, I have seen the backpack on the streets. But actually, this was a reason for me not buying it and I questioned it if this backpack would be the best for me. But then I saw it on sale and that was the reason for the purchase. And now I like the backpack a lot.</p>
5	
6	<p>You only saw the backpack on the streets and you didn't talk about it with others and no one recommended the backpack to you?</p> <p>Yes exactly, just due to the frequent sight. That's why I had a look at the backpack in the store as well. I liked the backpack form the very beginning but it is important to me that the backpack is functional too. So, I had a closer look and decided to buy the backpack.</p>
7	
8	<p>▶▶▶ What were your purchase motives for buying the Kånken backpack?</p> <p>At this time, I had no backpack and it happened all the time that the backpack get breaks after 6 weeks. I knew the brand beforehand and that it is a high-quality trekking brand. Of course, it's a lot of money for a backpack, but the problem was, that I used 4-5 backpacks within the last two years. That's why I thought it might be better to pay bit more for better quality instead of buying a backpack for 20€. So, I bought the backpack and so far, I don't regret it.</p>
9	
10	<p>This means that the quality factor supported your purchase decision? In addition, with the previous brand knowledge?</p> <p>Yes, exactly.</p>
11	
12	<p>What is your main benefit of the Kånken backpack?</p> <p>At the beginning I just focussed at the functionality and</p>



the need of a backpack were in the foreground. I bought it for the time during my apprenticeship. Now I'm using it for a longer time and I have the big and the normal Kånken. I used the big one during my Thailand-travel and for college. Actually, my Kånken is always with me. My friends already started making fun of it.

Does the emotional factor of the Kånken backpack affect you as well? You already bought a second Kånken...

Yes, it does. I am attached to it.

Why do you think is the Kånken backpack successful?

I asked myself the same question. Actually, this backpack is quite simple. Basically, it exists of two pockets, a big one and a smaller one up front. There is nothing special about this backpack. Personally, I think the storage space is quite big. The comfort is quite good. Groceries etc. fit in easily and I always have enough storage. I'm a person who is using it a lot.

>>> This means you are using your backpack everywhere and always?

Yes, exactly. The backpack is always with me.

>>> What is your brand perception of Fjällräven?

I don't possess many products of the brand which is why I can't say much about the brand. I know it deals with outdoor and trekking. Because of the backpack's popularity the brand is quite present. I know as well that there are pants of this brand which have a high quality. Those are waterproof without being a normal rain pants. My mum is very satisfied with this pant.

The brand is known within the family?

Yes. Meanwhile everyone possesses the backpack except my brother.

What words would you use to describe the brand Fjällräven?

Simple and functional. The backpack seems very sophisticated. The material is very good and has a special coating. The integrated seating pad shows the sophisticated structure of the backpack.

Can you identify yourself with the brand Fjällräven?

Yes.



Do you have similarities or a connection to the brand? You already mentioned the popularity within the family.

Yes definitely. I like the outdoors. I was backpacking with my brother for two weeks in Sweden, without any hotels and that stuff. I don't do it often, but I like it a lot.

>>> Do you have general purchasing factors which have to be fulfilled when buying fashion products?

In the first place, it has to suit my personal taste. Actually, I'm not the person who is following every trend. I don't care about it. That was why I struggled at the beginning and why I wasn't sure if I should buy the backpack. Otherwise, I think it's totally fine to follow some trends if I personally like it. What I really like about the backpack is the choice of colours. It was very hard to pick one colour. The choice is huge and this shows the fashion-character as well. They offer a backpack for every individual person.

Detached from the Kånken backpack and the brand, what are your general purchase factors?

The most important thing is that I like it. The prices affect my purchase decisions as well, because I can't afford everything. I'm not this Puma/ Nike-girl who has to buy the latest products. Sustainability is important for me as well. But I think it is very hard to watch out for sustainable products all the time. Doesn't matter if Hollister or H&M both are not very sustainable. It is a factor for me and that's why I buy clothes at "MARS". I know that the quality and sustainability of this brand is reliable. My personal taste is still the most important factor. If I really like a product, I am willing to pay more for it.

