



## About the Author

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## Introduction

According to *The Hero and The Outlaw*, archetypes have existed as long as mankind has told stories and they are evident in every compelling story: whether it is a play at your neighborhood theater or a blockbuster film – there are certain characters that emerge (Mark & Pearson, 2001). Archetype is defined in the dictionary as a recurrent symbol or motif in literature, art, or mythology. Think about it, in every story similar archetypes emerge – the hero, the innocent, the sage, etc. The most compelling stories have the most evident archetypes – Star Wars is widely known as being hugely successful, and was referenced as an example in the book for its distinct archetypes (Luke is the hero; Han Solo is the rebel) (Mark & Pearson, 2001).

Tsai (2006) prefaced archetypes by saying, “The archetypal patterns and images are found in every culture and in every period of human history, pointing to the fact humans do not have separate and individualized unconscious minds in an absolute sense. In many ways, they share a single “universal unconscious”, in which the human mind is rooted as a tree is rooted in the ground. Through archetypal patterns and images, we represent the invisible realities of the human soul or psyche (p. 649).” Additionally, Tsai (2006) added, “these mythic worlds, built on archetypes, transcend mere communication. They are directly related to the unconscious images that every individual constructs during the course of life. The deepest such images are those reflecting the most basic human experiences from infancy. Since archetypes are common to humankind, in the sense that everyone has an idea of such concepts as “father” and “mother”, “child”, “lover”, “explorer”, “creator”,

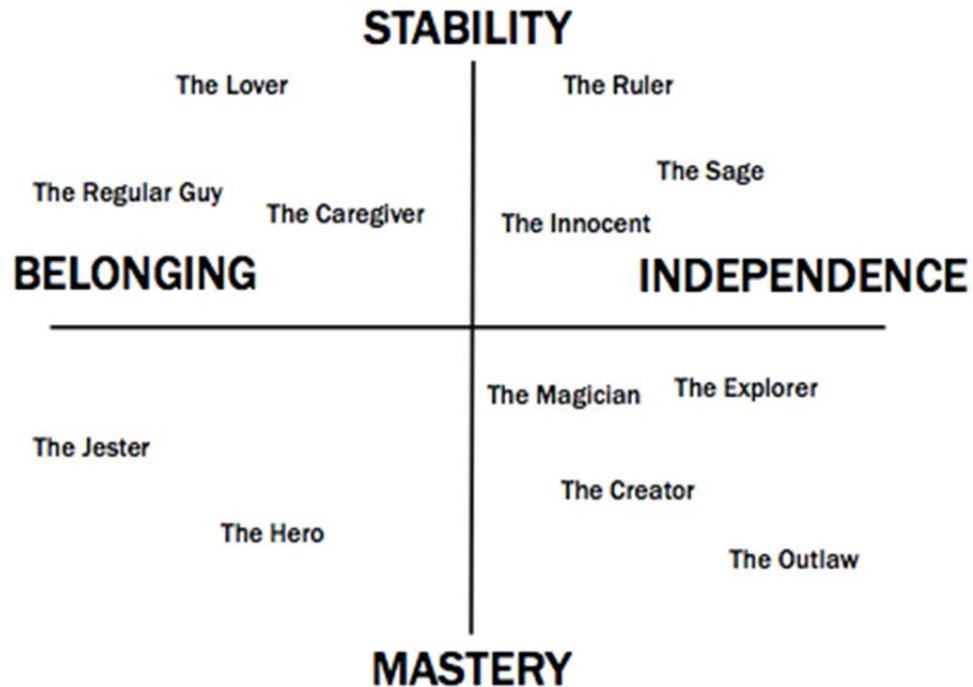
“magician”, “aristocrat”, “ruler”, “wise man” or “hero”. Jung regarded the unconscious images derived from archetypal structures as the most fundamental perceptual symbols of human’s psychological existence (p. 650).”

People and brands also have their own archetypes; some may argue that archetypes are the mechanism with which we can identify with and ‘like’ certain celebrities that we may have never met (Mark & Pearson, 2001). The book *The Hero and The Outlaw* talks about how even though Madonna changed her identity multiple times, she was always the outrageous outlaw. Prince was also an outlaw archetype. On the day of his death, one radio deejay had a very impactful quote: “He revolutionized pop music, and he was the first person to let us know that it was okay to be different.” No wonder why he was so beloved – he was a catalyst for teenagers to know they did not have to be like everyone else.

It used to be that brands were more successful if they used archetypes, but now in the cluttered marketplace where there is such a plethora of goods, it is imperative to use archetypes to help solidify a brand’s place in the market (Mark & Pearson, 2001). According to Mark & Pearson (2001), implementing a strong archetype for your brand is about “becoming a consistent and enduring expression of meaning” (p. 11). Consistent is the key word in that sentence. An archetype has to be the long-lasting core of your brand. One often cited example is Coca-Cola with the innocent archetype – have a Coke and a smile, mean Joe Green, the new packaging with people’s names and sayings, and every other campaign evokes this same archetype. Consumers love stories and when brand communications evoke the same sorts of emotions as stories, they find themselves identifying the same way. One explanation given by Mark & Pearson (2001) is that consumers are either

“unconsciously reliving critical moments in their own lives or anticipating them”(p. 14). Figure 1 depicts the common archetypes found in stories as outlined by Mark & Pearson.

Figure 1: Brand archetypes on the scale of the four basic human needs.



Above image: Outline taken from Mark and Pearson (2001) page 15; Placements from S. Wehrenberg lecture.

There are four basic needs that people are constantly going between: Belonging versus being independent and stability versus mastery (Mark & Pearson, 2001):

- **Belonging:** Be liked and be part of a group; conform.
- **Independence:** Go your own way; do something others may not understand.
- **Stability:** The comfort of routine and staying with the tried and true.
- **Mastery:** Ambition; exhilaration of accomplishment.

According to Mark and Pearson (2001), “When consumers sacrifice on one end, there is a tendency in the psyche to seek balance (p. 15).” This may be why when people get to a certain age and have such a sense of security, they purchase something out of character, i.e., a midlife crisis Harley purchase. Archetypes serve as a mediator between products and consumer motivation and provide meaning (Mark & Pearson, 2001). Buying shampoo for your newborn baby may seem like an insignificant purchase. However, purchasing Johnson & Johnson shampoo makes you feel like a better mother through the caregiver archetype that Johnson & Johnson has been evoking through its communications for years.

Not only is this a compelling marketing principle, it produces financial results. Mark and Pearson used Young & Rubican’s BrandAsset Valuator (extensive study of brands) to look at brands with strong archetypes and those with weak alignment and found that the market value of those with a strong archetype rose 97percent and economic value grew at a 66 percent greater rate than those without a strong brand archetype (Mark & Pearson, 2001).

According to Mark & Pearson (2001), “Identities that succeed at striking an essential human chord affect the most fundamental economic measures of success”(p. 30).

## Research Question

As the researcher thought more about archetypes and how they might apply to certain brands and industries, one thing became apparent: In certain categories, brands tend to cluster around one or two archetypes. For example, a lot of hospitals tend to cluster around the caregiver archetype, many beer brands evoke the jester archetype, and colleges and universities tend to take on the sage archetype. The

main reason to take on an archetype is to make your brand stand out and provide a different meaning to consumers than your competitors, but how does a brand do that if they have the same archetype as their competitors? The research question investigated in this capstone is:

*How do brands in the same category, with the same archetype, differentiate from one another?*

Based on the literature review (below), the researcher was unable to develop a hypothesis, since there was no research available on this specific topic. That said, the researcher noticed that there was a myriad of loosely related traits describing each of the archetypes. For example, the hero archetype is described with the following traits. Sources: (Mark & Pearson, 2001, Grutzner, The Right Brand Story Matters So Much, Ffion, 2015):

- Triumph over adversity
- Determination
- Saves the day
- Make the world a better place
- Fear: failing, not having what it takes
- Rise to the occasion
- Invigorated by a challenge
- Responds quickly to difficulty
- Discipline/Focus
- Ability to make tough choices
- Protector
- Courageous fighter
- Mastery
- Not wimping out
- Strong, competent and powerful
- Leader
- Prove their worth
- Brave
- Determined
- Arrogant
- Ruthless
- Good quality

Please find the full list of explorer traits in the appendix. Based on this finding, the researcher predicts:

**Brands in the same category with the same archetype could differentiate from one another by taking on and “owning” certain characteristics of each archetype.**

## Literature Review

There is not any previous research on the specific question listed above, so the researcher used the following question to gain more background on the more general topic: How does a brand’s archetype help connect it to its stakeholders? The researcher was not able to find many scholarly articles on brand archetypes, so most of this literature review is on a very closely related topic: Brand personality.

Jennifer Aaker was the first researcher in brand personalities to develop a method for measuring a brand’s personality. Aaker’s study starts off by saying that research has shown how the personality of a brand enables consumers to express themselves as an ideal self or dimensions of one’s self (Aaker J. L., 1997). Brand personality is a key way to differentiate a brand in any given category and it is a central driver of preference that can be applied across cultures, but no research had been conducted to develop a measureable scale (Aaker J. L., 1997). She takes on this limitation by drawing from the “Big Five” human personality traits and argues this is possible, because research has shown that consumers can relate to brands as if they were celebrities or one’s own self (Aaker J. L., 1997). Through surveys she found that of the 42 personality traits, consumers perceive that brands have five distinct

personality dimensions: sincerity, excitement, competence, sophistication and ruggedness – see Figure 2 expanding on this (Aaker J. L., 1997).

Figure 2: Brand Personality framework.

Sincerity	Excitement	Competence	Sophistication	Ruggedness
Down-to-earth Honest Wholesome Cheerful	Daring Spirited Imaginative Up-to-date	Reliable Intelligent Successful	Upper Class Charming	Outdoorsy Tough

The above shows the different dimensions that ladder up to the five personality traits consumers associate with brands.

