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**Branding in the Era of Artificial Intelligence (AI):
An Examination of Hybrid Human-AI approach
in the Rebranding of CitizenLab**

2023

**NOME
COMPLETO****Branding in the Era of Artificial Intelligence (AI):
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Dissertação apresentada ao IADE - Faculdade de Design, Tecnologia e Comunicação da Universidade Europeia, para cumprimento dos requisitos necessários à obtenção do grau de Mestre em Design Management realizada sob a orientação científica da Doutora Filipa Isabel de Almeida Fernandes Vilaça, Professora Doutora do IADE e do Doutor Ricardo Mena, Professor Doutor do IPAM.

Dedico este trabalho a todos que estiveram ao meu lado durante essa saga, especialmente para meu esposo Jeremias Straijer, minha mãe Madeleine Susan Lou Berger e meus queridos amigos Juliana Mercês, Joana Almeida, Bernardo Mussel, Leticia Ramos e João Boavida.

Palavras-chave

business-to-government, branding, marketing, inteligência artificial, ChatGPT, Midjourney

Resumo

Este estudo investiga a ligação entre a Inteligência Artificial (IA) e o branding em relação ao processo de rebranding da empresa belga de tecnologia cívica, CitizenLab. Utilizando diferentes ferramentas de IA, como o ChatGPT da OpenAI, o estudo questiona se a IA tem a capacidade de replicar e melhorar as fases tradicionais de branding, como entrevistar as partes interessadas, produzir conceitos de marca e desenvolver uma identidade visual. O estudo apresenta as vantagens significativas da utilização da IA em termos de velocidade e escalabilidade, e revela as suas limitações, nomeadamente na captação de nuances culturais e na correspondência com a inteligência criativa e emocional dos especialistas humanos. O estudo recomenda um modelo híbrido de branding que tire partido das capacidades da IA aliadas à perspicácia humana para criar estratégias de branding persuasivas e eficientes.

Keywords business-to-government, branding, marketing, artificial intelligence, ChatGPT, Midjourney

Abstract This research investigates Artificial Intelligence (AI) and branding in relation to the rebranding process at the Belgian civic tech company, CitizenLab. Using different AI tools such as OpenAI's ChatGPT, this study explores how the ability of AI to emulate and improve traditional branding phases such as interviewing stakeholders, producing brand concepts, and developing a visual identity. The significant benefits of using AI for speed and scalability are displayed and limitations are further uncovered, particularly in capturing cultural nuances and matching the creative and emotional intelligence of human experts. A hybrid model of branding presents the advantages of AI capabilities coupled with human insight to create compelling and efficient branding strategies.

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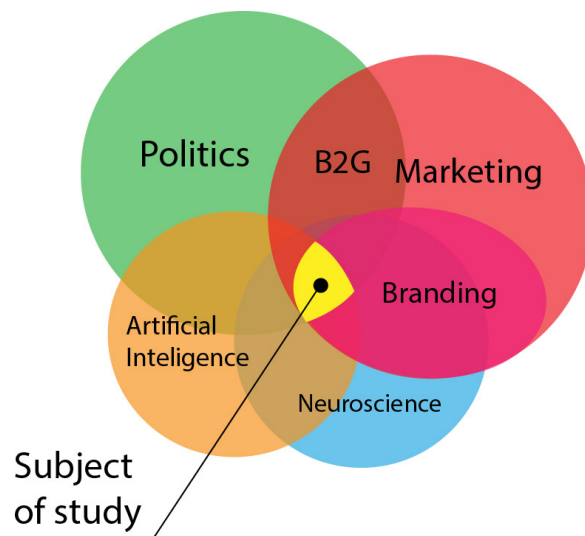
1. Introduction

1.1 Introduction

The following research investigation involves a multidisciplinary-applied approach, with CitizenLab, a Belgian civic tech firm, as the case study. Utilizing qualitative research methods such as focus groups, this research study will begin by addressing the existing challenges that CitizenLab faces within the Business-to-Government market relationship in terms of Branding and Marketing perspectives and how they are correlated with Politics, Marketing and Branding, Neuroscience, and Artificial Intelligence. Secondly, this research investigation will present the hypotheses by delving into each field to improve our understanding of the factors involved in this problem. In order to carry out this study, focus groups and interviews, as well as extensive work with different models of AI were employed in this study.

Figure 1

Diagram of Multidisciplinary Overlapping



The researcher, being an employee of CitizenLab, has extensive background on the organization and their work culture. This enables the researcher to conduct a more in-depth study. CitizenLab is a Brussels-based SaaS (Software as a Service) startup in civic tech, founded in 2016.

The company's founders set out on a mission to build a digital infrastructure for local democracies. Their main product is a digital community engagement platform that enables local governments to consult their communities with one central tool for surveys, ideation, participatory budgeting, deliberation, and information sharing; thereby making public decision-making more democratic. The platform has been used in more than 20 countries and in over three continents, including Belgium, the United Kingdom, the United States, Denmark, Germany, and others. Although CitizenLab is a civic tech company, it does not identify itself as "techy", but as a social purpose-driven company, being B-Certified and a knowledge developer to assist governments understand the needs of community engagement for a better future. But do these purposes and values make a difference when the city mayor decides to use CitizenLab's platform? Even more interesting is how a brand creates an emotional connection within a Business-to-Government (B2G) relationship.

CitizenLab is in the B2G sector of the economy, which refers to businesses that sell goods and services to government agencies. At the time of this writing, there was not a significant amount of research data nor literature available on how marketing strategies should be built in this unique environment due to the numerous factors – such as very long sale cycles or buyers being driven by political objectives that change depending on who is elected – that occur when engaging with government customers. Selling goods and services to governmental entities presents challenges since government administrations and terms end and/or rotate, resulting in social and cultural values, socioeconomic concerns, and societal focuses to constantly change (Josephson et al., 2019).

1.2 Lack of Information on the B2G Market

The highly bureaucratic system behind B2G relationships facilitates a difficult path to learning how personal motivators from decision-makers influence a purchase. Depending on the country, such as the United States, relationship building between agency and government is strictly prohibited, forcing disclosure of any information that might be significant to gain a new contract. (Josephson et al., 2019). Underneath the government curtain, relationships and decision-making is, up until now, still a human process. With this in mind, how can a B2G company properly develop brand strategies that make a difference in the decision making process?

As mentioned before, gathering information from government stakeholders is difficult and can result in tedious labor. As such, for CitizenLab, testing and iterating branding strategies tend to be based on marketing data (SQLs, MQLs, leads, etc.), feedback from the Government Success Managers (agents responsible for facilitating client onboarding, retention rates and participatory processing advice), and generalization from the small amount of qualitative and quantitative information collected from clients. Different from other B2G companies that sell products and services for their own governments, CitizenLab has clients from several geopolitical markets. This means either localizing the branding strategy by creating market silos or through a common ground strategy, which can lead to less brand-consumer connection. Silos brands tend to lack clarity and linkage, generating brand inconsistencies and mixed messages (Aaker, 2008); therefore, focusing on a unique brand identity has been the marketing decision for CitizenLab.

