European Commission

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Project Acronym: [EMMA]

Project title: [Exploring Multimodal Metaphor in Advertising]

Periodic Technical Report

Part B

Period covered by the report: from [05/10/2015] to [04/10/2017]

Periodic report: *[*1st*]*

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[1] The term 'project' used in this template equates to an 'action' in certain other Horizon 2020 documentation

1. Explanation of the work carried out by the beneficiaries and Overview of the progress

Objective 1. To establish the ways in which the extent, nature and complexity of multimodal metaphor and metonymy in advertisements affect the speed of comprehension.

Our findings indicate a negative relationship between figurative complexity and reaction time: the most complex metaphor/metonymy combinations (metonymic chains, metaphtonymy, and metaphoric complexes) were processed faster than metaphor and metonymy on their own. These results became statistically significant when 'need for cognition' was factored into the analysis; individuals with a high need for cognition reacted significantly more quickly to complex figurative operations than people with a low need for cognition. These results contradict our initial expectations, as we predicted that the simple operations would be processed faster. This finding suggests that advertisers need not be too concerned that their advertisements will be difficult to understand if they are very creative; people will find meaning in such advertisements, and it will not necessarily take them long to do so, particularly if they have high levels of need for cognition.

Objective 2. To establish the ways in which the extent, nature and complexity of multimodal metaphor and metonymy in advertisements affect their appeal and perceived effectiveness.

Advertisements containing complex figurative operations were perceived as more appealing (but not more convincing) than advertisements containing simple operations. Our results show that metaphor and metonymy in isolation scored lower for both appeal and effectiveness. These results support our hypothesis and are reassuring for advertisers; potential consumers are unlikely to be put off by complexity. Need for cognition was not a contributing factor here.

Objective 3. To establish the ways in which the extent, nature and complexity of multimodal metaphor and metonymy in advertisements affect the appeal of the advertisements

Participants find pleasurable advertisements that they think are convincing, and they look at these advertisements for shorter periods of time. Perceived appreciation and effectiveness were found to correlate strongly with each other and both were negatively correlated with reaction time. In other words, people tend to like what they think is true (and vice versa), and this results in shorter processing periods.

Objective 4. To assess the role played by different emotions, their intensity and onset in the understanding and appreciation of multimodal metaphor and metonymy video-based advertisements.

Our results showed that *correlational metaphor* was significantly negatively associated with the number of *views*, *likes* and *dislikes* a video had, such that an increase in correlational metaphor was associated with a decrease in video engagement statistics. However, a significant positive relationship was found between both *resemblance metaphor* and *metonymy*, and *views*, *likes* and *dislikes* of the viral videos, such that an increase in both metaphor types was related to increases in video engagement statistics. However, *metaphor* was not significantly associated with the degree to which participants reported they would be likely to share the video through Facebook, Twitter, email or face-to-face.

For emotions, only *sadness* and *surprise* were significantly associated with *views*, *dislikes* and *views per day* of the viral videos, such that increases in both *sadness* and *surprise* were associated with more *views*, more *views per day* and *dislikes* of the video. However, for *surprise*, a significant positive relationship was also found with the number of *likes* the video received, thus suggesting that it is not just disliking, but also liking of videos that require surprise, ultimately leaving the video content to split the dichotomy of like/dislike. It was also found that an increase in *joyfulness*, feeling *pleased* and *surprise* were positively associated with the degree to which participants reported they would share the video via email. For sharing via Twitter, participants were significantly more likely to share the video if it was *joyful*, but less pleasing and amusing, which suggests that Twitter sharing may be associated with videos that are joyful, but touching on topics that are more serious.

Objective 5. To establish the extent to which the above findings vary according to the linguistic and cultural background of the audience, and to identify the challenges that multi-modal figurative communication presents in cross-cultural communication.

Nationality accounts for the variation in terms of speed of processing, appreciation and perceived effectiveness of advertisements. British participants were found to respond significantly faster to the advertisements, whereas the Spanish were more likely to rate advertisements higher for appreciation and effectiveness. Likewise, significant differences between the three groups were found for how pleasurable and convincing they considered the advertisements to be. In particular, Chinese participants rated metonymy and metonymic chains significantly higher on both scales, whereas the Spanish and the English participants preferred metaphtonymy. Finally, we also observed consistent differences across the three nationalities with respect to the extent to which appreciation and perceived effectiveness correlated with one another, although these differences could only be observed for the most positive and negative ratings of the advertisements. Individual descriptors, such as need for cognition, played a role in explaining the differences between the three nationalities. These findings suggest that advertisers should factor in the level of figurative complexity, and the nature of the figurative operations that they employ, when honing their advertising campaigns to meet the needs of different national and cultural groups.