This shows the value in brands taking on a greater meaning than product features and benefits.

Kim, Han and Park (2001) used the same model that Jennifer Aaker introduced to investigate why and how brand personalities affect consumers. They found the self-expressive value and distinctiveness of a brand personality had a significant effect on the attractiveness of the brand personality (Kim, Han, & Park, 2001). Also, the attractiveness of the brand personality had a significant effect on the level of brand identification; the degree of that brand identification positively affected word of mouth and slightly affected loyalty (Kim, Han, & Park, 2001).

Self-congruity theory says that consumers prefer brands associated with a set of personality traits that are congruent with their own (Aaker J. , 1999). Aaker investigated the influence of self-concept on consumer attitudes toward a brand based on its personality associations. At first, researchers thought that each person had a set of stable personality traits (Aaker J. , 1999). However, it was later found that people’s personality traits are more malleable: people act different in different situations, are influenced by social roles and the need for self-presentation (Aaker J. ,

1999). She found that consumers prefer brands with personality traits congruent with their self-schema (Aaker J. , 1999). Aaker also found the salient behavioral cues and the self is a malleable concept, and that the self-expressive use of brands varies across situations (Aaker J. , 1999).

O’Cass and Frost (2002) didn’t specifically look at personalities, but rather “non-product-related brand associations.” They found that consumers are affected by the symbolic characteristics of the brand to the extent with which the person’s identity aligns with the brand’s identity and the feelings evoked by the symbols. These symbols evoke stronger feelings, greater congruency and greater chance that the brand is perceived to be high quality (O’Cass & Frost, 2002).

Tsai (2006) studied archetypes and how they can transform a brand in marketing. It is especially applicable to this project because he interviewed 810 loyal customers of Nike, then took the content from those interviews and had the consumers sort phrases, a concept taken from imagination theory (aims to determine whether the brand archetype will become iconic).

The Nike brand has the hero archetype (Tsai, 2006). The brand archetype-icon transformation model emerged from this research:

- Imagination organizes the experience: In addition to the direct contact and usage of the brand, marketing communications contributed to the total consumer experience (Tsai, 2006).
- Identification: The archetypal symbolism and the preferred identities of the individual consumers have to jive (Tsai, 2006).

- Quality assurance: According to the theory of prestige-brand consumption, consumers who look to prestigious brands for maximum quality assurance will be much less responsive to brand symbolism (Tsai, 2006) – it does not matter what the brand symbolism is, if the quality is not top notch.

It is important to remember that only a portion of the archetypal symbolism is derived from communications, the rest of the symbolism is taken from quality and performance of product, aesthetic appeal, design and efficient purchase and post purchase of the given product (Tsai, 2006).

Megahee and Spake (2012) examined the use of archetypes in luxury-fashion brand websites and blogs and found that most communication is nonverbal and primarily found in imagery. They posited that this archetypal imagery plays a role in the value of a luxury brand since the quality and value of it is often symbolic (Megahee & Spake, 2012).

This literature review served as a strong basis for the primary research to follow. While most of this research did not directly tie to my study, it served as good foundational information. Aaker's first study, however, provided a basis for how my research would evaluate the different brand's archetypes. I used her framework of "traits" to conduct the content analysis and survey to be able to get at how the different brand archetypes differentiated.

## Expert Interviews | Research Methods

Because there was not any previous research on this specific topic, the researcher conducted expert interviews with people who have extensive experience

working with brand archetypes to gain insight from their knowledge of the subject. The researcher connected with both Fritz Gruntzer from Brandgarten and Margaret Mark from Margaret Mark Strategic Insight. Gruntzer has been working with brand archetypes for years, and has been published many times on the subject. Mark also has extensive knowledge on the subject, and co-wrote the book, *The Hero and The Outlaw*, that is cited many times in this research paper. These expert interviews were informal discussions with each of these people on the research question, and how they counseled clients to overcome these issues.

## Expert Interviews | Results

### Fritz Grutzner, Brandgarten

An expert interview was conducted with Fritz Grutzner on March 31, 2016, over the phone. Grutzner started Brandgarten about a decade ago where they use archetypes to help brands connect to their customers. He described brand archetypes as a powerful tool to align a brand around a story for people to buy. “We all share a collective conscious of ideas and things; when brands evoke one of these archetypical stories, we know what they are trying to say,” commented Grutzner. Prior to starting Brandgarten, Grutzner was a brand manager for Johnson & Johnson (J&J) baby products, a very traditional caregiver archetype. He mentioned J&J can sell its baby powder for twice what Walgreens can sell theirs for, even though it is a similar product potentially taken from the same talc mine. However, people can identify with the powerful story of a caregiver and want to identify with that when buying products for their baby.

When the researcher explained the research question, Grutzner posited that when brands are competing and have the same archetype, the brands take on

different personality traits of that archetype. He explained that a lot of times in categories, brands tend to cluster around 3-4 archetypes that really make sense for that category, and usually the one or two companies who really put budget behind the archetype can come out on top. He said that it is much more wide-open territory in business-to-business brands. In most categories, brands are not telling any story at all – just talking about features and benefits

Grutzner said it is a brand manager's decision to try to sell the products or invest in an emotional story around the brand. However, when brands elect to tell an archetypal story, they do not have to invest as much because people will be able to figure out the story they are telling better than they would be able to remember specific features.

Grutzner explained that a lot of times brand personalities and brand archetypes are described as synonyms, but a brand personality is much more superficial. A brand archetype should be an absolute core belief of the brand that says as much about the communications as it does what products they will launch next. A brand personality is a much more superficial trait that can transform over time and with different campaigns.

Grutzner also talked about how departments outside of communications and marketing are getting involved in archetypes. He said that when they start working with a company, they usually send out an all-staff survey to try to figure out what archetypal story they should be telling. In the survey they include 3 traits of each of the 12 main archetypes and ask – “For our brand to be successful it should be perceived as ----“ and have respondents choose from a list of archetype traits. Grutzner explained that this is a good strategy to see if the company is aligned on

objectives and can help clarify brand stories. He also explained the importance of aligning HR with marketing so they hire people that can tell that story. Take for example, Nordstrom, the classic caregiver archetype. They need to hire people who have that personality so they can help tell that story to consumers.

We also discussed the fact that consumers do not think of brand archetypes in the same way that communications professionals do. He said that if they do surveys with consumers, they often just ask the first word that comes to mind when they think of the brand, to get at that core idea. The researcher then asked him that if customers cannot see a difference in Nike and Under Armour, that is a problem, right? Grutzner then referenced a recent book by Byron Sharp that is debunking a lot of traditional marketing principles. The book says instead of focusing on differentiating, brands just need to grab consumers' attention – so the brands could be grabbing this attention in different ways.

### **Margaret Mark, Margaret Mark Strategic Insight**

An expert interview was conducted with Margaret Mark on April 18, 2016 over the phone. When the research question was posed to Mark, she said there are two main ways to help brands differentiate from their competitors if they identify with the same archetype as a competitor: a systematic way, and a more artful way. As it appears in her book, *The Hero and The Outlaw*, there are five levels or layers to each archetype. She explained that a brand can live comfortably, forever, on just one level, while competitors could occupy all of the levels. Mark hypothesizes, but has never proved, that the most iconic brands occupy all of the archetype levels. For example, the Levels of the Hero, as stated in her book are:

- “The Call: The bully kicks sand in your face or someone tries to intimidate or abuse you; a challenge beckons, someone needs you to help or defend him or her
- Level One: The development of boundaries, competence, mastery, expressed through achievement, motivated or tested through competition
- Level Two: as with soldier, doing your duty for your country, organization, community or family
- Level Three: using your strength, competence and courage for something that makes a difference to you and to the world
- Shadow: Ruthlessness and obsessive need to win” (pg. 107)

Mark went on to say that brands could also be assessed by how much of a share they have in an archetype, or by the depth of that archetype that they internalize (the more artful way). Every brand has its own peculiar DNA that has evolved over time into a really interesting story and brand managers should fuse that with the archetype. She gave the example of one of her clients, PBS. On the surface, it may seem like PBS is a sage archetype, but based on consumer research it is actually an explorer brand. Many consumers find themselves fascinated in a different subject because they saw a special about it on PBS. Additionally, PBS was established during the Vietnam War and the Civil Rights era, so it has the nature of that era baked into its DNA (uncovering truth, new ideas). The Discovery Channel would also be considered an explorer of a much narrower degree – people with interest in animals seek out the Discovery channel for a specific type of content.

While those two are competitors that have the same archetype, PBS owns a much richer, fuller explorer –breadth vs. depth.

She also explained that a lot of brand managers get worried that adding an archetype will add another layer of complexity to their brand, when really it just helps cement their story into a stronger backbone for the business. Capturing that DNA is crucial because it becomes the fabric of the archetype.

Sometimes brands lack the consistency or corporate will to “own or deliver an archetype in any given category.” Mark said a brand like Nike could really own the hero archetype, but it lacks the corporate will to keep it going. She described an ad campaign from the 1990s where they were urging young women to play sports, but then every few years they drop something and go with something new, and they are having a hard time really “owning” the hero in her opinion.

## Expert Interviews | Discussion

Each of these interviews have garnered immensely valuable information for the researcher as she worked through the rest of this study. Grutzner provided valuable background on how a brand begins to take on and own an archetype, the trade offs that come with communicating a larger story and the difference between personality traits and archetypal traits. Mark provided great context into the two main ways that brands can differentiate themselves within an archetype: Taking on a different “layer” of the archetype, or using their DNA to make a different kind of brand archetype.