Did those purchasing factors change in terms of the Kånken?

No, the biggest factor was my personal taste.

Do you like to try new fashion brands in general?

Yes, a lot. Of course, I rebuy a brand if I'm satisfied with it. But in general, I'm open for new brands.

>>> How would you describe your lifestyle?

Quite uncomplicated. I like to possess high-quality products and it's nice to afford some luxury sometimes, i.e. my Ipod. But I can live without it as well.

	39		
	40	What are your hobbies and interests?	Actually, I'm busy with my studies. Besides that, I read a lot, i.e. novels. I'm sporty, i.e. running but I don't do sports for a club or something like that. I am a bit creative and active. Like to work with different materials. But at the moment I am too busy for it. Meeting friends or barbecue is always fun as well.
..Reading	}		
..Sports			
..Being Creative			
..Friends	41		
	42	Are you interested in fashion?	Yes, sometimes. Sometimes I don't care as well. I like getting dressed and that stuff, but in general I don't care about fashion.
..Interest Fashion	}		
..Interest in Fashion			
	43		
	44	Do you try to keep up with every new fashion trend?	I note some trends and what's 'in'. If I like it for my own, I would buy it. But it's not like I'm following every trend.
..Trends	}		
	45		
	46	>>> Have you heard about the Kånken Essentials of Fjällräven?	No.
..None Awareness	}		
	47		
	48	Would you buy products of this Kånken Essentials line?	Some products are not interesting for me, because I already have my own Pencil case. It doesn't need to be from this brand as well. But the laptop case would be interesting and a nice add on for my backpack.
..Interest	}		
	49		
	50	>>> What fashion brands do you prefer?	I'm absolutely not brand focused. A few years ago, I like products of the brand 'Dreimaster' a lot. But actually, I focus on the product less than brand. For example, I have some timberland boots but just because I like the look and not because of the brand.
..Product buyer	}		
..Product buyer			

g. Interview Transcripts Example 2

TRANSCRIPT – INTERVIEW CASE STUDY KÅNKEN FJÄLLRÄVEN	
1	<p><u>Age:</u> 18-29</p> <p><u>Duration:</u> 15:00 min</p> <p><u>Gender:</u> Female</p> <p><u>Kanken Prurchase:</u> Yes</p> <p><u>Own Purchase:</u> Yes</p> <p><u>First Fällräven Product:</u> Yes</p> <p><u>Satisfaction:</u> 80%</p>
2	<p><u>Interest in Hiking/Camping:</u> 50%</p>
3	
4	<p>»»» How did you hear about the Kånken?</p> <p>A friend of mine told me about the backpack. And then she recommended me to buy it.</p>
5	
6	<p>And this friend is a close friend to you, which means that recommendations are trustful?</p> <p>These are friends I talk to and have recommended me this backpack, yes and I trust them.</p>
7	
8	<p>»»» What were your purchase motives for buying the Kånken backpack?</p> <p>Honestly, I think one reason was the backpack's popularity and that almost everyone was wearing it. A bit like this 'mainstream-effect'. I saw it on others and started liking it. Especially the design is nice.</p>
9	
10	<p>Did you need a backpack at this time?</p> <p>I really needed a backpack for college. But I never informed myself about backpacks and which one I want. But then a friend recommended me this backpack and my sister already brought it for herself as well. She bought a fake one during her holidays and I start liking it as well. But they are very expensive. And my sister's fake backpack looks exactly the same as the original one. Even the seat pad is included. I can't see any differences.</p>
11	<p>But is the quality as good as the original ones?</p> <p>Yes, she is still using the backpack for a while and always uses it for work. She puts all her lunch boxes and bottles in it and the backpack is still good. Sha has a navy-blue backpack and I have a pink one. Although I'm using my backpack less than her, mine already looks worse than</p>
12	

..Friend's Recommend

..Interpersonal Clos
..High IC

..Belonging
..Mere exposu
..Purchase Mo
..Offline WON
..Fashionable Reason

..Need of Backpack

..Friend's Recommend

..Storage Spar
..Functional B
..Ruggedness
..Dissatisfactic



hers. So, my choice of colour was quite bad.