Objective 6. Dissemination of findings of the project in both academia and the advertising industry; as well as publishing in relevant academic journals and presenting at conferences, material will be developed for advertising agencies showing how figurative communication in advertising can be understood in different ways according to the background of the consumer.

In terms of academic publications, we have published a research monograph in John Benjamins, two research articles in international peer-reviewed journals, and two chapters in edited volumes by the end date of the project. We also have four research papers under review in peer-reviewed international journals, and have signed a contract with Cambridge University Press for another research monograph (to be published in 2020). All the data collected in our project are accessible in an open repository (www.github.com/paulapsobrino) to ensure the transparency and replicability of our research.

We have discussed our findings with three marketing and branding agencies as well as with companies seeking to improve their image. These companies have incorporated our advice (which is based on the findings from the EMMA project, https://multimodalmetaphor.com/testimonials/) into their work. We have developed a guide for advertisers (https://multimodalmetaphor.com/guide-for-advertisers/) which will be used for wider dissemination purposes. Our aim with this document is to inform professionals about a number of good practices and possible pitfalls so that they can make an informed choice about the design of their campaigns, anticipating the possible outcomes of their campaigns before spending

lots of money on faulty advertising messages. For professionals working in the world of advertising, we offer in this guide a number of strategies to enhance the power of an advert by exploiting all the vast array of available multimodal elements available in a conscious way. Additionally, we also intend to raise the awareness of the general public of the meaning behind the different elements in an advert. Our guide should also provide a number of tools to face every advert with a critical attitude and more ethical consumerism.

BOOKS AND RESEARCH MONOGRAPHS

Pérez Sobrino, Paula (2017). *Multimodal Metaphor and metonymy in advertising*. Amsterdam/Philadelphia: John Benjamins.

Littlemore, Jeannette and Paula Pérez Sobrino (book proposal accepted). *Figurative persuasion in global advertising*. Cambridge: Cambridge University Press.

PUBLICATIONS IN PEER-REVIEWED JOURNALS

Pérez-Sobrino, Paula. 2016. "Multimodal metaphor and metonymy in advertising: A corpus-based account". Metaphor &Symbol 31(2): 73-90.

Pérez-Sobrino, Paula. 2016. "*Shockvertising*: patterns of conceptual interaction constraining advertising creativity". Círculo de Lingüística Aplicada a la Comunicación 65: 257-290

Littlemore, Jeannette and Paula Pérez Sobrino (2017). "*Eyelashes, speedometers or breasts?* An experimental cross-cultural approach to multimodal metaphor and metonymy in advertising". In: Baicchi, A. and Bagasheva, A. *Figurative Language We Live by. The cognitive underpinnings and mechanisms of figurativity in language*. Language Issue of Textus. 197-221.

Pérez Sobrino, Paula; Littlemore, Jeannette; and Houghton, David (submitted): Crosscultural variation in the reception of advertisements.

Pérez Sobrino, Paula; Littlemore, Jeannette (submitted): The role of figurative operations in the success of Internet videos.

Littlemore, Jeannette; Pérez-Sobrino, Paula; Houghton, David; Jingfan, Shi; and Winter, Bodo (submitted): What makes a good metaphor? A cross-cultural study of computer-generated metaphor appreciation

Winter, Bodo; Brown, Lucien; Pérez-Sobrino, Paula (submitted): "Using sound symbolism to trigger multisensory associations: The case of alcohol advertising for softer soju".

CHAPTERS IN COLLECTIVE VOLUMES

Pérez Sobrino, Paula (in press). "Cognitive modeling and musical creativity". In: Csábi, Z. *Expressive Minds and Artistic Creations: Studies in Cognitive Poetics*. Oxford: Oxford University Press.

Pérez Sobrino, Paula and Jeannette Littlemore (in press). "Facing methodological challenges in multimodal metaphor research". In Baicchi, A. and Pinelli. (eds) *Cognitive Modeling in Language and Discourse across Cultures*. Cambridge: Cambridge Scholars UP.