With content generation tools, customer segmentation tools, social media management tools, and chatbots, the world has observed artificial intelligence becoming a primary supporter of marketing strategy (Haleem et al., 2022). In recent decades, artificial intelligence tools have helped with the implementation of brand identities. Aaker and Joachimsthaler (2000) described Brand identity as a “Vision of how that brand should be perceived by its target audience” . He considers brand identity to have four dimensions: product, organization, personality, and symbols. Alternatively, De Chernatony (1999) explains that brand identity is composed of “vision, culture, relationships, positioning, personality, presentation” For the authors, the dimensions of brand identity are internal to the company and external, building an integrated system that translates into the brand. The impact of AI on the Aaker model was studied, bringing light to how brand equity, promotion, and identity have been influenced and are suffering modification due to AI-powered tools (Kolla & Kumar, 2019). Specifically, brand identity solutions like Virtual Endorsers, “distinct humanlike visual representations and use both technology and human oversight in their interactions with others” have been used to help with personality building (Thomas & Fowler, 2021). The personality building features enable users and researchers to observe how emotional connections and brand likability also benefit from AI technology.

1.3 Problem statement

Despite Artificial Intelligence's increasing influence, its use in the branding industry continues to be an ongoing learning process. Traditional branding processes are emotionally nuanced, time consuming and are prone to bias. AI offers a potential for speed and data-driven decisions; even so, the risks of oversimplification and overlooking cultural sensitivities, which could compromise a brand's authenticity, raises concerns in the branding industry. Moreover, ethical implications and data privacy must be addressed. Bringing AI into the branding process without sacrificing brand integrity, human-centricity, and ethics is where the challenge lies. The case study of CitizenLab's rebranding offers the opportunity to explore this problem further.

1.4 Research Objectives and Questions

Acknowledging the rapidly increasing usage of artificial intelligence in the field of design and branding industry, this research investigation intends to further investigate the following:

1.4.1 Research Objectives:

- Investigate the capacity and limitations of using AI in replication or improving traditional human-driven processes in branding, through the rebranding of CitizenLab as an example.
- Analyze the role of generative AI in the different phases of the branding process.
- Provide a system or guide for blending AI with branding strategy, based on discoveries from the CitizenLab's rebranding.
- Anticipate future trends and possibilities in AI-assisted branding, using insights gained from the CitizenLab's rebranding process and the current state of AI technology.
- Recommend solutions for ethical implications and considerations that arise from using AI in branding.

1.4.2 Research Questions:

- What are the potential results of using AI to replicate and/or improve traditional branding processes?

- What are the practical applications of generative AI and related technologies for stakeholder interviews, brand concept generation, mission/vision/values creation, naming, visual identity guidelines, mood board generation, transitional storytelling, voiceover generation, and pitch creation?
- How does the use of AI in the rebranding process compare to existing traditional processes?
- What potential drawbacks are associated with using AI in the branding process and can these be avoided?
- Can a framework be created to successfully integrate AI into branding strategies based on the CitizenLab's case study?
- What ethical considerations arise from the utilization of AI in branding as seen in CitizenLab's example?

1.5 Hypothesis

CitizenLab is currently undertaking a full rebranding throughout 2023, incorporating traditional methodology, which will further be described in the next sections. This study proposes a parallel process with a similar methodology while using selected AI tools such as ChatGPT, Midjourney and Namelix, to explore the elements of brand identity, personality and *symbols*. An aim of this study is to understand if it is possible to create a brand strategy that relates to the B2G market without the human element as validation. The current hypotheses are:

- H1. Using AI technology should bring a more assertive generalization and gather knowledge from geopolitical markets, being a good source of information to build a proper brand DNA.
- H2. AI technology can generate outputs that relate better with generalized personas.
- H3. AI-generated imagery eliminates the visual bias designers have, being a better way to create personality mood boards..

2. Literature Review

2.1 The B2G Market and its Characteristics

CitizenLab operates in the B2G sector, which is when businesses provide goods and services to government agencies. This section of the economy is significant and comes with clear regulations and guidelines for purchases. Unfortunately, the amount of information and available literature is scarce on how to establish marketing strategies. With the constant transitions amongst governmental parties and leaders, customer loyalty tends to decline.

Even though there is not much attention given to the B2G market, it is an extremely relevant market. The government is usually considered as the regulator of activities, but its role as a customer needs to be further examined (Josephson et al., 2019). Understanding governments as customers is crucial to enhance citizen experience, meet their evolving expectations, improve outcomes and transactions across agencies, and elevate the standard of public sector service to match private sector efficiency. The public sector accounts for 54% of the European Union's GDP and 47% of the United States' GDP, with public sector procurement making up 14-20% of GDP (Morcov, 2023). Additionally, over 60% of Fortune 1000 companies are actively involved in the B2G market, where government customers often have a positive effect on a company's value (Morcov, 2023.). Also, the B2G market can be a significant source of revenue and growth for businesses, particularly small and medium-sized enterprises (Joint Research Centre, 2020). Studying the B2G market can provide valuable insights into the opportunities and challenges facing businesses in this market.

To better understand this market, key characteristics are explained in Table 1, which encapsulate how market relations are built.

Table 1

Public Sector Characteristics

| Public Sector Organization Characteristics | Public Sector Project Characteristics | Market Characteristics |
|---|---|--|
| <ul style="list-style-type: none"> • Bureaucratic, formal. • Long decision cycle, management by committee –comitology. • Parkinson's law: work expands to fill the time available for its completion. • Hofstadter's law: it always takes longer than you expect, even when you consider this law. • The Pygmalion effect, or Rosenthal effect: is the phenomenon whereby higher expectations lead to an increase in | <ul style="list-style-type: none"> • Large or very large. • Complex. • Critical. • Complex stakeholder map. • Complex regulatory environment. • Driven by political agenda and influenced by varied political interests, formal and informal. • Vulnerable to political change, which might change priorities and discontinue or derail projects | <ul style="list-style-type: none"> • Fewer buyers than in B2C or B2B, thus fewer marketing segments. • Fewer opportunities. • Individual opportunities are significantly larger in B2G. Black swan projects are more likely to occur. • Thus, it is more difficult to use traditional statistical methods. • The sales cycle is very long (up to several years). • The barriers to entry and corresponding costs are higher- |

performance

especially for SMEs.