## Content Analysis | Research Methods

In order to investigate how brands in the same category with the same archetype differentiate from one another, the researcher first picked two brands with

the same archetype, in the same category, and repeated this in two different categories to investigate. Once the brands were selected, she conducted a content analysis of brand communications to see which archetype traits showed through the most. This borrowed from the research from Jennifer Aaker outlined above. The brands chosen were Under Armour and Nike in the sports apparel industry, which both have the hero archetype, and The North Face and Patagonia in the outdoor apparel industry, which both have the explorer archetype. The researcher wanted to be sure to choose well-known brands with national advertising campaigns, so there would be enough content available for the analysis.

The researcher then developed a list of traits for each archetype using *The Hero and The Outlaw*, as well as two articles by Fritz Grutzner. The same list of archetype traits was used for each brand in the same category to make sure the comparisons were parallel. The researcher opted not to include the personality traits outlined in some of the literature review articles because while personality traits are closely related to archetypes, they are a bit more superficial (i.e. happy [trait] versus determination [describes archetype]). It is important to note that both traits and archetypes describe brands by using descriptors normally only associated with humans, making them closely enough related to glean insights from former research.

After the coding sheet was developed and tested with a few pieces of content, the content analysis began. The researcher wanted to get a good picture of how brands were communicating about themselves, so she looked at social media posts, commercials, other advertisements, news releases, earned media stories, and website content to try to get at which traits were showing through. Fifty pieces of content were analyzed for each brand. For each piece of content, she would watch

the video or read the passage, and choose the archetype trait or traits that came through the most on any given piece of communication. The researcher made sure to look at at least 10 of each of the following (and more of some to arrive at 50 pieces of content): Facebook posts/Twitter posts, TV commercials, news releases/news stories, other advertisements (banners, print ads) or branded content because different traits may show through in different media and it was pertinent to getting clear picture of overall communications. To make sure all of the content was from the same time period, the researcher made sure to analyze the most recent content. In addition, to ensure that the researcher's bias was not coming into play, a second researcher was used on 10 pieces of content for each brand to ensure continuity.

## Content Analysis | Results



### Nike

Nike features the biggest celebrities in sports in its advertisements and other content, usually without even calling out who the people are because they are so well known. For example, here are some of Nike's commercials and other long-form video content that was investigated: Tiger Woods and Rory McIlroy challenging one another to hit golf balls into cups with their drivers – all of which look impossible (like making several hole-in-ones at a time); kids on a soccer field that start talking trash to one another and then turn into famous soccer players playing each other; athletes waking up on a “snow day” to go have a pretty intense snowball fight. In addition to this owned content, Nike has made the news recently for labor issues and faking

discounts at its outlet stores. Figure 3 shows the traits that rose to the top during the content analysis of Nike communications.

Figure 3: The most prevalent traits in Nike communications (in raw numbers).



The above pie chart shows the traits that were found in Nike communications.

Arrogance rose to the top in a huge way, and after learning this, the researcher saw it come through on almost every piece of Nike content she consumed. Nike takes the hero archetype and owns it in an arrogant way; Nike athletes are the best and keep showcasing that over and over again.

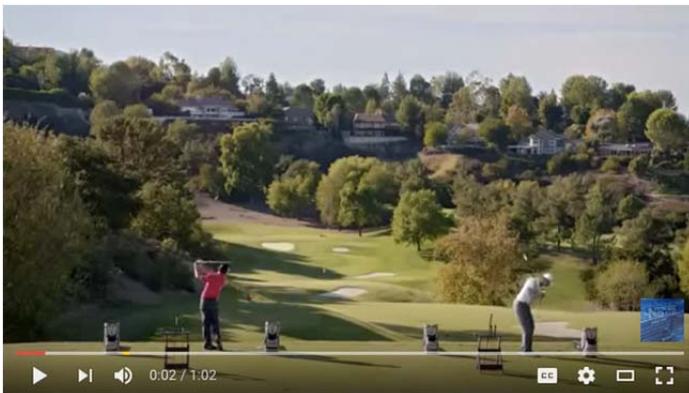
**Key finding – specific archetype explanation:** Nike is the best kid on the team and everyone knows it. Nike does not have to work for it, but exudes confidence in

everything it does. It kicks butt, takes names, and does not care who it stomps on in the process.

### Examples of Nike Content:



Snow day. In this commercial, several very famous athletes get up in the morning and learn that it is a “Snow Day” and have a huge snowball fight. This was coded as “Arrogant,” and “Mastery.”



In this commercial, as referenced above, Tiger Woods and Rory McIlroy are taking turns hitting golf balls into specific cups and trash talking one another during the

process “Old man” and “This is how it is done” – this was coded as “Mastery,” “Prove their worth,” and “Arrogant.”

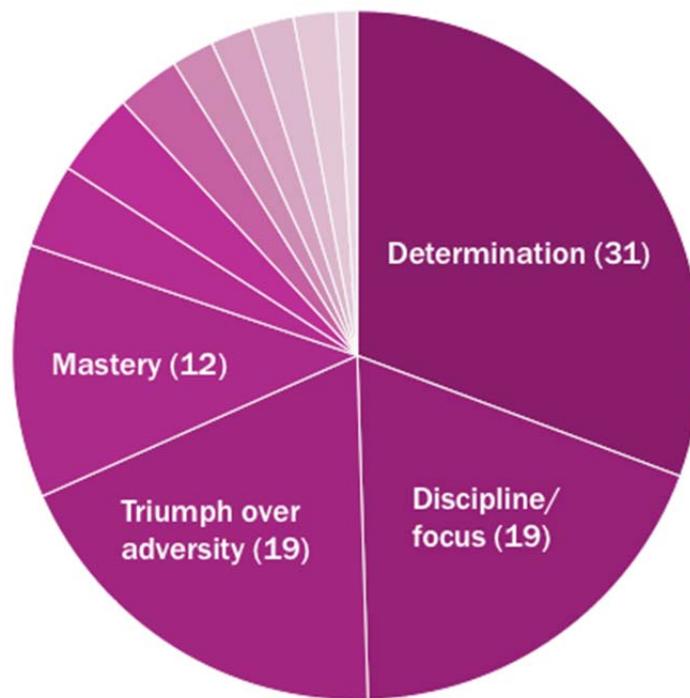


## Under Armour

Under Armour definitely takes a different approach to its communication than Nike; it is unquestionably the underdog, scrappy, pick-yourself-up-by-your-bootstraps type of brand. The Under Armour founder started the company in his grandma’s basement and set out to find a new type of t-shirt that did not get so sweaty underneath a football uniform, and that same underdog mentality was instilled and is still alive in the company. Even within its corporate office they have a sign that says “They’re still sleeping in Beaverton [Nike headquarters]” – suggesting they work harder than Nike. The researcher saw this mentality come through in all of the communications. They tend to sign with athletes before they have made their big break (golfer Jordan Spieth before he won the Masters) along with athletes that have never seen sponsorship from a major sports brand before such as Misty Copeland from the American Ballet Academy and the U.S. women’s gymnastics and lacrosse teams. The messages shown are much more about working your hardest to succeed,

never giving up even when everything is against you, etc. Figure 4 depicts the traits that were found in Under Armour communications.

Figure 4: The traits found during the Under Armour content analysis (in raw numbers).



The above pie chart graphically represents the traits found in the Under Armour content analysis.

As this illustrates, determination and triumph over adversity were the most salient traits in Under Armour communications. The communications took a much different side of the hero archetype by really playing up the underdog mentality.

**Key finding – specific archetype explanation:** Under Armour started with nothing and has had to work for everything. No one believes in Under Armour, but that does not

get him/her down – it is the main motivator. It may be outplayed, but never outworked. They will do whatever they can to succeed.

**Examples of Under Armour content:**



This is a commercial with Misty Copeland, Prima Ballerina of the New York City Ballet. The voice over is a rejection letter she received from a different ballet company saying she is too old, and does not have the right body or feet to be a ballerina. This was coded as “Prove their worth,” “Determined,” “Invigorated by a challenge,” and “Triumph over adversity.”



This was a video of Gisele Bündchen doing a boxing workout, and behind her there are tweets and headlines projected such as “She’s not an athlete, she’s just a model” and “Why is Tom Brady with her anyway? I love him.” This was coded as “Strong, competent, powerful,” “Prove their worth,” “Determination,” and “Discipline and focus.”



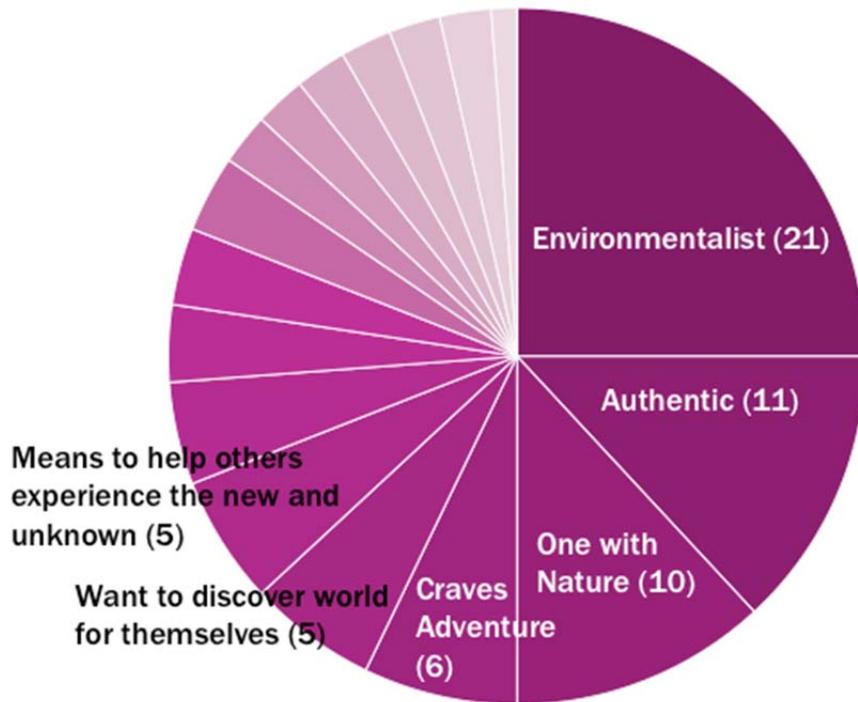
Screenshot of Under Armour website showcasing the golfers they sponsor. This content was coded “Determination” and “Rise to the occasion” because of the copy “The jacket is his” and “I will.”