In terms of dissemination of our results at peer-reviewed specialized conferences, we have presented

our findings at international peer-reviewed conferences on Cognitive Linguistics (The Conference of the International Cognitive Linguistics Association, University of Tartu, Estonia, June 2017; and UK Cognitive Linguistics Conference 2016, University of Bangor, UK), non-literal language (Research and Applying Metaphor 2016, Freie Universiteit Berlin, Germany; and Research and Applying Metaphor Specialised Seminar 2017, University of Southern Denmark), and marketing research (Academy of Marketing, Hull, 4th-7th July 2017). The research fellow has also been invited to give specialised talks at the partner organisation, Metaphor Lab (University of Amsterdam, The Netherlands), and at Lund University (Sweden), Northumbria University (UK), University of Nottingham-Ningbo (China), and Rice University (Houston, USA). We organised a workshop with members of the Partner Organisation (Metaphor Lab, University of Amsterdam) at the Beneficiary (University of Birmingham) at the end of the project. One of our guests was Marianna Bolognesi, the Marie Curie researcher in charge of the visual metaphor area at the Partner Organisation. The event had a session especially devoted to practitioners and professionals working in the field of advertising, as well as talks delivered by academics and hands-on workshops.

We have also been very active in the dissemination of our results to a more general public. We have organised two hands-on workshops at the Library of Birmingham as part of the British Science Week both in 2016 (42 participants) and 2017 (21 participants), focusing on the role of figurative language in advertising, and have participated with a stand at the European Researchers Night in Brussels (28th September 2016, Over 1200 children and 2000 visitors), with a special focus on food advertising. We have also participated in the Pint of Science Festival 2016 in Spain (over 120 participants), and collaborated in the International Day of Women and Girls in Science 2017 with the creation of a website showcasing the work of female scientists (www.womeninscience2017.wordpress.com).

OUTREACH ACTIVITIES

Community of Marie Curie fellows

Talk on how to organize outreach activities in Marie Curie fellowships	12 May 2016
Marie Curie Fellow of the Week (https://it-it.facebook.com/Marie.Curie.Actions/posts/1199712713435593:0)	26 August 2016

Advertising agencies

"Examining Language in Business". Business Club Breakfast Briefing. Birmingham (UK)	28 March 2017
Upcoming: Harnessing creativity in everyday communication. University of Birmingham (UK)	7 September 2017
Guide for advertisers (https://multimodalmetaphor.com/guide-for-advertisers/)	

General public

"Culture & Metaphor in Advertising" (British Science Week	12 March 2016

2016). Library of Birmingham, UK. 42 participants	
"La creatividad del día a día: Metáfora y Publicidad". Pint of Science 2016. Irish Tavern, Logroño (Spain). Over 120 attendants	24 May 2016
"The Millennial Apprentice" (British Science Week 2017). Joint workshop with the Marie Curie fellow Mariachiara Barzotto (Business School) Library of Birmingham (UK). 25 participants	11 March 2017

Women in academia

Participation in the International Day of Women and Girl in Science (Spain). https://pintofsciencees.wordpress.com/2017/02/06/paula-perez-sobrino/	11 February 2017
Creation and design of www.womeninscience2017.wordpress.com, a website to showcase stories of women working in science. 30 entries.	11 February 2017

Children

Food for Thought. European Researchers Night 2016. Parlamentarium (Brussels, Belgium). Over 1200 children and 2000 visitors.	28 September 2016

We have created and regularly updated a website of the project (www.multimodalmetaphor.com), a Facebook account (@multimodalmetaphor), and two Twitter profiles (@paulapsobrino, @MetaphorinAds). Additionally, I have created two specific website for other projects (Women in Science, Millennial Apprentice) and an online quiz (Food for Thought) that have been linked to my project website.

1.2 Explanation of the work carried per WP

Work Package 1: Collection of experimental stimuli

WP 1 involved the collection and analysis of appropriate advertisements from the UK, Spain and China, and analysis (by the researchers) of the interplay between metaphor and metonymy in the advertisements. The collection of English, Spanish and Chinese advertisements was put together in collaboration with native speakers of the three languages involved. The full data collection protocol can be found in the research monograph "Multimodal Metaphor and Metonymy in Advertising" by Paula Pérez-Sobrino (John Benjamins, 2017). The advertisements were then classified into the five different types of figurative operation that they contained (metaphor, metonymy, metonymic chain,

metaphtonomy, metaphorical complex).