- The B2G market is more stable than B2B, and much more stable than B2C. This means that segmentation variables are also more stable, and data can be used longer.
- The procurement process is formal. It includes specific formal bid/tendering procedures.
- Public procurement is in principle more transparent, and more data is publicly available.
- Buyers are neither manufacturers nor consumers.
- Buyers are driven by political objectives
- Public procurement is in principle more transparent, and more data is publicly available.
- Buyers are neither manufacturers nor consumers.
- Buyers are driven by political objectives

Additional essential characteristics of government customers include how government procurement offices, as stewards of taxpayer resources and social initiatives, often consider societal welfare in addition to value when making purchasing decisions. Some decisions may not align with optimal procurement practices, such as leaving out innovation and technology, and hiring companies that fit within the specific government agenda, such as small, disadvantaged businesses or service-disabled businesses. These agendas are cyclical and can change dramatically depending on the government in power (Josephson et al., 2019)

Since all contracts are made through procurements, bids, and tenders, the processes tend to be transparent, diminishing the asymmetry between competitors. “Firms must manage the government’s regulatory minutiae related to every aspect of procurement, from who can bid to the price paid to the acceptable delivery of the product or service (Josephson et al., 2019)”. Governments tend to be risk averse and this attitude shapes different aspects of their decision-making. Rising costs are a constant concern for government officials, but there also needs to be sufficient spending in order to maintain the budget for the following year. When it comes to solutions and technologies, there is little motivation for acquiring them. Furthermore, marketing relationships are heavily regulated which unfortunately stifles any extra insight that could be gained from understanding the government contractor or procurement process.

All these factors make the B2G market unique and traditional marketing and branding are difficult to implement. At the same time, they are not to be abandoned as they still play an important role in brand awareness, positioning, equity, etc. Relationships are still built, and connections are made even if not through traditional B2C propaganda, or marketing campaigns. For B2G companies, branding is more subtle and requires less intrusive communication due to professional etiquette, strict procurement procedures, the importance of long-term trust, regulatory compliance focus, and the need for public accountability.

2.2 Branding and the Importance of Brand Values

Branding is the combination of visual and intangible elements which create an overall image and perception of a product or service in the minds of consumers. This includes designing logos, choosing colors, selecting fonts, creating packaging, establishing reputations, encompassing customers' values, expressing personality, as well as ensuring positive customer experiences.. In addition, branding is the process of creating and promoting a brand. It involves the development of a consistent marketing message and the use of marketing campaigns and tactics to communicate a specific message to target audiences.

According to De Chernatony (1999), marketing managers aim to establish attractive market positions by incorporating a distinct blend of functional and emotional values into their brand. Functional values refer to the clear benefit or value proposition that a specific service or product has, like safety features, autonomy or fuel efficiency in a car. Emotional values relate to the benefit of a product or service in terms of how they make a person feel, like a luxury car that makes the owner feel confident and powerful. While it might be more arduous to sustain functional values due to factors such as technological advancements, branding efforts often concentrate on enhancing emotional values, which tend to be more enduring over the long term (De Chernatony, 1999). These emotional values, often referred to as "brand fantasy" (Weber, 2016), embody individuals' aspirational self-images and associations they inspire to cultivate . This brand fantasy is essentially an unconscious web of associations that construct the brand's image in the customer's mind. Such associations transpire across every brand-person relationship, be it in business-to-customer (B2C), business-to-business (B2B), or business-to-government (B2G) markets.

The construction of the aforementioned relationship between customer and brand depends on many factors. Branding is responsible for creating the correct cues, visual and non-visual, to express the brand intention. These designated cues are then categorized and used to connect information to what is familiar to users, ergo relating to familiar experiences, not necessarily related to the brand itself (Weber, 2016). The brand DNA (Weber, 2016) is the matrix that organizes the unique characteristics and traits that will build this brand fantasy. This includes the brand's values, personality, and purpose, as well as the elements of its visual identity, such as the logo, colors, and font. A brand DNA serves as the foundation for all of a brand's marketing and communication efforts. To create the right cues and associations, it is essential to know the "receptor". The familiarity must derive from understanding the audience and how they will unconsciously respond to specific triggers.

Brand identity plays a critical role in shaping consumers' perception of a brand and influencing their decision-making processes. A strong and distinctive brand identity is more likely to secure consumer trust, demonstrating the perceived quality and status associated with the brand (Casidy et al., 2019).

Moreover, brand identity significantly influences affective brand identification, which embodies the positive emotional connection between a brand and a customer's self-perception (Casidy et al., 2019). This emotional bond has the potential to foster robust customer relationships, amplifying the perceived prestige of the brand and hence augmenting the consumers' identification with the brand.

The term emotional connection is a bond formed between a brand and its customers based on shared feelings, values, or experiences that go beyond the functional attributes of the product or service (Weber, 2016). The Brand Intimacy Agency MBLM has developed a brand intimacy model on their website that considers 6 archetypes of character bonds. They include:

1. **Fulfillment:** Exceeds expectations, delivering superior service, quality, and efficacy.
2. **Identity:** Reflects an aspirational image or admired values and beliefs that resonate deeply.
3. **Enhancement:** Enhancement occurs through better use of the brand—smarter, more capable, and more connected.
4. **Ritual:** Ingrains a brand into daily actions—more than habitual behavior. The brand becomes a vital part of daily existence.

5. **Nostalgia:** Focuses on memories of the past and the warm, poignant feelings associated with them. These are often brands a customer has grown up with.
6. **Indulgence:** Creates a close relationship centered on moments of pampering and gratification that can be either occasional or frequent.

Memorable brand experiences constitute a critical component in the brand-consumer relationship. Defined as consumers' positive memories of prior interactions with a brand, these experiences can enhance the impact of brand identity on both affective brand identification and brand preference. According to Kahneman's (2011) Two Selves theory, these memorable moments have the power to influence attitudes and behaviors, implying that positive and memorable experiences with a brand could amplify the effect of brand identity on consumers' affective identification and preference for the brand.

A clear understanding of consumers' decision-making processes, their preferences, their affective identification with the brand, and their memorable experiences with the brand is essential for constructing a powerful brand identity and devising an effective branding strategy. All these elements, in conjunction, contribute to crafting a memorable brand, influencing consumers' attitudes and behaviors and ultimately driving brand success.

2.3 Artificial Intelligence – Opportunities and Limitations

“AI refers to the broad idea that computers, through the use of software and algorithms, can think and perform tasks like humans” (Kumar et al., 2019). In other words, this refers to the ability of computers and machines to perform tasks that typically require human intelligence, such as learning, problem-solving, and decision-making. Artificial intelligence, a branch of computer science, involves the creation of intelligent agents, which are systems that can reason, learn, and act autonomously. There are several types of AI, including rule-based AI, which follows a set of predefined rules to perform tasks; machine learning, which involves training a computer or machine to recognize patterns in data and make decisions based on those patterns; deep learning, which involves training a computer or machine to perform tasks by learning from examples; and natural language processing, which involves enabling computers or machines to understand and process human language.