What is your primary benefit of the backpack?

It is so easy to pack. Especially because of its shape. In terms of usage this backpack is highly practical.

Why do you think is the backpack successful?

I think just because everyone was wearing this backpack. The backpack is very simple and because of its huge choice of colours quite remarkable. Everyone is wearing a different colour. The logo is very big and noticeable. The logo gets stuck in the people's heads. That's why I think the look is the main reason for its success. Someone started and others copied it.

▶▶▶ When are you using your backpack?

Sometimes I use it during my everyday life. But primary I use it at college.

▶▶▶ What is your brand perception of Fjällräven?

Honestly, I associate this brand only with the backpack. I have no clue about their product line. I don't know the brand at all. Because of its name I guess it's a Scandinavian company. Like I said, I have no idea about their products.

Could you try to describe the brand Fjällräven by using words?

No not all. I never dealt with this brand before. For me it's just the backpack's brand.

Fjällräven's core business is outdoor gear. Could identify yourself with the brand Fjällräven?

I didn't even know that this brand is producing and selling outdoor gear. No I can't identify myself with the brand.

▶▶▶ Do you have general purchasing factors which have to be fulfilled when buying fashion products?

Yes, for me it's important that the price is justified for the quality of the backpack. For example, if I'm buying a jacket for 100€ it has to last for more than 2 or 3 seasons. The quality and the cost-benefit ratio are very important to me. Especially in terms of this backpack it is important that it lasts for a long time. So far, I have no problems with the backpack, but I haven't used the Kånken backpack a lot. I'm willing to pay a higher price to buy

..High Price - High I
..Innovative

27

expensive products. Besides that, I have no other purchasing factors.

..Favourite Brands
..Open for New Bra

28

Do you like to try new fashion brands in general?

Yes, of course. I have favourite brands, but I wouldn't say that I'm acting like having blinders on.

29

..Favourite Br:
..Product buy
..Trends
..Consume Behaviour

30

>>> What fashion brands do you prefer?

I prefer shops instead of brands. Of course, I'm shopping at H&M and Zara. I always find new clothes there. But maybe I'm a person who is led by the society and other people. So it depends on what's 'in', but actually I have no specific favourite brands.

31

So, you could be described more like a product buyer instead of a brand buyer?

..Product buyer

32

Yes.

33

..Consume Behaviour
..Interest Fashion
..Consume Behavio
..Shopping
..Cooking
..Reading
..Friends

34

>>> How would you describe your lifestyle, like hobbies and interests?

Actually, I'm an intense consumer. I buy a lot and often. My fashion style is quite sporty. I'm not a person who loves to be well dressed all the time. Like I said, I'm consuming a lot and actually that's a bad attitude. Besides that, shopping is definitely one of my hobbies. I like cooking and reading books. In general, I think I'm like the average society. I like meeting friends and being around them. I love things like theme parks.

35

Are you interested in fashion?

..Interest in Fashion
..Interest Fashion

36

Yes definitely. That's why I'm consuming so much. I have so many clothes.

37

Do you try to keep up with every new fashion trend? Or do you not care at all?

..Trends

38

Yes, I follow some. Like this backpack trend or the big shoes of 'Doc Martens'. At the beginning I had no interest in 'Doc Martens' but right now they are my favourite shoes. Sometimes I need time to get used to a trend. Nevertheless, I would say that I have a quite good taste. Sometimes I get inspired by other people. Especially when many people are following a trend, I think there must be reason for that.

..Trends

39

>>> Have your heard about the Kånken Essentials of Fjällräven?

..None Awareness

40

No.



Would you buy products of this Kånken Essentials line?

Honestly, I like some of these products. They look very cool. But I don't know if I would be willing to pay the money. Just to have matching products for the backpack? I think I would prefer ordering products at amazon and pay just half of the price. So, I like these products but I actually don't need them and they would be too expensive for me.

Would you recommend the backpack?