The advertisements were categorised for figurative operations by three independent researchers. Reliability tests were conducted, and a live discussion helped to resolve conflictive annotations until 100% agreement was reached. A protocol of identification and categorisation of conceptual operations, as well as the inter-rater agreements, can be found in the research monograph "Multimodal Metaphor and Metonymy in Advertising (John Benjamins, 2017) authored by Paula Pérez Sobrino.

Work Package 2: Design and implementation of the study

WP2 involved the design and implementation of the study used to collect the data from the participants. Ninety participants (thirty from each linguistic/cultural background, i.e. UK, Spain, and China) were shown the advertisements on a computer screen and the time taken to find meaning was recorded. EDA measures were taken during the study. They were asked to rate the effectiveness of the different advertisements, and also to explain how they thought each advertisement worked. Data from British participants was collected in Birmingham during January and February 2016, from Spanish participants in Logroño during March and April 2016, and from Chinese participants in November 2017 (due to the availability of the host researcher, Margaret Owens). Interviews were transcribed, and translated from Spanish and Chinese to English.

In order to account for possible cognitive dissonance, we designed a study to detect possible cognitive dissonance in the association of colours to abstract concepts and emotions, between speakers of English and Cantonese. We are now in the process of writing up the results (Littlemore, Jeannette; Pérez-Sobrino, Paula; Leung, Danny; Chow, Vanliza; Julich, Nina (in preparation): "Connecting colours and emotions: a cross-cultural study").

Work Package 3: Quantitative analysis of the data

WP 3 involved the quantitative analysis of the data. Both the research fellow and the principal investigator of the project participated in the following training sessions on advanced data analysis: An introduction to QSR NVivo (4 hours), Kruskal-Wallis and Friedman tests (2 hours), Spearman, Pearsons & Chi-Square in SPSS (2 hours), and introduction to linear models in R (25 hours).

After completing this training, two studies featuring statistical analysis (one with a smaller amount of advertisements that serve as proof of concept for the current project and another with a greater focus on viral advertising on the Internet) were completed. The first has been published as a chapter within a collective volume (Littlemore, Jeannette and Paula Pérez Sobrino, 2017, "*Eyelashes, speedometers or breasts? An experimental cross-cultural approach to multimodal metaphor and metonymy in advertising*". In: Baicchi, A. and Bagasheva, A. *Figurative Language We Live by*. *The cognitive underpinnings and mechanisms of figurativity in language*. Language Issue of Textus. 197-221); and the second is currently under review for the journal *Cognitive Linguistics* (Pérez Sobrino, Paula; Littlemore, Jeannette: "The role of figurative operations in the success of Internet videos").

We then applied our knowledge of these statistical procedures to the main study of the fellowship, and looked at the statistically significant relationships between the number/nature/complexity of mappings and speed and depth of comprehension, the emotional response and the perceived appeal of the advertisements. We also assessed whether these variables related significantly to the linguistic/cultural background and gender. The results of this research can be found in the paper (currently under evaluation in Applied Linguistics): Pérez Sobrino, Paula; Littlemore, Jeannette; and Houghton, David (submitted): "Crosscultural variation in the reception of advertisements".

Work Package 4: Qualitative data analysis

WP 4 involved the qualitative analysis of the interview data. We used NVivo and UAM Corpus Tool to help us investigate whether the number/nature/complexity of the mappings involved in the advertising narrative affect (a) what people understand in terms of the product itself and its properties, and (b) the complexity of the interpretation of the advertisement.

We applied our training on advanced statistical procedures to look at the relationships between figurative complexity, time taken to find meaning and effectiveness ratings, and obtained information on how these variables vary according to linguistic/cultural background and gender. British participants were found to respond significantly faster to the advertisements, whereas the Spanish were more likely to rate advertisements higher for appreciation and effectiveness. Likewise, significant differences between the three groups were found for how pleasurable and convincing they considered the advertisements. In particular, Chinese subjects rated metonymy significantly higher, whereas the Spanish and the English preferred combinations of metaphor with metonymy. Finally, we also observed consistent differences across the three nationalities with respect to the extent to which they liked the advertisements depending on how convincing they thought they were, although these differences could only be observed for the most positive and negative ratings of the advertisements. Individual descriptors, such as need for cognition, played a role in explaining the differences between the three nationalities.