AI research has been highly successful in developing effective techniques for solving a wide range of problems, from game playing to medical diagnosis. In the past, AI algorithms were limited in their ability to process data; they were only capable of processing information that had previously been processed and formatted in a very specific way. Using AI to process unstructured data, such as raw text and images was a difficult task. However, newer and more advanced AI algorithms have evolved and can now process data in their natural form, allowing for deeper text analysis and extraction from information, such as extracting sentiments, keywords, and specific topics, for example. AI algorithms can also be used to analyze images to extract information, such as objects, faces, and scenes (Dwivedi et al., 2023).

The development of the latest AI algorithms has been driven by a number of factors, including the increasing availability of data and the growing demand for AI-powered applications. In particular, the industrial need for text mining and natural language processing (NLP) has grown significantly in recent years. This has led to the development of a number of specialized AI algorithms that are designed to process unstructured data (Dwivedi et al., 2023).

The creation of OpenAI's ChatGPT, a new chatbot which utilizes deep learning and language models to generate human-like responses to queries, was made possible by NLP. ChatGPT is trained on an extensive dataset of texts, including web pages, books, research literature, and digital chatter. The collection of data received enables ChatGPT to understand the nuances of human language and to generate responses that are related to asked topics and are informative. With more than 175 billion parameters, which is superior to any other language model, a generative pre-trained transformer (GPT-3) is able to generate more complex and nuanced responses (Uc-Cetina et al., 2023).

Current language models generally use deep learning with a focus on supervised learning. However, future evolutionary models may be built more on reinforcement learning. Reinforcement learning allows models to learn from their own experiences, which can lead to more accurate and efficient learning.

AI has the potential to revolutionize many aspects of our lives, from the way individuals work to how individuals interact with the world around them. Some of the potential benefits of AI include:

- **Increased productivity:** Automate tasks that are currently performed by humans, providing more available time for workers to focus on more creative and strategic tasks. Increased productivity and economic growth could be two positive outcomes.
- **Improved efficiency:** Increase the efficiency of processes, such as manufacturing and logistics. Lower costs of (complete this) and increased profits could be a result.
- **Enhanced accuracy:** Improve the accuracy of decisions, such as medical diagnoses and financial forecasts. This could lead to better outcomes for patients and investors.
- **Increased safety:** Use to automate dangerous or repetitive tasks, such as working in hazardous environments or operating heavy machinery. Producing a reduction in accidents and injuries.
- **Improved quality of life:** Develop new products and services that improve the quality of life. For example, AI-powered robots could be used to provide companionship with the elderly or to assist with household chores.

While AI has the potential to improve many aspects of our lives, there are also several challenges that should be addressed. Some of these challenges include:

- **Potential use of AI for malicious purposes:** AI can be used to create fake news and propaganda, to develop autonomous weapons, and to commit additional crimes. It is important to develop policies and regulations to prevent AI from being used for malicious purposes.
- **Stemming from the previous bullet point, AI must also be utilized in an ethical manner.** Seeing as AI systems can have a significant impact on people's lives, it is essential to ensure that AI is developed and used in an ethical manner. This includes ensuring that AI systems do not discriminate against people based on their race, gender, or other protected characteristics.
- **AI transparency and accountability:** AI systems are often complex and opaque, making it difficult to understand how they work and to hold them accountable for their actions. It is important to develop methods for making AI systems more transparent and accountable.

The development of newer AI algorithms has had a significant impact on the field of AI by allowing AI to solve a wider range of problems and to develop more powerful AI-powered tools. Even so, it is important to note that the development of AI is still an ongoing process in a

developing field. There are quite a few challenges that need to be addressed before ensuring that AI is developed and can be used in an ethical manner.

2.4 Biases, ethics, controversies of AI

The information used to train AI algorithms can give rise to biases being built into these systems. For instance, if the data used has mainly been provided by white males, the outputted text could be shaped for this demographic, making the tool exclusive. To reduce such bias, the datasets used for training should be broadened, introduce methods to remove any discrepancies in the data, and continue assessing AI models to detect and rectify biases (Ray, 2023).

According to Ray (2023), it is possible to see several examples of aberration arising from AI systems in aspects like gender, race and politicking. At times, these programs may be weighted towards male-oriented texts illustrating men as leaders with women taking a peripheral role. Similarly, racist connotations may arise out of some of these algorithms where white people are exaggeratedly portrayed as more gifted or successful than black individuals. One example occurred in 2019 with the U.S. healthcare system's commercial algorithm, which was used to make decisions about healthcare and it showed racial bias: black patients at the same risk level are actually in worse shape than their white patients (Obermeyer, 2019). This discrepancy leads to fewer black people being identified for extra care; this is because the algorithm mistakenly used healthcare costs as a substitute for actual medical requirements. Since black individuals usually spend less on comparable medical needs, the algorithm assumed they were healthier than even equally ill white people. Further, political favoritism too can be spotted while using these tools – reports indicate an inclination towards conservative opinions as opposed to liberal ones (Ray, 2023).

Several ethical concerns related to the use of AI, such as privacy, fairness, and accountability should be brought to our attention. The vast amount of data AI systems collect about people can lead to tracking their movements, monitoring their online activity, and predicting their behavior, all of which could violate privacy and potentially cause discrimination. As a consequence, decisions made by AI systems have the potential to be unfair if they're not properly monitored. For example, Amazon had developed an AI recruiting tool, intending to use it to alleviate hiring responsibilities and select the most qualified applicants for job vacancies. Over

time, Amazon employees learned that the system did not evaluate candidates in a gender-neutral manner (Dastin, 2018). Since most resumes within the 10-year period were submitted by male applicants, the computer models were conditioned into preferring male candidates, penalizing female applications (Kodiyam, 2019). Due to its complex and opaque nature, holding AI accountable can be an arduous process.

According to Ray (2023), the use of AI has been linked to a number of controversies including the creation of dangerous content such as hate speech and fake news. It has also been used to generate AI deepfakes: tailored videos depicting individuals carrying out actions or recording conversations that did not actually occur (i.e. video hoaxes). Measures must be taken to prevent these dangers and create safeguards against malicious AI use.

Contradictorily to Kazim, one of the greatest concerns associated with increased usage of AI is the loss of jobs (Davenport & Ronanki, 2018). The increased introduction of these systems grants them potential to replace humans, from manufacturing jobs to customer service. Not only would this result in higher unemployment numbers due to fewer jobs available, but employers could also opt for cheaper production costs enabled by AI over human resources, leading to lower wages. This shift could further promote economic inequality, causing those who can utilize AI's benefits to increase their wealth while those who are displaced suffer an economic downturn. Social unrest may follow as frustration and anger mounts, resulting in protests, riots, or other forms of public disruption (Kazim & Koshiyama, 2021).

Still, according to Kazim & Koshiyama (2021), in order to prevent the potential negative impacts of AI on job displacement, different approaches must be taken. Investing resources in education and providing training that will suit the needs of an AI-influenced economy is a key step in mitigating job displacement. Additionally, governments could introduce universal basic income policies to ensure that everyone has access to a basic salary, regardless of their employment status. Furthermore, governments should also set regulations to protect workers from being replaced by AI without consent or from facing discrimination by such systems. It's essential to find the balance between technological progress and societal welfare.