**patagonia**

**Patagonia**

Patagonia's motto is that if people buy nice things that last, they will not have to consume as much over their lifetime. Patagonia takes this environmentalism to the next level with a program where consumers can send Patagonia clothing with rips, tears or other signs of wearing, to get mended and repaired and then sent back to them. They have expanded the program with a "Worn Wear Tour" road show that goes across the country to different towns and cities where customers can bring tattered clothing to be repaired on the spot. Patagonia also sponsors a lot of alternative athletes similar to The North Face, but their messages clearly focus on environmentalism. For instance, they even have branded content that warns against mining in the Boundary Waters and commercializing a mountain range in British Columbia – taking on issues important to their customers, but ones you may not associate so closely with a clothing retailer. The traits that were most exhibited in Patagonia's communications are shown below in Figure 5.

*Figure 5: The most prevalent traits found in the Patagonia content analysis (in raw numbers).*



*The above graph depicts the traits that were found in Patagonia content.*

Patagonia focused much more on larger issues than just hiking and climbing. The company really embodies an environmentalist, a company who is one with nature.

**Key finding – specific archetype explanation:** Patagonia is an outdoorsman/woman at heart, that recognizes the great outdoors will only stay great if they are taken care of. Patagonia steps up and is a leader in a counter culture against consumerism and commercialism. True explorers have to get back to the basics, to be able to enjoy nature for years to come.

**Examples of Patagonia content:**



This was an image with a written piece of content on Patagonia's website promoting this vehicle that travels around the country in a "road show" of sorts. When it arrives in your city, you can bring your worn and tattered Patagonia clothing to be repaired.

This was tagged as "Environmentalist" and "Authentic."



This was a famous advertisement by Patagonia that was talked about in one of the articles analyzed. The article talked about the following philosophy of Patagonia's – if people buy nice things that last for years and years, and that is much less harmful to the environment in the long run. This was tagged as "Individualistic," and "Environmentalist."

## Why Minnesota Can't Afford Mining Near the Boundary Waters

By Adam Fetcher



*Patagonia has supported the work of Northeastern Minnesotans for Wilderness and the Campaign to Save the Boundary Waters through grant funding, our employee environmental internship program, retail store events, product donations and an invitation to attend the 2015 [Tools for Grassroots Activists Conference](#). You can read our past coverage on [The Cleanest Line](#) [here](#) and [here](#). To learn more about how you can get involved, visit [savetheboundarywaters.org](http://savetheboundarywaters.org).*

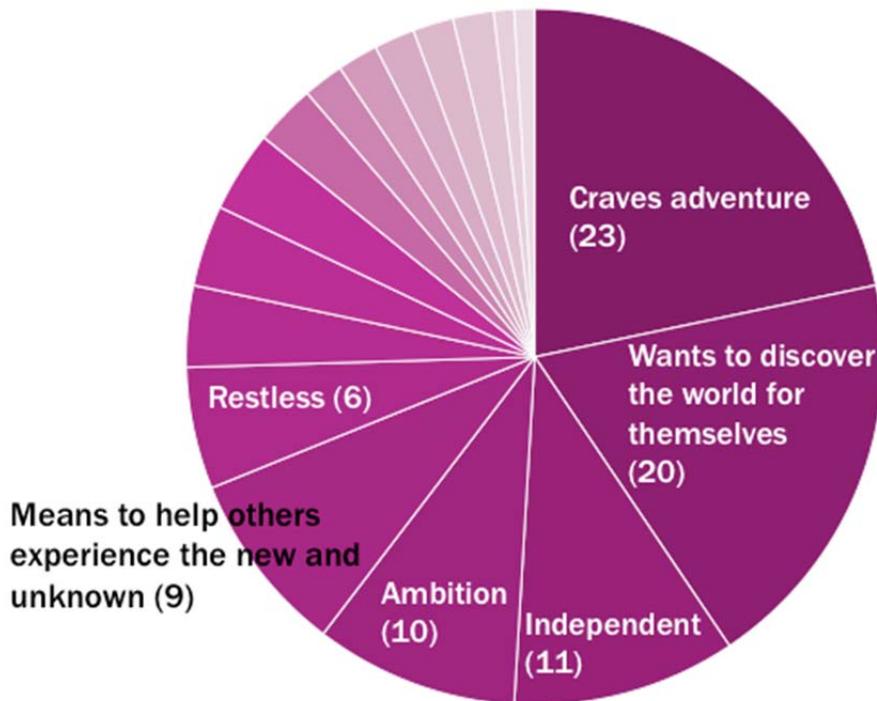
This was a piece of content found on Patagonia's website taking on the issue of mining in the Boundary Waters. They took on this and a number of environmental issues that you would not necessarily associate with a clothing brand. This was coded as "Environmentalist," "One with Nature," and "Authentic."



## The North Face

The North Face’s slogan is “Never Stop Exploring,” and that message continually comes through in its communications. One long-form video featured a child around the age of five wandering around, discovering the California landscape for himself. Other videos showcase expeditions that have never been done before, by people who are visiting the country of the expedition for the very first time. A lot of their social media posts feature photos of extreme athletes like snowboarders and mountain climbers performing tricks that look impossible with a beautiful backdrop of wildlife. See Figure 6 for the findings of this content analysis.

Figure 6: The traits found in The North Face content (in raw numbers).



The above pie chart depicts the traits found in The North Face content analysis.

As illustrated above, The North Face expresses much more adventure and the need for adventure in its communications than Patagonia does.

**Key finding – specific archetype explanation:** There is a great big world out there and I want to see it and discover it for myself. I have this never-ending itch to see and do everything. Experiences are all that matter in this life.

**Examples of The North Face content:**



This was a video with an explorer shooting and capturing his voyage in a mountain range he had never explored before. This was tagged as “Craves adventure,” and “Experience new things.”



This video chronicled a 3-year-old boy’s adventures through the California wilderness exploring and playing with everything. The boy’s father shot it at his level, and it shows the wonder and excitement kids have and plays along with The North Face

tagline – Never stop exploring. This was tagged with “Experience new things,” “Joy in discovery,” and “Want to discover the world for themselves.”

## Content Analysis | Discussion

The researcher’s prediction was supported: the brands within the same category and archetype took on different traits within each archetype. In Patagonia’s communications, the brand takes on the environmentalist role while The North Face focused much more on discovering the world and a craving for adventure. While both of these companies embody the explorer archetype, they are different types of explorers. Similar to Nike and Under Armour both being in the hero archetype: Under Armour takes on an underdog role with its communications, while Nike shows its bench of top tier athletes. Under Armour communications show determination, focus, discipline and triumph over adversity, while Nike communications exude arrogance and mastery.

## Survey | Research Methods

While the content analysis provided great insight into how these brands are communicating about themselves, consumers are where the rubber meets the road. While consumers do not think of brand archetypes in the same way that communications professionals would, they should be able to at least recognize traits if the brand is doing an effective job of communicating and portraying its archetype.

In order to glean how consumers think of these brands and their traits, the researcher fielded a survey first asking respondents to write the first thing they think of when they think of the brand (borrowed from conversation with Expert, Fritz Grutzner). Then, the respondents were given a shortened version of the list of traits used in the content analysis and asked to mark the ones they associated with the

brand (borrowed from research by Jennifer Aaker). The open-ended questions with the first thought and the multiple choice questions with the traits were randomized, so respondents were exposed to the brands in a different order, but were asked all of the open-ended questions first.

The survey was distributed via email and through Facebook to personal connections of the researcher – co-workers, classmates, friends and relatives. Eighty-five surveys were fielded through Qualtrics, a tool available through the University of Minnesota. A full list of survey questions is available in the appendix for reference.

## Survey | Results



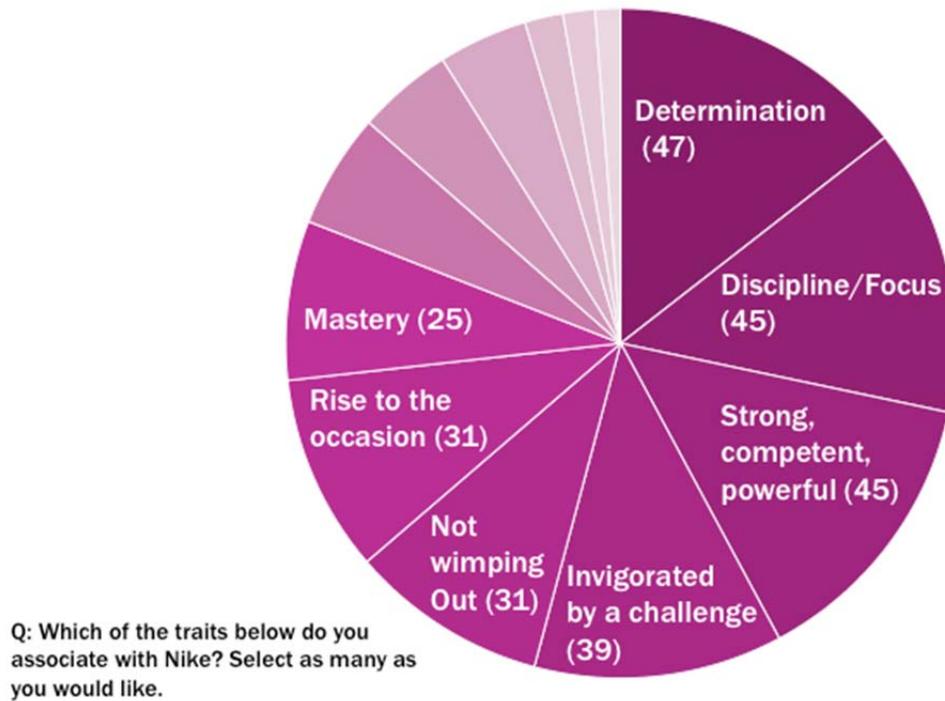
### Nike

When respondents were asked what the first thing they thought of when they thought of Nike, many answered with “the swoosh,” “Jordan,” “Tiger Woods,” “world-class athletes” and “shoes.” Based on these results, the respondents really see Nike associated with the memes they have been communicating for years. See Figure 7 of the answers gleaned from this question: When you think of the brand Nike, what comes to mind?



more closely mirrored what was found in both the content analysis and the survey for Under Armour. Figure 8 depicts the results for Nike.