Yes.

h. Interview Transcripts Example 3

TRANSCRIPT– INTERVIEW CASE STUDY KÅNKEN FJÄLLRÄVEN	
1	<p><u>Age:</u> 18-29</p> <p><u>Duration:</u> 10:00 min</p> <p><u>Gender:</u> Female</p> <p><u>Kanken Prurchase:</u> Yes</p> <p><u>Own Purchase:</u> Yes</p> <p><u>First Fällräven Product:</u> Yes</p> <p><u>Satisfaction:</u> 100%</p>
2	<p><u>Interest in Hiking/Camping:</u> 40%</p>
3	
4	<p>➤➤➤ How did you hear about the Kånken backpack?</p> <p>I saw the backpack on my sister. She was using it before me and I like it a lot and then I got one for myself as well.</p>
5	
6	<p>Did you two talk about the backpack and exchanged experiences?</p> <p>Yes, with her and some friends as well.</p>
7	
8	<p>And you bought the backpack because of your sister's recommendation?</p> <p>Yes.</p>
9	
10	<p>➤➤➤ What were your purchase motives for buying the Kånken backpack?</p> <p>Firstly, I bought the small backpack and later I got the bigger one as well. This one is more practical and I really like the look. The design is pretty cool.</p>
11	
12	<p>➤➤➤ What is your benefit of the backpack?</p> <p>I use the backpack as a fashion accessory in the first place and instead of a handbag.</p>
13	
14	<p>When are you using your Kånken backpack?</p> <p>At work or at college. But during my everyday life as well to carry stuff from A to B.</p>
15	
16	<p>Would you say, that you bought the backpack just because of the fashion factor or because of its functionality as well?</p> <p>I would firstly say as a fashion accessory. I don't possess any other backpacks. Actually, I would never use backpacks. I bought the Kånken just because I like the look.</p>



Why do you think is the Kånken backpack successful?

I think it's because of the look. I have never seen a backpack like this before. You can minimize it, it is very practical and you can take it everywhere. It is not too big like other backpacks. I think in general this backpack was something new at this time.

Have you heard of the brand Fjällräven before?

No.

Do you have an assumption what the brand stands for?

I think something with camping. I remember that I heard this somewhere. But that's all I know.

Would you recommend the backpack?

Yes definitely.

Do you have general purchasing factors which have to be fulfilled when buying fashion products?

The cost-benefit ration has to be right and justified. A high quality is important if I have to pay more for it. And it has to suit my personal taste.

Did those purchasing factors apply in terms of the Kånken purchase?

At the beginning I was struggling, because it is quite expensive. But, I heard from other's that the backpack is very practical and easy to clean. But, I can minimize it quite easy. Otherwise I wouldn't have bought it if other's would have told me that the backpack isn't worth it.

Do you like to try new fashion brands in general?

Yes.

So would you describe yourself as a product buyer or brand buyer?

Product buyer.

How would you describe your buying behaviour?

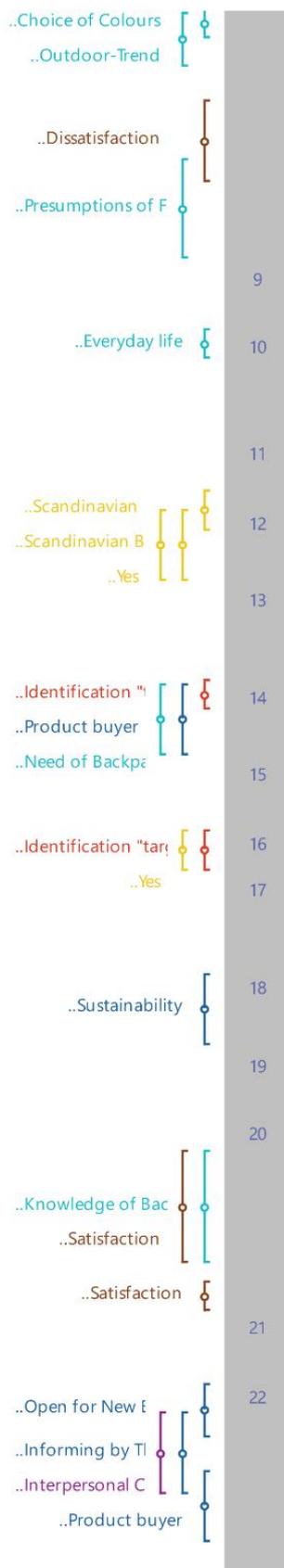
I don't focus on the brand. I don't just buy products of a specific brand. If I like the product, I buy it. For example, if I can find a t-shirt 5€ cheaper in another brand I would always buy the cheaper one.