2.5 Generative AI and Prompt Engineering

When the first prototypes of generative AI technology were released into the public domain, the use of this technology had become commonplace in many industries, from engineering to pharmaceuticals, and even the arts. Generative AI was being used for expressive applications like paintings, music, and literature, while discriminative AI was being used to make predictions about the category that a section of data would fit into. “The main difference is that generative AI attempts to gain information about data to create something new, while discriminative AI processes the boundaries between data” (Husser, 2023).

The advantages and disadvantages of generative versus discriminative AI was a matter of creativity versus reproduction capabilities. Generative AI had the potential to create one-of-a-kind, unpredictable works, while discriminative AI could accurately execute predictions on future events/actions. As the industry progressed, it became clear that a mix of both technologies was necessary for companies to maximize the benefits each AI system offered.

A critical facet of this balance involved the effective use of prompts in the context of generative AI models. “A prompt is a text or code that you provide to ChatGPT as input, along with some optional parameters, such as temperature, top-p, frequency penalty, etc. A prompt can be as simple as a question or a sentence starter, or as complex as a template or a pattern. The quality of your prompt determines the quality of ChatGPT’s output” (D’Cruze, 2023). One of the key components of using generative AI was the process of “prompt engineering”, the process of crafting effective prompts to extract the desired output from AI language; therefore coming up with clever questions in natural language that draw meaningful responses from generative AI (Husser, 2023). The goal is to refine the questions and commands posed to generative AI so to generate better output and avoid pitfalls.

The practice of prompt engineering can be seen in various industries where generative AI is utilized. In the field of design and branding, for instance, prompt engineering can involve creating a specific guide for the AI, leading to more desirable outputs. A brand manager, for instance, might use a prompt to generate a logo concept for a new product line. They would need to specify the brand identity, desired design elements, and the color palette to ensure the AI generates a suitable design.

Prompt engineering also plays a significant role in the use of generative AI for creative branding applications. For instance, generating tagline options for a new product. They would need to provide a prompt that specifies the product features, target audience, desired brand voice, and

the emotional response they want to elicit. Abstract concepts such as the brand's values and personality may also be included to guide the AI.

However, it's important to note that the quality of the output is also dependent on the AI's knowledge base. The prompt, no matter how carefully crafted, can only guide the AI within the boundaries of its training data. This emphasizes the importance of understanding the AI's training data while crafting the prompts.

Prompt engineering is not a one-time process. It should involve iteration and refinement. The initial output of the AI provides insights into how the model interpreted the prompt, allowing it to adjust the prompt for improved results. This iterative process is essential to achieving best results from generative AI.

2.6 AI and Branding

AI has been used in marketing for a while for gathering demographic information, customer experience through chatbots, segmenting, targeting, and positioning analysis, and trend analysis. However, there is currently a lack of framework or guidelines for aligning AI with branding research, as the field is still in its early stages. As a result, it is important to carefully consider how to use AI in branding to achieve marketing goals (Varsha et al., 2021). It is possible to observe attempts of AI being used to understand how a brand is positioned and recognized in the global market, assessing market scenarios, through strategic planning, pricing decisions, distribution channels, and IMC, and being able to track real-time changes on the market (Varsha et al., 2021). Even so, is it possible to use AI-powered tools for the creative side of branding?

New AI technologies are currently being developed to emulate human behaviors and responses i.e. ChatGPT. This AI tool is a variant of the GPT (Generative Pre-trained Transformer) language model developed by OpenAI, a research institute that focuses on developing and promoting friendly AI. ChatGPT is designed to generate human-like text based on a given prompt, and it is trained on a large dataset of human conversation to learn how to generate text that is similar to human language. ChatGPT can be used to generate a wide range of text-based content, including social media posts, chatbot responses, and even articles or stories. This ability to generate high-quality text can be used to support a variety of AI applications, such as natural language processing, language translation, and content creation (Hughes, 2023).

Other possibilities for creativity and AI lie in image-generating tools. Dall-e 2, an example of an image-generating tool, is an AI system created by OpenAI (same creator as ChatGPT) that uses natural language processing and computer vision to generate images based on text descriptions given by the user. The system was trained using millions of photos from the internet, allowing the tool to understand individual requests when a description is submitted. Dall-e 2 can create novel images from scratch as well as modify existing images according to instructions provided by users, making Dall-e 2 one of the most advanced AI systems available today. This image generating tool can be of immense help for creating mood boards or inspiration for a logo creation.

AI has the potential to revolutionize the field of branding. It can be used to improve the customer experience, to understand how a brand is positioned in the market, to track real-time changes in the market and to help build an emotional connection with the consumer.

3. Methodology and Process

This is an applied exploratory inductive research investigation that will use a case study approach. The method was developed considering the traditional branding process, applied by Quest, a Belgian Studio that was hired to do CitizenLab's Rebranding. Quest's business proposal presented the steps, milestones and results that should be expected, accompanied with the timeline. For each step of the traditional branding process, an AI powered tool was used to carry out a similar task. Table 2 summarizes which phase, tool and result were expected. A more in-depth description of each phase is discussed in future sections. As Quest is continuously improving the rebranding process, there cannot be a comparison between the traditional and AI-Powered Branding Processes nor their results yet.

Table 2

Research Methods

| Traditional Branding Process | Estimated time | AI-Powered Branding Process | Estimated time |
|--|-----------------------|--|-----------------------|
| Phase 1 – Brand Audit | | Phase 1 – Brand Audit | |
| 1.1 Market Insights An analysis of the market, competitors and CitizenLab's current positioning. | 2 weeks | 1.1 Market Insights (same as traditional) An analysis of the market, competitors and CitizenLab's current positioning. The | 2 weeks |