Figure 8: Traits that respondents associate with Nike (in raw numbers).



The above chart depicts the traits that survey respondents associate with Nike.

Compare to Figure 3: The most prevalent traits in Nike content analysis (in raw numbers).



The above chart depicts the traits that came through in the Nike content analysis.



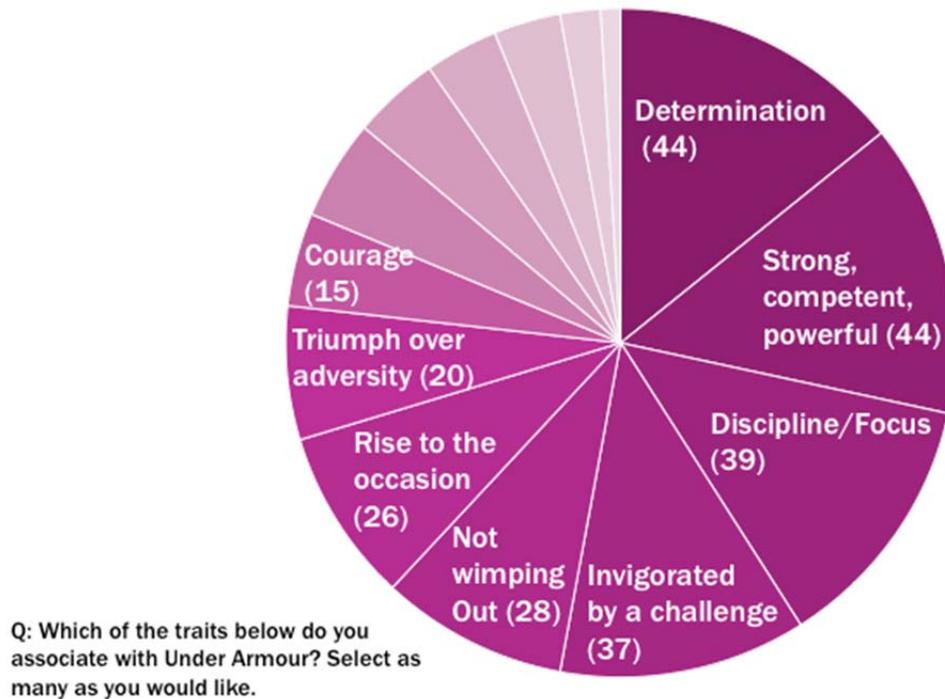
## Under Armour

When survey respondents were asked their first thought on Under Armour, many of them listed “tight clothing,” “athletic wear,” “sports” and “strong.” Figure 9 depicts all of the traits and phrases entered.



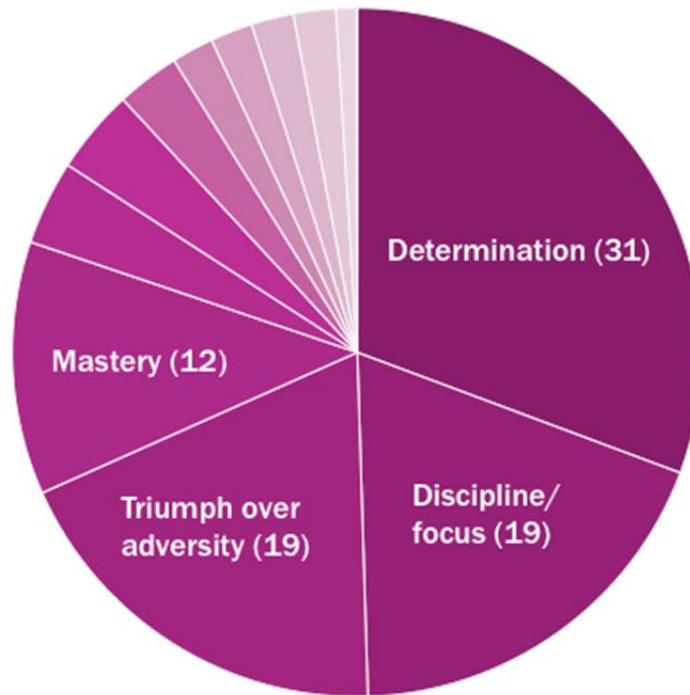
The second question of the survey asked respondents to pick the traits they associate with Under Armour. “Determination,” “Strong competent and powerful” and “Discipline and focus” also rose to the top. In fact, 51 percent of respondents associated Under Armour with “Determination,” and “strong competent and powerful,” while 45 percent associated it with “Discipline/focus.” These were powerful results, strongly aligning their brand with those archetype traits. See Figure 10 depicting the results.

Figure 10: Traits respondents associate with Under Armour (in raw numbers).



The above chart shows the traits that respondents associated with Under Armour. A complete list of results is available in the appendix.

Compare to *Figure 4: The traits found during the Under Armour content analysis (in raw numbers).*

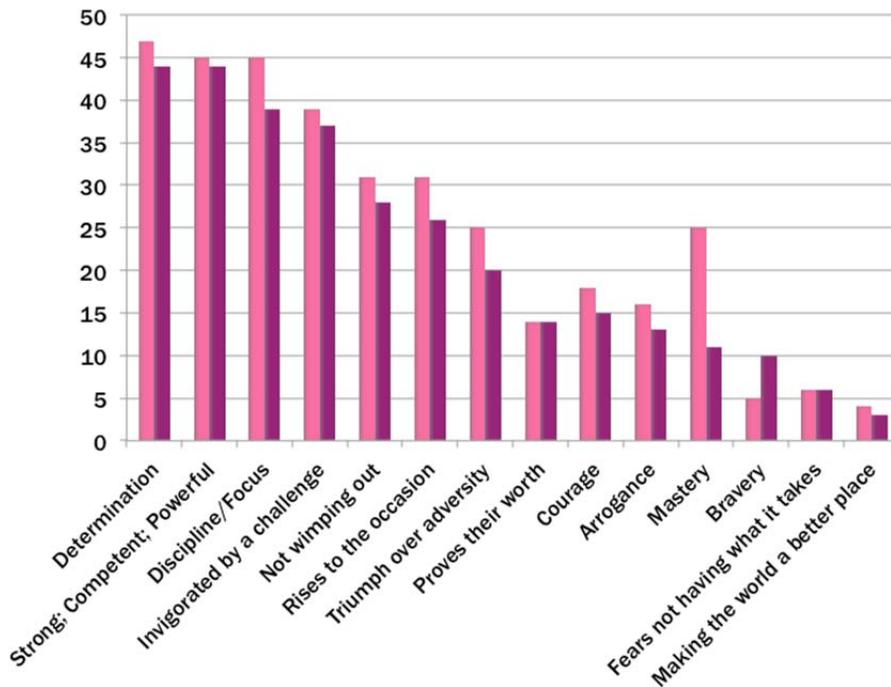


*The above chart shows the traits that came through during the Under Armour content analysis.*

The results of the survey are in line with what was found in the content analysis, three of the top four traits found in the content analysis, also rose to the top of the survey results. However, they bear a striking resemblance to the traits respondents associate with Nike. See Figure 11 comparing the results.

Figure 11: Traits associated with Nike and Under Armour (in raw numbers).

## Nike vs. Under Armour



*The chart above depicts the results from the survey showing that most of the respondents see Nike and Under Armour having similar traits.*

As shown above Nike is “beating” Under Armour in all of the traits, except for “Bravery” which Under Armour scored higher in and a few with which they tied: “Prove their worth” and “Fear not having what it takes.” Additionally, they scored very closely on the following traits “Invigorated by a challenge” and “Strong, competent and powerful.” With this closer look, there is a bit of variation in the results. The reason they are likely coming across so similarly is because they are not an apples to apples comparison and Nike has spent a lot more time and money selling its story. Nike, established in 1964, has spent years expanding its brand and telling its archetypal

story, so it is bound to be a bit less cohesive than Under Armour's brand story that has just started unfolding in the last two decades (established in 1996). "Protect this house" is the first ad the researcher remembers seeing for Under Armour showcasing the scrappy underdog that will do whatever it takes to "Protect this House." It follows suit with what they communicate today. It's not the same story for Nike. Based on a conversation with Margaret Mark, and knowledge of the brand, Nike has had different iterations of the hero over all of those years. From the old Michael Jordan ads from before he was famous, the first "Just do it" ad and the "Just let me play" ads, they have been exuding different hero archetypal traits over the years – which is bound to happen when a brand vastly expands over time.

Nike is the undeniable leader in the hero archetype. Even though Nike isn't telling the same hero story that Under Armour is telling, it is still beating Under Armour in nearly all of the hero archetype traits. While Under Armour is doing a fantastic job differentiating the hero story that it tells through content as showcased in the content analysis, it has a long road ahead to achieve the hero chops that Nike has already earned.