The results can be found in the paper (currently under review in *Applied Linguistics*): Pérez Sobrino, Paula; Littlemore, Jeannette; and Houghton, David (submitted): "Crosscultural variation in the reception of advertisements".

Work Package 5: Dissemination

WP5 was devoted to the extensive international dissemination of the results in two spheres: academia (through the publication of high impact peer-reviewed journal articles, participation in international conferences, organization of specialized workshops, and management of a project website) and advertising companies, charities and NGOs (through the publication of how-to informative guides, organization of informative meetings with companies, and active involvement with professionals working in the advertising and marketing sector).

See our summary in Objective 6: extensive international dissemination.

1.3 Impact

Our project has addressed a number of theoretical and empirical issues in advertising, multimodal communication and figurative meaning making. This is the first broad-scale empirical study of multimodal figurative language in advertising. Research to date that has taken a cognitive linguistic perspective has involved the use of experiments with a somewhat limited number of advertisements with an exclusive focus on metaphor, whereas marketing studies have only reported post-hoc results using made-up examples which do not take full account of issues such as figurative complexity and/or linguistic and cultural variation. Our research goes beyond traditional approaches to multimodal metaphor by taking into account the dynamic interplay of metaphor with other figurative operations (such as other metaphors and metonymies). In particular, we have shown that metaphor and metonymy are processed faster if they are combined (rather than in isolation); that metaphor-metonymy combinations are also better appreciated as well as perceived as more effective. We have also shown that there is significant cross-cultural variation in the role played by figurative complexity in the

interpretation of advertisements. Depending on their marketing strategies, advertisers may opt for more complex and elaborate advertisements that may take a little longer to process (e.g. in magazines, where there are no time constraints), or simpler advertisements that are processed more rapidly (e.g. for TV and cinema commercials, or road billboards).

We have also proposed in our project a number of principles on which to build a sound methodology for metaphor research in non-verbal contexts. This is an initial set of recommendations, which we hope will be refined as work in this area progresses. We have drawn on our experience with corpus-based studies on printed and audiovisual advertisements and have proposed a new framework for the exploration of multimodal metaphor and other figurative operations in advertising.

Besides the benefits for the linguistic research community, findings from this study have practical applications for the effective design of more culturally-sensitive advertising practices. A striking finding from the study was how far participants from different linguistic backgrounds varied in their understanding of what the main message in the advertisement was. This kind of information sheds light on the extent to which it is possible to make use of shared experiential knowledge for global campaigns, while selecting specific cultural content for local campaigns.

In order to achieve our research goals, numerous training activities were undertaken by the Fellow while at Birmingham across a variety of topics, ranging from advanced statistics to eye tracking and software programming. Other training included courses on grant writing, overviews of the different ERC-funded schemes, and the communication of scientific content to lay audiences.

Our work has been favourably received both by academics and practitioners (see our summary of Objective 6). This is demonstrated by the prizes awarded to the fellow due to her research track (Outstanding Dissertation, University of La Rioja 2017; and Young Researchers Prize, University of Pavia 2016) and her nomination for the Marie Curie Awards 2017 "Best Science Communicator" for her active involvement in outreach events. Our project has also been showcased in mainstream media:

- La ciencia se va de cañas. Newspaper *La Rioja* (23-05-2016)
- La ciencia, en bar entra. Newspaper *La Rioja* (22-05-2016)
- Pint of Science, la ciencia de forma divertida. Newspaper *La Rioja* (23-05-2016)
- 'Pint of Science' o cómo mezclar ciencia y cervezas en la barra de un bar. Mas Vale Tarde. *La Sexta*. (24/05/2016)
- La caña científica (Pint of Science – Logrñno). Servicios Informativos. TV Rioja 24/05/2016.
- Amsterdam Metaphor Lab website (18/03/2016)
- Library of Birmingham: Culture & Metaphor in Advertising (6/03/2016)
- Metáforas en Birmingham. Newspaper *La Rioja* (18/02/2016)
- New Projects: EMMA. Research and Applying Metaphor (RaAM) Association – Newsletter 17. P: 14
- Paula Pérez Sobrino obtiene el grado de doctora. Servicio de Comunicación de la Universidad de La Rioja (17/09/2015).
- La UR incorpora al investigador Roberto Armellín y cede a Paula Perez Sobrino. La Rioja (22/06/2015)