| | | | |
|--|---------|--|---------|
| The information is collected from CitizenLab's archives. | | information is collected from CitizenLab's archives. | |
| 1.2 Stakeholder Interviews In-depth interviews and talks with the most relevant internal and external stakeholders about CitizenLab's current identity and how it should evolve. | 3 weeks | 1.2 Stakeholder Interviews AI tool: ChatGPT (https://chat.openai.com/) Simulated interviews with 4 different markets and 3 different personas per market | 3 days |
| Phase 2 – Strategy | | Phase 2 – Strategy | |
| 2.1 Strategy Workshop Uplift CitizenLab's current key messaging, balancing business strategy and customer needs. Determine the right brand attributes to communicate and monitor. Brand attribute dashboard with guidelines per attribute | 1 day | 2.1 Brand Strategy AI tool: ChatGPT Define Brand Concept, Mission, Vision, and Values | 1 day |
| Phase 3 – Naming | | Phase 3 – Naming | |
| 3.1 Naming Workshop Ideation workshop with 6 internal stakeholders | 1 day | 3.2 Naming Ideation AI tool: Namelix (https://namelix.com) Come up with 10 possible names for Each one of the concepts | 2 hours |
| 3.2 Narrowing Down Check name registry and domain | 5 days | 3.2 Naming Validation Assert if naming and Brand DNA are aligned and define the final names | 1 day |
| Phase 4 – Branding | | Phase 4 – Branding | |
| 4.1 Design direction workshop A first mood board and design direction style guide will be used as the foundation for the new logo and visual style for CitizenLab. This includes typeface and will be used to influence both branding and logo redesign. | 1 day | 4.1 Design direction Moodboard AI tool: ChatGPT and Midjourney (http://www.midjourney.com) Generate a visual guideline and apply it to generate an inspirational image for the moodboard | 1 day |
| 4.2 Logo design and visual identity Creation of a new logo. A visual identity that supports the new logo and conveys CitizenLab's message. | 2 weeks | 4.2 Logo design and visual identity AI tools: Brandmark (https://brandmark.io/), ChatGPT Creation of new logo and visual elements to support the brand | 1 day |
| | | 4.3 Rebranding Storytelling AI tools: Chat GPT and Speechify (https://voiceover.speechify.com/) Define narrative for proper rebrand transition | 4 days |

3.1 Phase 1 – Brand Audit

3.1.1 Market Insights

In order to better understand CitizenLab’s position in the market, data was collected from the market, company, and stakeholders. During this initial stage of the research investigation, the incorporation of AI tools was absent. In accordance with legal and privacy regulations, and respect for CitizenLab’s proprietary information, the quantity and detail of information shared publicly about the company and its internal operations is limited. This study has been conducted with the utmost respect for these boundaries, ensuring that all the data shared has been anonymized and generalized where necessary, to protect the privacy and confidentiality of CitizenLab’s data.

Company’s overall

CitizenLab is a digital community engagement platform established in Belgium, in 2016. The platform was co-founded by impact entrepreneurs Aline Muylaert and Wietse Van Ransbeeck, who brought together their shared passion for fostering more inclusive, participatory, and responsive decision-making processes. The City of Hasselt, in Belgium, was their first client, marking the initial journey that would later be extended beyond Belgian borders.

CitizenLab was developed to address two common issues faced by local governments: difficulty in engaging citizens and a lack of trust in government processes. According to research presented by CitizenLab, most individuals have an interest in participating in policymaking concerning their neighborhoods, the vast majority identify deficit of transparency as a primary obstacle to becoming participatory members in the decision-making process. CitizenLab's technology provides an effective and substantial way for community members to interact with their representatives. Traditional strategies such as public meetings and written polls are costly, arduous, and do not accurately reflect contemporary society; CitizenLab offers an alternative. The platform equips local authorities and organizations with a central instrument for consulting their populations, thus improving civic decision-making procedures. Whether the emphasis is placed on transportation, sustainability initiatives, digital instruction, or another area of communal concern, CitizenLab facilitates establishment of sustainable, enjoyable, and forward-thinking solutions through tapping into the collective insight of the population.

CitizenLab is a revolutionary platform that allows governments to integrate multiple components of civil engagement, like surveys, ideation, participatory budgeting, deliberation, and information sharing. Innovative algorithmic models and NLP technology have enabled the platform to provide data-driven insights to inform more responsive decisions by public authorities.

Since its foundation, CitizenLab has significantly grown and with the successful completion of a \$3 million second-round funding round in 2019, CitizenLab has expanded from its base country of the Netherlands to countries such as France, the United Kingdom, Denmark, Chile, and the United States, in 2020. Today, CitizenLab operates in more than 20 countries and as of 2022, the platform has been utilized by over 400 local governments to run more than 15,000 projects, engaging over one million residents. Certified as a B Corporation, CitizenLab presently works with an estimated average of 1,000 public servants and 30,000 community members interacting with the platform per month.

CitizenLab currently works with six main markets, although currently present in other countries. These markets include the United States, the United Kingdom, Belgium, the Netherlands, France, and Germany. CitizenLab's e company strategies take into consideration the various cultural and economic values entrenched in each country's markets. The stakeholders and personas in each of these countries are very particular, as well as the procurement processes and time to close a deal. In order to capture the difference and substantial work required by CitizenLab, the following images represent CitizenLab's SWOT (strengths, weaknesses, opportunities, and threats) analysis (Figure 2), stakeholders segmentation (Figure 3), market segmentation (Figure 4) and one buyer persona example (Figure 5).

Figure 2

Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis

SWOT Analysis

STRENGTHS

- Customer Satisfaction:** Our clients are satisfied about how we cater to their needs and about the support we offer. This resulted in our first year with 100%+ revenue retention from target clients.
- Brand Awareness (EU):** In many European markets, we enjoy a strong brand recognition as category leader in participation. Our client portfolio of 400+ governments adds to our credibility and reputation.
- Product Maturity:** Our R&D investments have resulted in a highly competitive product that's much stronger and flexible than a year ago. We have covered the recurring main need gaps (e.g. surveys, page flexibility, reporting) and are well-equipped to up our win rates in the new year.

WEAKNESSES

- Customer Acquisition:** Despite significant marketing investments, we weren't able to scale demo requests. We aren't successfully converting website traffic into opportunities, and don't have the full picture of which channels work best yet.
- Organisational Instability:** Our org is in a state of flux, having grown at a too rapid pace for which we have corrected. As we have seen quite some changes in role and people, we should bring stability to the organisation.
- Operational Backbone (Tools & Data):** We have underestimated the cost of switching CRMs and don't have internal experts. We are also lacking broader product data availability to inform our decision-making and enable GovSuccess in their day to day. A more data-driven and automated approach will be needed to scale our operations with a growing client portfolio.



OPPORTUNITIES

- Speed of Execution:** The restructuring has been an opportunity to get things done more quickly, with everyone contributing more directly to growth again in a leaner management structure. The can-do, action-orientation company value has previously brought us to where we are, and got lost over the past year in a growing organisation.
- Ready-to-Use Product:** Given the functional maturity, a logical next step is to make our product more turnkey. We are at a point to simplify and consolidate for use cases, rather than keep on building new features, in order to access lower-tier segments (e.g. small towns) with easier-to-use solutions.
- Regulations:** Participation gets increasingly embedded in regulatory frameworks.
- Rebranding:** Our branding update is an opportunity to incorporate some of our strengths, such as customer intimacy, better into our strategic positioning.
- Market Consolidation - Partnerships*:** The biggest player in the market (Granicus) doesn't have a great reputation and slowed down development and service, offering us an opportunity to win clients from competition. To counter the strong argument against multi-vendor, we should seek integrations with the major players.