The key takeaway is Nike has been telling its archetypal story in a different way over the years, and its brand has become more watered down than Under Armour with gear for almost every sport imaginable. Based on the current content that was analyzed for this research, Nike is trying to tell a hero story that centers around mastery and arrogance, but most of the people who took this survey have been exposed to Nike their entire lives, and that vast background information showed through on the survey. If Nike and Under Armour stay true to the current

archetypal stories they are telling, it would be very interesting to do this same sort of analysis in 20-30 years to see if people's minds have changed.

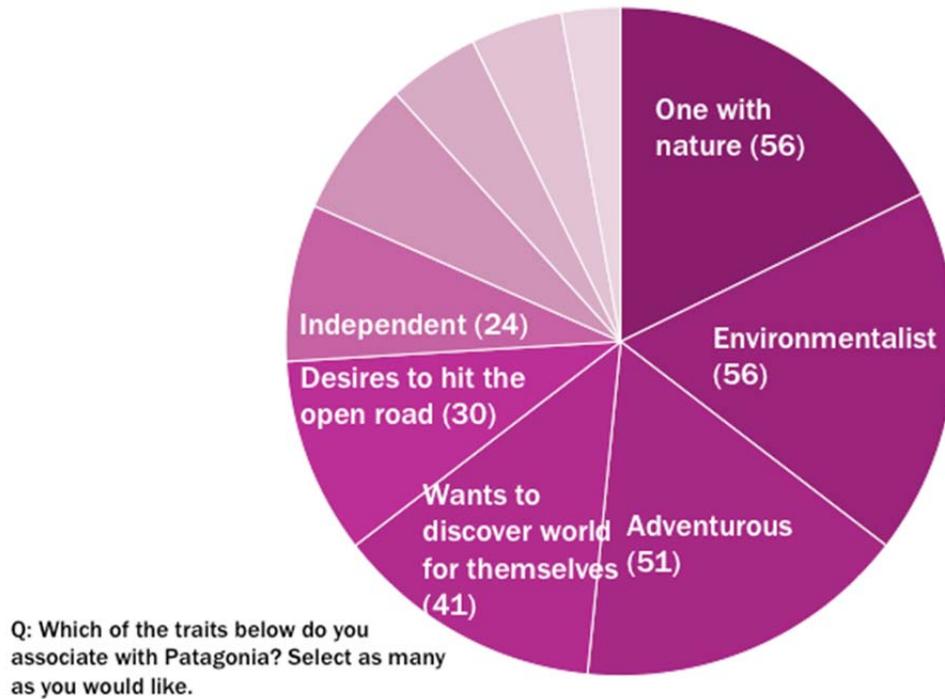
**patagonia**

## Patagonia

When people were asked “What do you think of when you think of Patagonia?” the below answers were given. Ones that stuck out to the researcher, included “granola,” “hippies,” “outdoors” and “nature.” It’s immediately evident that people see Patagonia the way it was portrayed in the content analysis. A complete list of responses is included in the appendix. Figure 12 below depicts all of the answers entered.

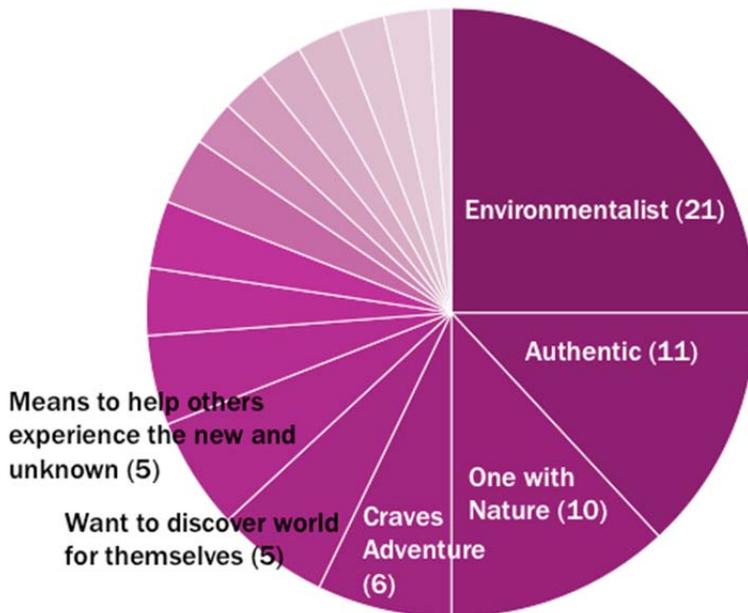


Figure 13: Traits associated with Patagonia (in raw numbers).



The above chart shows the traits that were chosen by survey respondents.

Compare to Figure 5: The most prevalent traits found in the Patagonia content analysis (in raw numbers).



The above chart shows the traits that came through during the Patagonia content analysis.

The survey results really solidified and reiterated the results found in the content analysis. In this space, Patagonia owns the environmentalist and one with nature traits and tells that archetypal story over and over again with communications and company operations.

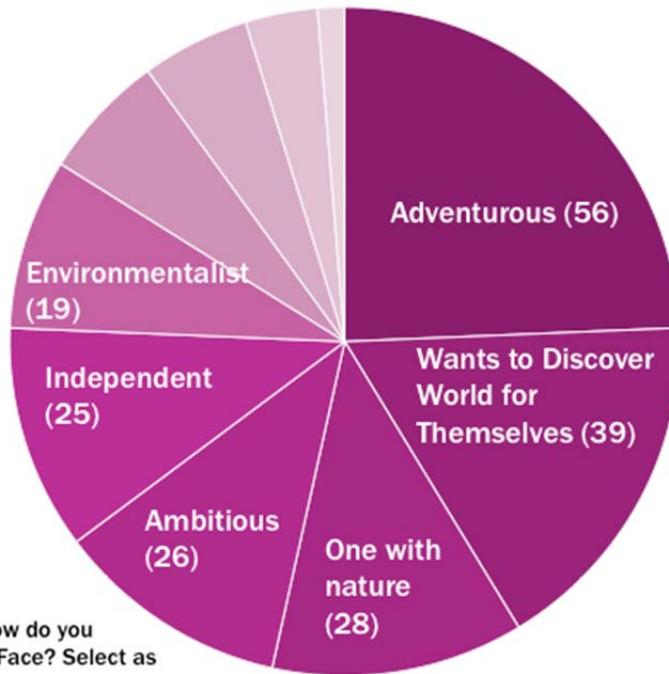


## The North Face

When respondents were asked what their first thought was when they thought of The North Face, their answers included jackets, rich, warm, expensive and rugged. See Figure 14 with the results. A full list of responses is available in the appendix.



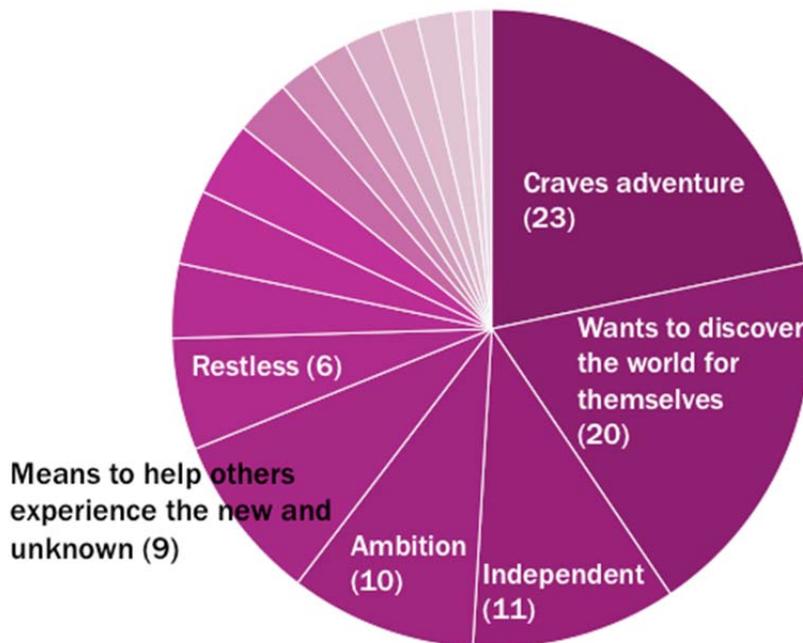
Figure 15: Traits associated with The North Face (in row numbers).



Q: Which of the traits below do you associate with The North Face? Select as many as you would like.

The above pie chart depicts the traits associated with the brand The North Face.

Compare to Figure 6: The traits found in The North Face content (in row numbers).



The above pie chart depicts the traits that showed through during The North Face content analysis.

This shows that the respondents of the survey generally saw The North Face the same way it came across to the researcher in the content analysis. Sixty-five percent of respondents said The North Face was adventurous and a little less than half (45 percent) said it “Wants to discover the World for themselves.” These were the same two traits that rose to the top during the content analysis.

## Survey | Discussion

The survey results echoed the content analysis and further supported the researcher’s original predictions. With both Patagonia and The North Face, the survey really cemented the different traits that each of the brands have taken on within the explorer archetype. With Nike and Under Armour, it was less clear, but still supported that they are taking a different “hero” route from one another – with Nike taking on the mastery of the hero archetype, and Under Armour taking on more the brave underdog traits. This was an important piece of research to do because it reiterated what was found in the content analysis, and showcased how consumers interpret the brand’s archetypal story.

## Limitations

As the researcher was going through the content analysis, she worked with a counterpart to complete some of the coding sheets for each of the brands. Even so, there is a certain amount of coding bias since all of the data is based on two people's interpretation of the communications.

Second, this study only looked at two brands in two different categories. In order to make generalizations about brand archetypes in all industries and categories, more brands and industries would need to be investigated.