	35	
..Sports	36	<p>➤➤➤ How would you describe your lifestyle like hobbies and interests? I play many sports and meet friends. I like going to the cinema or going out and having food. Besides that, I have to work</p>
..Friends		
..Movies/ Series	37	
..Interest in Fashion	38	<p>Are you interested in fashion? Yes, definitely.</p>
..Interest Fashion	39	
..Trends	40	<p>What about trends? Do you try to keep up with every fashion trend? Of course, I realize trends on social media like Instagram. Sometimes I'm sceptical. But mostly after a while if everyone is wearing it I get used to it and start liking it. It always like I have to be convinced first. I don't follow every trend but sometimes I do.</p>
..Mere exposure eff	41	
..Favourite Brands	42	<p>➤➤➤ What brand do you prefer in fashion? Do you have favourite fashion brands? Yes, I have. The sports brands like Adidas, Puma and Nike are my favourite. Besides that, I wear almost everything. But mostly sports brands.</p>
..Interest Fashion	43	
..None Awareness	44	<p>➤➤➤ Have you heard about the Kånken Essentials of Fjällräven? No.</p>
	45	
..Interest	46	<p>Would you buy products of the Kånken Essentials line? Now I'm curious after seeing those products. But, I didn't know that they offer these products. But, actually I'm not interested in it. I wouldn't buy it. Except the pencil case maybe. I already thought about buying it.</p>
..Interest		

i. Interview Transcripts Example 4

TRANSCRIPT – INTERVIEW CASE STUDY KÅNKEN FJÄLLRÄVEN	
1	<p><u>Age:</u> 18-29</p> <p><u>Duration:</u> 17:00 min</p> <p><u>Gender:</u> Female</p> <p><u>Kanken Prurchase:</u> Yes</p> <p><u>Own Purchase:</u> Yes</p> <p><u>First Fällräven Product:</u> Yes</p> <p><u>Satisfaction:</u> 75%</p>
2	<p><u>Interest in Hiking/Camping:</u> 100%</p>
3	
4	<p>▶▶▶ How did you hear about the Kånken backpack?</p> <p>Honestly, I didn't realize this backpack before the purchase. After the purchase my brother asked me "Who does this hipster backpack belong to?". Because actually I'm the person in my family who is not dealing with brands at all. It was more a coincidence than on purpose. I needed a backpack and was looking for a backpack which fulfils my requirements. I was looking for an alternative handbag for my everyday life. I get back problems because of the heavy weight I had to carry on my shoulder. I always have to carry laptop etc. to work. Therefore, I needed a new and better backpack. But I didn't want a trekking backpack or something like that. I was looking for a backpack which suits my personal taste and which was big enough for my laptop. I googled but couldn't find anything. That's why I went to the Globetrotter store and came across the Kånken backpack. Because of my penchant for colours the backpacks reached my attention. The choice of colours is huge and the brand offers this backpack in different sizes. I informed myself which backpack should be the best for my laptop. Besides that, it was important for me that the backpack is waterproof. The brand used high-quality material for the backpacks. Since my purchase I see the brand everywhere.</p>
5	
6	<p>▶▶▶ Summarised: What were your motives for the Kånken's purchase?</p> <p>It was not a fashionable reason. Trekking backpacks are always very big and the Kånken was available in different sizes and including mini sizes. Maybe it was a bit because of the backpack's look and the colours.</p>
7	
8	<p>Why do you think is the Kånken backpack successful?</p> <p>I think the choice of colours and the different sizes are a</p>





big advantage. It seems like the brand is trying to follow this current "urban outdoor trend". Because compared to a trekking backpack is the Kånken's functionality is not as practical. The wearing comfort is not nice, especially when the backpack is full and heavy. The straps are very uncomfortable. I could be wrong, but I think the brand tries to combine outdoor and fashion. And that's why this backpack is successful.