THREATS

- Economic Downturn:** Uncertainty on the macro-economic evolution. In case of a recession, budget cuts will impact our ability to sell and renew. We risk higher churn in that case.
- Market Maturity – Saturation:** The other side of a maturing market is that more and more governments start to have their platform in place, resulting in fewer new opportunities. Market availability isn't a problem yet, but might become one in the coming years.
- Market Consolidation – Single-Vendor:** Granicus (and Zencity to a lesser extent) has the advantage of offering an integrated solution from a single-vendor. Governments will avoid to add yet another tool when possible.

7

Figure 3

Stakeholder Segmentation

Stakeholder engagement: segmentation of client profiles



Figure 4

Market Segmentation

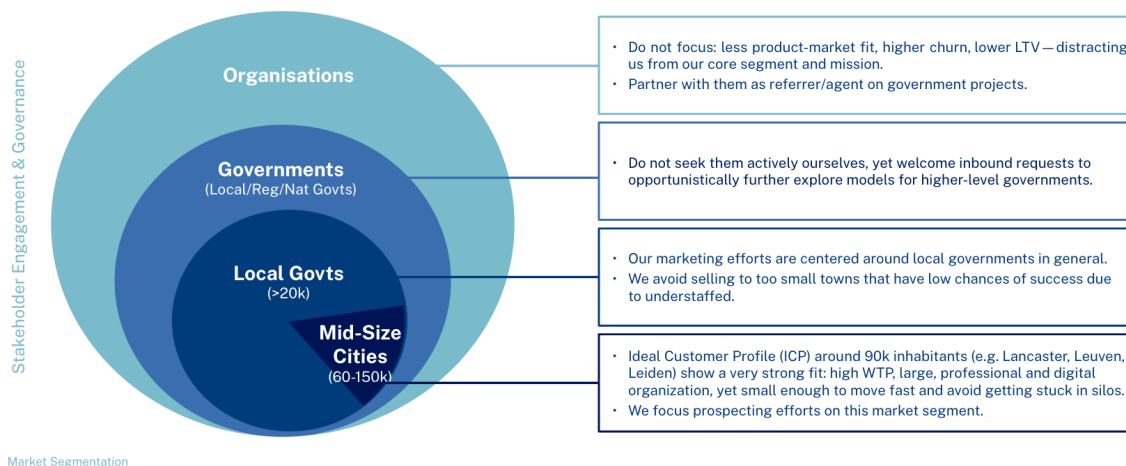
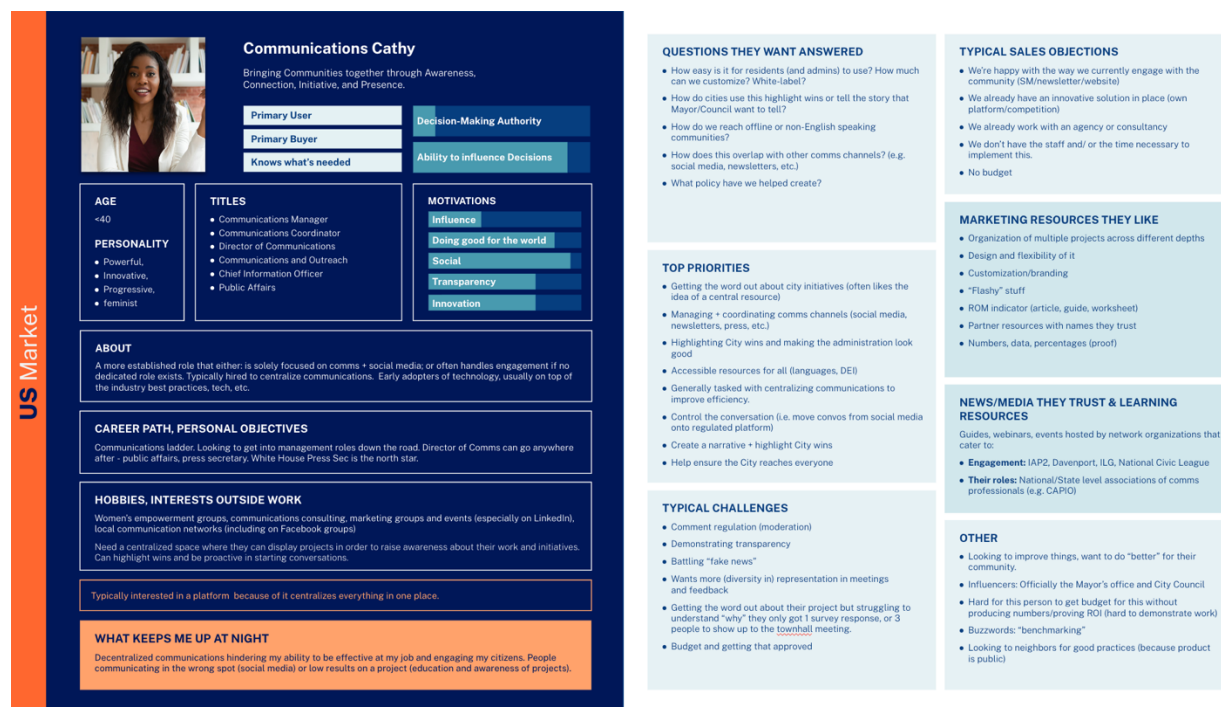


Figure 5

Buyer Persona (US Market)



The service

CitizenLab's service is divided into two combined structures: the platform and the Expert Support. Both structures are part of the service package for all plans: single project, standard or premium.

The platform

CitizenLab's all-in-one platform provides a comprehensive solution for three processes: Engage, Manage, and Decide. The Engage process involves a group of built-in participation tools that can inform the community (such as messaging and official updates), consult them (with surveys and polls), involve individuals (through option analysis and mapping), collaborate on ideas (by conducting ideation and online workshops), and lastly, empower them (through citizen proposals and participatory budgeting).

The Manage process makes it simple to organize and track engagement projects using the powerful back-office system. All platforms can be tailored with logos, colors, and additional elements to represent a given client's brand. Segmented users can be set up, as well as consultation programs targeted at distinct community groups. It also allows managers to define roles and responsibilities so that workloads are streamlined, and collaboration is simplified.

The Decide system utilizes the collected data to automatically define actionable insights of your group's requirements for making data-driven decisions. The platform offers a dashboard with pertinent metrics and also has integrated AI using NLP technology to streamline the process of investigating and summarizing the gathered information. In addition, a report generator tool is available to facilitate additional investigation.

The Expert Support

Clients are provided with a dedicated support team, known as Government Success Managers, to be at their side throughout their journey. These specialists maintain a direct link with customers and assist in establishing the implementation plan, configuring the platform, providing training sessions, sharing communications best practices and internal organization guidelines, as well as ensuring that the platform is ready for launch.

CitizenLab also provides users with full access to the CitizenLab Academy, a comprehensive online course that offers 10 modules, each divided into five sections. This

interactive program provides detailed instructions and guidance on how to plan and successfully carry out digital public participation initiatives.