Third, there was a small sample for this study – only 50 pieces of content were analyzed from each of the brands, and 85 respondents completed a survey. Larger samples would be needed in future research to fully understand and test these results.

Last, a true archetype is at the core of a brand – it transcends communications. While the researcher was able to glean some operational facts about the brands through the communications audit, a much more comprehensive look at the brand's operations and relations would provide a more holistic picture of the archetypes of the brands.

## Executive Summary

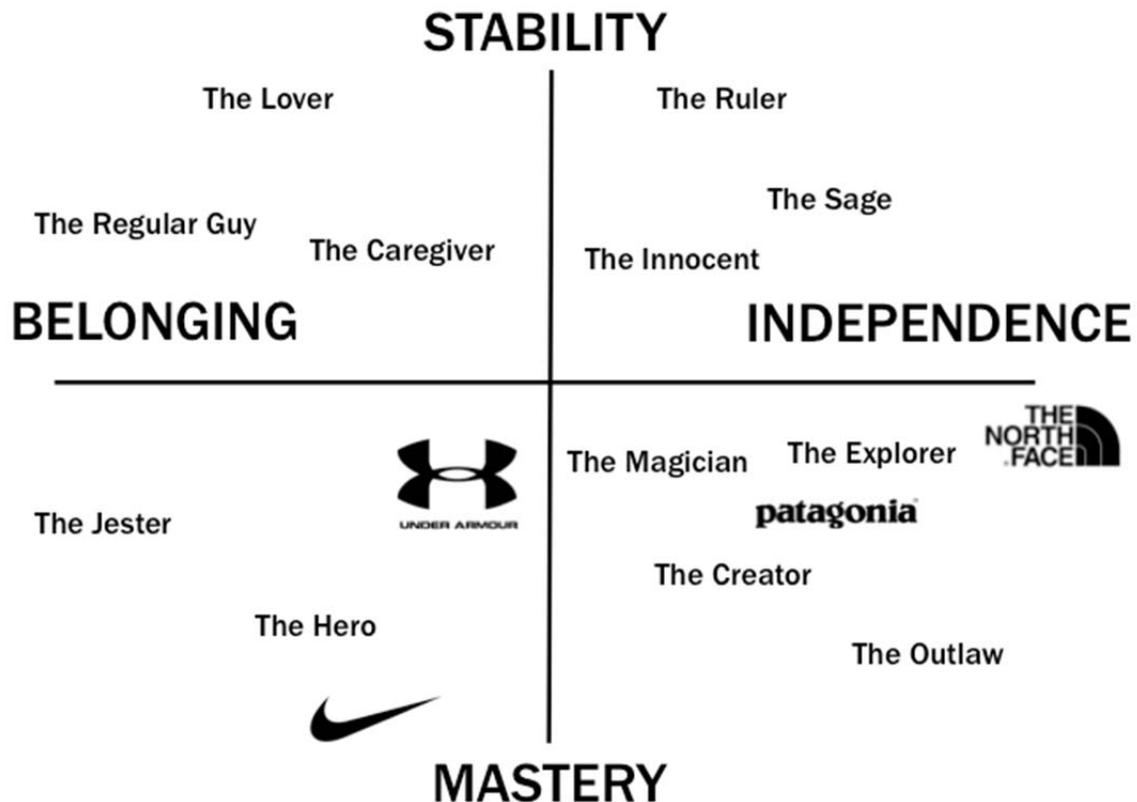
In this capstone, the researcher looked at brand archetypes – specifically how two brands in the same category, with the same archetype differentiate from one another. In order to investigate this, the researcher did a literature review and interviewed two experts on the subject. Then, took a closer look at two brands in two different categories to see how the brands differentiated within the same archetype: The North Face and Patagonia in the explorer archetype and Nike and Under Armour

in the hero archetype. The prediction from pg. 8 was that each brand would own certain traits or aspects of the brand archetype.

The researcher conducted a content analysis of brand communications and a consumer survey. The original prediction was supported: both Patagonia and The North Face's content analysis results were completely mirrored by the survey – Patagonia is the environmentalist whose one with nature, and the North Face is the daring adventurer who wants to see the world. The results were a bit more fragmented with Nike and Under Armour, but Nike owns “Mastery,” while Under Armour owns “Bravery.” Below please find Figure 15 depicting where each of these brands fall on the grid of the four basic human needs.

Brands can live in the same archetype as one of their competitors, but they have to carve out their own space within that archetype to be successful. Not only should an archetype be shown through the communications, but through every aspect of the brand. The most successful brand archetypes, are fiercely true, not only through ads and the website, but through the core of the brand and operations. Additionally, strong archetypes are not developed overnight. Once companies work internally to develop the archetype, they need to stick with it for maximum results.

Figure 15: The brands investigated in this study on the grid of basic human needs.



The above graph depicts where Nike, Under Armour, The North Face, and Patagonia fall on the grid of human needs.

## Recommendations | Key Learnings

There are several lessons that marketers and brands can take from this research. It shows that brands can live in the same category with its competitors that have the same archetype, while still differentiating themselves. Based on this research, there are a few key steps I'd recommend to any brand interested in taking on an archetype.

### Do your homework.

Are any of your competitors telling archetypal stories? What are they? Before embarking on the challenge of unearthing your brand's archetype, it would be helpful to understand the current landscape by conducting a content analysis like the one

outlined in this research. This won't necessarily change what your brand archetype would be, but it can certainly help you refine how you'll tell your story different than your competitors. It might be helpful to plot out your competitors on the human needs graph as I've done with the four brands researched here below in Figure 15.

### **Dig Deep.**

Next, you need to look within. Think about what consumers need to know about your brand in order for it to be successful. Survey and talk to employees about that same question. Dig in the company archives for early stories on the establishment of the brand. Talk to the CEO, founder and especially the longstanding employees. Distill all of this information, look at the list of brand archetypes, and figure out which one makes the most sense for your brand. Your brand archetype shouldn't just be what you decide will help you sell the most widgets, but the mechanism with which you can distill every important fact about your brand. I think Patagonia was the best example of this: They tell the environmentalist explorer story and put their money where their mouth is with controversial content and repair service for clothing.

### **Further refine.**

After you've arrived at the brand archetype that makes the most sense for your brand, get more specific. Look at all of the information you've gathered, next to the list of traits of the given archetype, and decide how you are going to carve out an even more unique position in that archetype. Sure your brand might be "innocent," but you need to get a lot more specific. Consider developing an archetypal positioning statement similar to the ones included in the content analysis of this research. Get as specific as possible to really nail down your brand archetype. According to Kim,

Han & Park, the more distinctive a brand archetype is, the more attractive it is (2001). For example, in this study The North Face was the Adventurous Explorer and Patagonia was the Environmentalist Explorer. They each tell a very unique and different archetypal story even though they are under the same umbrella archetype.

### Own it.

Again, look at The North Face, and Patagonia. These brands were successful in differentiating themselves from one another because they are fiercely true to their archetypal traits, not only with their communications, but also with how their brands are operated. These archetypal stories were not only clear in the content analysis, they were clear to consumers. You took a long time distilling your brand stories into a specific, unique archetype. Now, keep telling your brand stories under this lense and let it help drive every aspect of your brand, operations, human resources, and more. Take time to figure out how this archetypal story will impact your operating units.

### Stick with it.

Lastly, in order to be able to tell a compelling archetypal story brands have to see it through. These archetypal stories are not sold to consumers overnight. Invest in the archetype you choose with both time and money to help your brand reach its fullest potential. All of these brands have really invested in their archetypal story and we saw that come through with each of them.

With quarterly sales goals, and pressures from every stakeholder group, it is easy to shy away from telling an archetypal story. Anyone who works in communications knows these pressures. That's why I wanted to study archetypes in the first place, I see so many campaigns that do not make sense strategically for the brand, but the CEO or the manager thinks it is the right thing to do. A brand archetype

can be your strategic backbone to fall back on with answers. Really solidifying your brand archetype can help in those conversations and be very beneficial for your brand's performance.

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# Appendix

## Content Analysis Coding Sheet

Coding Sheet: **Explorer**

**Content:** Web page | Advertisement | News | Social media

- Craves adventure
- Want to discover the world for themselves
- Independent
- Spiritual
- Restless
- Aimless
- Flaky
- Freedom
- Self-discovery
- Means to help others experience the new and unknown
- Deep desire to find what in the outer world fits with their inner needs preferences and hopes
- Take this job and shove it
- Don't fence me in
- Not getting trapped or conforming
- Experience new things
- Escape from entrapment and boredom
- Autonomy
- Ambition
- Desire to hit the open road
- Joy in discovery
- Individualistic/solitary
- Authentic
- Environmentalist
- One with nature





Coding Sheet: Hero

Content: Web page | Advertisement | News | Social media

- Triumph over adversity
- Determination
- Saves the day
- Make the world a better place
- Fear: failing not having what it takes
- Rise to the occasion
- Invigorated by a challenge
- Responds quickly to difficulty
- Discipline/Focus
- Ability to make tough choices
- Protector
- Courageous fighter
- Mastery
- Not wimping out
- Strong, competent and powerful
- Leader
- Prove their worth
- Brave
- Determined
- Arrogant
- Ruthless
- Good quality

### Content Analysis Results

#### Nike Content Analysis Results

Trait	# times
Arrogant	26
Mastery	8
Determined	8
Courageous fighter	6
Making the world a better place	6
Good quality	6
Rise to the occasion	3
Strong, competent and powerful	2
Leader	2
Prove their worth	2
Invigorated by a challenge	2
Fear not having what it takes	2
Triumph over adversity	1
Not wimping out	1
Ruthless	1

Discipline/focus	1
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### Under Armour Content Analysis Results

Trait	# times
Determination	31
Discipline/focus	19
Triumph over adversity	19
Mastery	12
Rise to the occasion	4
Strong competent and powerful	4
Courageous fighter	3
Making the world a better place	2
Fear of failing, not having what it takes	2
Not wimping out	2
Leader	1

### Patagonia Content Analysis Results

Trait	# times
Environmentalist	21
Authentic	11
One with nature	10
Craves adventure	6
Want to discover the world for themselves	5
Means to help others experience the new and unknown	5
Escape from boredom and entrapment	4
Don't fence me in	3
Not getting trapped or conforming	3
Desire to hit the open road	3
Freedom	2
Experience new things	2
Autonomy	2
joy in discovery	2
individualistic/solitary	2
Ambition	1
Restless	1

### The North Face Content Analysis Results

Trait	# times
Craves adventure	23
Want to discover world for themselves	20
Independent	11

Ambition	10
Means to help others experience the new and unknown	9
Restless	6
Self-discovery	4
Experience new things	4
Authentic	4
Joy in discover	3
Escape from entrapment and boredom	2
environmentalist	2
individualistic/solitary	2
desire to hit the open road	2
Deep desire to find what in the outer world fits with their inner needs, preferences and hopes	1
Take this job and shove it	1
Spiritual	1

### Survey

*Note: The first four questions and the last four questions were mixed in order for each recipient.*

What is the first thing that comes to mind when you think of the brand The North Face?