>>> When are you using your Kånken backpack?

I use it every day. For a night out I'm using my smaller handbag, but otherwise I use the Kånken backpack. It is always with me.

>>> What is your brand perception of Fjällräven?

I think it is a Swedish or Scandinavian brand. That's all I know.

The brand's philosophy is quite outdoor-focused and they sell outdoor gear. Would you refer yourself to the target group?

In terms of hiking, mountaineering or camping yes. But I didn't buy the backpack because of the brand.

Can you identify yourself with the brand Fjällräven?

Yes, definitely.

>>> Do you have general purchasing factors which have to be fulfilled when buying fashion products?

Yes, 90% I watch out for eco-friendly and sustainable products.

Did you focus on this factor in terms of the Kånken purchase as well?

Yes, I did. That's why I was struggling between two Kånken backpacks. Fjällräven is offering a Kånken made of recycled fibres. I can't remember why I didn't buy this backpack. Either it was too small or not waterproof. That's why I decided to buy the other Kånken backpack. But this one fulfilled my requirements as well.

Do you like to try new fashion brands in general?

I'm always open for new brands. It depends on the product and area itself. I like to exchange experiences with other people. Depends on the product, but sometimes I inform myself about the brand itself. But the brand is actually not important.

	23
..Product buyer	24
	25
..Consume Behaviour	26
..Travelling	
..Cultural Inspira	
..Outdoors	
..Yes	
..Active Lifesty	
..Identificatio	
..Consume Be	27
	28
..Sports	
..Reading	
	29
..No Interest Fast	30
..Consume Beha	
..Purchase-Intere	
..Informing by TI	
..Personal Taste	
	31
..Second-Hand	32
	33
..Trends	34
	35

Does this mean that you're more like a product buyer instead of a brand buyer?

Yes.

>>> How would you describe your lifestyle? Like your hobbies and interests.

I would say, compared to the average consumption behaviour, I'm consuming very little. During the last years I changed my consuming behaviours step by step. I possess only a few things and right now I'm thinking of going abroad for a longer time. I already did a world trip as a backpacker for almost one year. I live without a television since I'm 19 years old. But in general, I'm open for new things and meeting new people. I love hiking, experiencing adventures and being on the road with my backpack. I come along with only the bare necessities.

What are your hobbies and interests besides backpacking and travelling?

I'm doing a lot of sports, I'm dancing and I like reading books. Actually, I like doing many things. I can't do everything at once, but yes...

Are you interested in fashion?

Like I said, I started reducing my belongings. This means I'm giving things away instead of getting new ones. Of course, it happens that I get new things. But this is because people give it to me or I really need it. Before I purchase, I think a lot about it. If I really need something it has to suit my personal taste of course, like I said, I like colours.

Are you interested in second-hand as well?

If the products fulfil my general requirements and my wishes of course I would be interested. I would always prefer second-hand instead of new products.

Do you try to keep up with every new fashion trend?

I definitely realize trends, but not everyone. Some trends are too obvious and reach to much attraction to oversee them. I think everyone is affected by trends unconsciously, including me. But usually it's either I like it a lot, or I don't like it at all.

>>> What brands do you actually buy or prefer in fashion?

..Product buyer	{ {	36
..No Favourite Brands		37
..None Awareness	{	38
		39
..Lack of Interest	{	40
		41
..Yes	{	42

None. My focus lays on the product itself.

➤➤➤ **Have you heard about the Kånken Essentials of Fjällräven?**

No.

Would you buy products of this Kånken Essentials line?

No. But the reason therefore is, that I don't need those products because I already have them.

➤➤➤ **Would you recommend the Kånken backpack?**

Depends on the person who is asking me and the needs. If the need is the basic function of a backpack for the everyday life, I would recommend the backpack with the advice, that it shouldn't be packed too heavy.

j. Supportive Quantified Findings