Likewise, there are videos featuring our research in Youtube:

- Advertising, Emotions, and Figurative Language. University of La Rioja, Spain (September 2015)

- Publicidad, Emociones y Lenguaje Figurado. University of La Rioja, Spain (September 2015)
- Culture & Metaphor in Advertising. Library of Birmingham, UK (March 2016)
- Pint of Science 2016: "La creatividad del día a día: Metáfora y publicidad". Logroño, Spain (May 2016)

Since completing her fellowship, the fellow, Dr. Pérez-Sobrino, has secured and started a new permanent staff position in the Department of Applied Linguistics (Science and Technology) at the Universidad Politécnica of Madrid (Spain). The meetings in the UK with academics and professionals and the visits to institutions in Europe and China contributed significantly to raising the profile of the fellow in the scientific community.

It should be mentioned that, in addition to the intense research and dissemination carried out during the fellowship, Pérez-Sobrino also took an active role in leading the Marie Curie Association at the University of Birmingham, first as Champion for Arts & Law, then as Vice-chair and finally as Chair of the Association. The fellow carried out a number of actions for new fellows in the form of how-to workshops and informative documents. As a leading member of the Association, Pérez-Sobrino was actively involved in creating a balanced combination of career development activities, charity events, and social outings for over 70 Marie Curie fellows affiliated to the University of Birmingham. The work of the Association during the period of the fellowship (2015-2017) became even more crucial after the Brexit vote. The fellow liaised with several departments at the Beneficiary Institution to keep the fellows informed of recent developments regarding the situation.

Regarding opportunities, the fellow is currently preparing an ERC Starting Grant application to continue her research activity in the field of multimodal figurative language. She has also applied, together with the PI and other researchers, for a 3-year grant from the Economic and Social Research Council UK to undertake research into the role played by metaphors in the understanding of abstract mathematical concepts. Complementarily, both the PI and the fellow are now in the process of applying for ESRC funding to expand the impact of our project with Big Cat Creative Advertising, an advertising agency in Birmingham. We thus seek to further test the robustness of the findings of the Marie Curie fellowship in a real world context, to refine them in light of this testing, and to provide more training materials based upon them for PR and advertising professionals. The publication of Pérez-Sobrino's first research monograph in 2017, as well as the book contract secured by Prof Littlemore and Dr Pérez Sobrino for 2020, has demonstrably led to an enhanced profile among the linguistics and advertising communities. We have been invited on several occasions to provide consulting to branding and advertising agencies, and publishing houses have also invited us to contribute to edited volumes on the topic.

1.4. Access provisions to Research Infrastructures

Not applicable.

1.5 Resources used to provide access to Research Infrastructures

Not applicable.

2. Update of the plan for exploitation and dissemination of results (if applicable)

Not applicable.

3. Update of the data management plan (if applicable)

Not applicable.

4. Follow-up of recommendations and comments from previous review(s) (if applicable)

Not applicable.

5. Deviations from Annex 1 and Annex 2 (if applicable)

Due to complications in availability of the initially planned secondments at Anuncios.com and VCCP Madrid, we looked for alternative partnerships with local SMEs working in the field of advertising in the Birmingham area. This proved to be a very fruitful decision, as it lead to the joint presentation with Big Cat Creative Advertising in a workshop addressed to practitioners ("Examining Language in Business") and to an application for external funding to expand our collaboration. We have also been contacted by UK-based SMEs to provide consultancy on their branding and advertising campaigns. Testimonials can be found on our website (https://multimodalmetaphor.com/testimonials/).

In particular, we have published in our guide the details of our collaboration with Roopra MedTech as an example to showcase the ways in which the findings of our project can me successfully implemented in the professional practice of companies working or not in the field of advertising. In this case study we explain how Bob Roopra contacted us after one of the worskhops we delivered to talk about specific ways in which we could rebrand his company. In Roopra Medtech Consulting, Bob Roopra provides commercialisation guidance for medical technologies in order to help new and existing organisations to develop sustainable business plans. He was concerned that the name of his company did not communicate the mission of the company properly, and that the design of his logo did not project an image of the company aligned with the type of cutting-edge consulting services provided. A detailed account of the process, as well as an analysis of the final result can be found in the last section of our guide for advertisers.

5.1 Tasks

Not applicable.

5.2 Use of resources

Not applicable.