What is the first thing that comes to mind when you think of the brand Patagonia?

What is the first thing that comes to mind when you think of the brand Nike?

What is the first thing that comes to mind when you think of the brand Under Armour?

Which of the below traits do you associate with The North Face?

- A means to help others experience the new and unknown
- Adventurous
- Ambitious
- Desires to hit the open road
- Environmentalist
- Independent
- Not conforming
- On a mission to discover one's self
- One with nature
- Wants to discover the world

Which of the below traits do you associate with Patagonia?

- A means to help others experience the new and unknown
- Adventurous
- Ambitious
- Desires to hit the open road
- Environmentalist
- Independent
- Not conforming
- On a mission to discover one's self
- One with nature
- Wants to discover the world

Which of the below traits do you associate with Nike?

- Arrogance
- Bravery
- Courage
- Determination
- Discipline/Focus
- Fears not having what it takes
- Invigorated by a challenge
- Making the world a better place
- Mastery
- Not wimping out
- Proves their worth
- Rises to the occasion
- Strong, competent and powerful
- Triumph over adversity

Which of the below traits do you associate with Under Armour?

- Arrogance
- Bravery
- Courage
- Determination
- Discipline/Focus
- Fears not having what it takes
- Invigorated by a challenge
- Making the world a better place
- Mastery
- Not wimping out
- Proves their worth
- Rises to the occasion
- Strong, competent and powerful
- Triumph over adversity

## Survey Results – Multiple Choice

### Nike Survey Results

Trait	# Times
Determination	47
Strong, competent and powerful	45
Discipline/Focus	45
Invigorated by a challenge	39
Not wimping out	31
Rises to the occasion	31
Mastery	25
Triumph over Adversity	25
Courage	18
Arrogance	16
Proves their worth	14
Fears not having what it takes	6
Bravery	5
Making the world a better place	4

### Under Armour Survey Results

Trait	# Times
Determination	44
Strong, competent and powerful	44
Discipline/Focus	39
Invigorated by a challenge	37
Not wimping out	28
Rises to the occasion	26
Triumph over adversity	20
Proves their worth	14
Courage	15
Arrogance	13
Mastery	11
Bravery	10
Fears not having what it takes	6
Making the world a better place	3

### Patagonia Survey Results

Trait	# Times
Environmentalist	56
One with nature	56
Adventurous	51

Wants to discover the world	41
Desires to hit the open road	30
Independent	<b>24</b>
On a mission to discover one's self	21
Not conforming	14
A means to help others experience the new and unknown	14
Ambitious	9

### The North Face Survey Results

Trait	# Times
Adventurous	56
Wants to discover the world	39
One with nature	28
Ambitious	26
Independent	25
Environmentalist	19
A means to help others experience the new and unknown	14
Desires to hit the open road	12
On a mission to discover one's self	8
Not conforming	3

### Survey Results – Fill in the blank answers

**What is the first thing that comes to mind when you think of Nike? (Responses in alphabetical order)**

- athlete
- Athlete
- Athletes
- athletic
- Athletic
- Athletic apparel
- athletic shoes
- Athletic shoes
- Athletic shoes
- Basketball
- Basketball
- best
- Classic
- Fake high performance
- Fast
- Fitness

Football  
Golf  
Great athletes and great athletic accomplishments  
I visualize the swoosh  
Jordan  
Jordan  
Just do it  
Just do it  
just do it  
Just do it!  
Just do it.  
Just do it. Check mark.  
Michael Jordan  
Nike Swoosh  
Old  
Quality  
Running shoes  
running  
Running  
Running  
Running shoes  
Running shoes and clothes  
Shoes  
Sneakers  
sports  
sports  
sports  
Sports  
Sports

Sports  
Sports  
Sportswear + shoes  
Strong  
sweatshops  
Sweatshops  
swish  
Swoosh  
Swoosh  
Swoosh  
Swoosh  
Swoosh  
swoosh  
Swoosh  
Swoosh  
Swoosh  
tennis shoes  
Tennis shoes  
The 90s  
The swoosh and shoes  
Tiger Woods  
Tiger Woods

**What is the first thing that comes to mind when you think of the brand Under Armour? (Responses in alphabetical order)**

Armpits  
athletes  
athletes  
Athletes  
Athletes  
Athletic  
Athletic  
Athletic apparel  
Athletic clothes  
Athletic wear  
athletic wear  
black tight long sleeve  
body shirts  
boys' and men's brand  
Bros  
Clothing  
Comfortable  
Compression shorts  
Dri fit gear  
Exercise  
Expensive - logo  
football

Football  
guys  
Heatgear  
Highschool Football  
Jocks  
Leggings and tight long sleeve shirts  
Maryland  
Misty Copeland!  
mock turtle necks  
muscles  
Muscles  
My boys  
Performance  
performance wear  
popular  
Protect this house  
Quality  
Read an interview w CEO  
Running  
Shoes  
Shorts  
Smelly  
Sports  
Sports  
sports  
sports  
Sports  
Sports  
Sports  
Sports  
Sports  
Sports/football  
Sports/training clothing  
Sportswear  
Steph Curry  
Steph Curry  
Steph Curry  
Stephen curry  
Strength  
Strength  
Strong  
Strong  
Strong / military  
Superior  
Sweat  
Sweat  
Sweat  
Sweating

T-shirts  
Tightclothes  
Tough  
Tough  
traditional  
Trendh  
underwear  
underwear  
underwear  
Work out gear  
Working out  
working out  
Workout  
Workout clothes  
Wounded Warriors

**What is the first thing that comes to mind when you think of the brand Patagonia?  
(Responses in alphabetical order)**

Adventure  
Adventurous  
an outdoor clothing/supply store in minneapolis, near the U of M  
Apparel for outdoors  
Argentina  
Backpack  
camping  
Canoe  
Catalog photos, environmental  
clothes  
Cold climate/outdoorsy  
Cold, outside  
dont know it  
Expensive  
Expensive  
expensive but quality  
Golf  
Granola  
granola  
High end  
High end  
hiking  
hiking  
Hiking  
Hiking  
Hiking outdoors  
Hippies  
Jeep  
Mountain climbing

Mountains  
Mountains  
Mountains  
Mountains  
mountains  
Mountian climbing  
N/a  
Nature  
No idea  
Not aware of brand  
not familiar  
Not sure I've ever heard of this brand  
Outdoor  
Outdoor apparel  
Outdoor clothing  
Outdoor quality  
Outdoor/camping clothes  
outdoors  
outdoorsy  
outdoorsy  
Outdoorsy  
Outdoorsy  
Plastic Bottles  
preppy college frat boys  
Quality  
Quality  
Rain jacket  
REI  
Rich people who like to hike  
south America  
Sweaters  
Tents  
The logo  
Travel  
upper class  
Uppity

Vagina  
Warm  
Warm  
Warmth  
Warmth  
What is it  
White kids trying to stand out  
wish I could justify spending the money on it

**What is the first thing that comes to mind when you think of the brand The North Face? (Responses in alphabetical order)**

2 jackets I own  
Alaska  
Best  
black  
Classic  
Climbing  
clothes  
cold  
Cold  
Cold weather gear  
cold weather gear  
Down jackets  
Expensive  
Expensive  
Explore  
Fleece  
Fleece jackets  
Fraternity guys  
High end  
High-end outdoors  
Hipsters  
Jacket  
Jacket  
Jacket  
jackets  
Jackets  
Jackets  
jackets  
Jackets  
Jackets  
Jackets  
Jackets  
Long winter coats/Expensive  
loungewear  
Mass produced outdoor clothing you can find everywhere  
Minnesota

Mountain  
Mountain climbing  
mountains  
Mountains  
Mountains  
mountains  
My jacket  
Outdoor apparel  
Outdoors  
Outdoors  
Outdoorsy  
Outdoorsy  
Outwear  
Preppy  
Preppy college kids  
professional  
puffy jackets  
puffy jackets  
Quality  
rich  
Rugged  
shell jacket  
Skiing  
Snow  
Stay warm while looking great  
That silver liner for warmth  
the logo  
The outdoors  
too expensive  
ugg boots/sorority apparel  
Uppity  
Warm  
Warm  
Warm  
Warm  
Warmth  
Well made clothing  
White girls and Uggs  
Winter  
Winter  
Winter  
Winter Jackets  
Winter wear  
Winter wear - jackets, snowpants, gloves  
Yupee  
Yuppie college kids  
Yuppies

zip up fleece  
Zip up fleece

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