Prices

CitizenLab offers various prices based on the size of a city or country, the length of the project timeline and additional variables. Currently there are 3 different plans: Single project, Standard and Premium.

3.1.2 Stakeholder Interviews

Simulating interviews

Obtaining knowledge and valuable insight from stakeholders may be one of the most essential aspects in the process of creating a brand. By meeting and having constant dialogue with stakeholders, their needs, wants, and expectations are learned, which aids with the creation of a brand that is relevant and appealing.

For the AI-Powered Process, simulated interviews were generated using ChatGPT. Four out of the six main markets were selected: the United States, the United Kingdom, Belgium, and Germany. For each market, three different buyer personas were chosen and used in the prompt.

Tool: ChatGPT

Prompt: *Can you simulate an interview with a [buyer persona] from a local [country] government by asking and answering questions as if you are a brand manager from the civic tech CitizenLab trying to collect insights from the current brand?*

Continue as a part of the interview, go deeper on the pros and cons of a community engagement platform for them, what are their daily difficulties inside the local government, and other questions you might consider relevant.

Table 3*Stakeholders Interviews*

| US Market | UK Market | BE Market | GER Market |
|--|---|---|---|
| [Community engagement manager] [mid-size USA local government] | [Council CEO] [mid-size UK local government] | [Chargé de projet participation citoyenne] [small-size French local government] | [Amt für Kommunikation & Stadtmarketing] [mid-size local government in Germany] |
| [Urban planner] [large-size USA local government] | [Communications manager] [large-size UK local government] | [Algemeen Directeur] [mid-size local government in Belgium (Flanders)] | [Abteilungsleiter:in Stadtentwicklung] [large size local government in Germany] |
| [city manager] [mid-size USA local government] | [Communications manager] [large-size UK local government] | [Burgemeester] [mid-size local government in Belgium (Flanders)] | [Büro Bürgermeister:in] [mid-size local government in Germany] |

Gathering feedback

At the completion of the ChatGPT-generated interviews, CitizenLab's Government Success Managers from each market were invited to assess the accuracy of each interview. Each manager was required to evaluate each interview and provide a score from 1 (inaccurate) to 5 (very accurate). After scoring the interviews, Government Success Managers were also required to provide written responses explaining their scores. The results showed that the level of accuracy was 3.6 out of 5. The UK market had the highest accuracy while GER had the lowest.

Figure 6

Evaluation Scores and Feedback from US Market Simulated Interviews

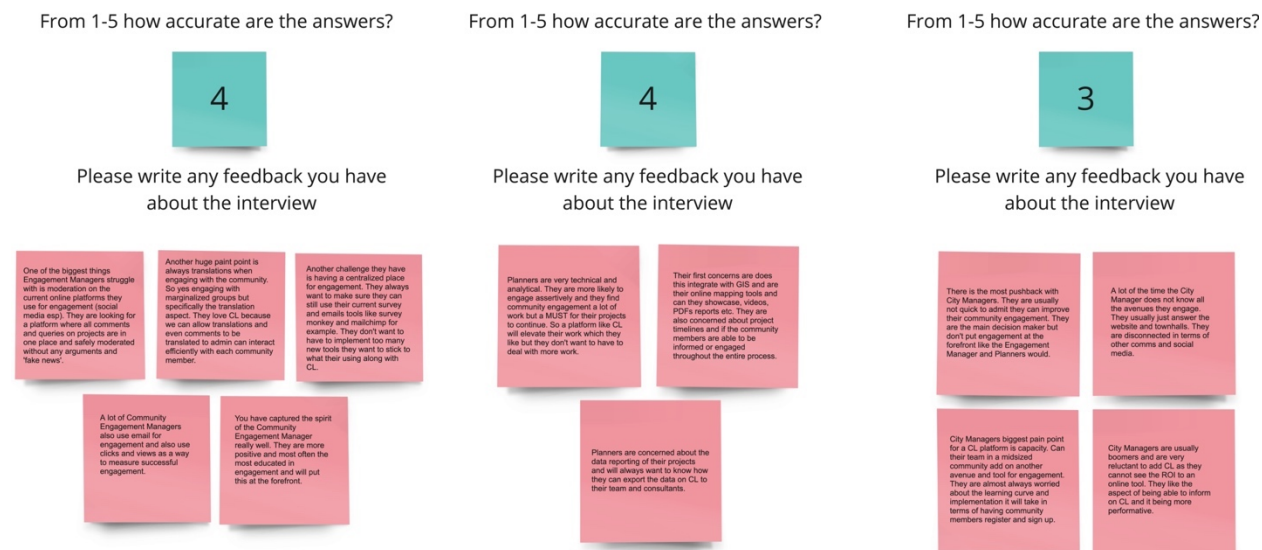


Table 4

Accuracy Scores

| US Market | | UK Market | | BE Market | | DE Market | |
|--|----------|---|----------|---|----------|---|----------|
| variable | accuracy | variable | accuracy | variable | accuracy | variable | accuracy |
| [Community engagement manager] [mid-size USA local government] | 4 | [Council CEO] [mid-size UK local government] | 4 | [Chargé de projet participation citoyenne] [small-size French local government] | 4 | [Amt für Kommunikation & Stadtmarketing] [mid-size local government in Germany] | 4 |
| [Urban planner] [large-size USA local government] | 4 | [Communications manager] [large-size UK local government] | 4 | [Algemeen Directeur] [mid-size local government in Belgium (Flanders)] | 3 | [Abteilungsleiter:in Stadtentwicklung] [large-size local government in Germany] | 3 |
| [city manager] [mid-size USA local government] | 3 | [Communications manager] [large-size UK local government] | 4 | [Burgemeester] [mid-size local government in Belgium (Flanders)] | 4 | [Büro Bürgermeister:in] [mid-size local government in Germany] | 3 |

Once feedback was collected, it was then fed into ChatGPT to learn. This process was important as a way to provide the correct continuity to the rest of the phases. As the feedback was given to ChatGPT, new responses were generated, correcting previous mistakes.

Figure 7

ChatGPT Responses to Feedback

Thank you for sharing these important aspects, they are valuable insights for CitizenLab. Based on what you've mentioned, I'd like to dive deeper into a few areas:

1. Moderation: Can you tell me more about the types of comments and queries that you usually encounter on social media and how you currently handle moderation?
2. Translations: It sounds like translations are a critical aspect of engagement for your community. Can you tell me more about the languages that are commonly used in your community and how you currently handle translations?
3. Centralized place for engagement: I understand that you would like to keep using your current survey and email tools. Can you tell me more about how you currently use these tools for engagement, and how you envision CitizenLab integrating with them?
4. Measuring successful engagement: I would love to hear more about how you currently measure successful engagement using clicks and views. Are there any specific metrics that you are looking to track with CitizenLab, and how would you like to see these metrics integrated into the platform?

Thank you for the additional insights. These are very helpful in understanding the concerns and needs of Urban Planners in relation to community engagement platforms. In terms of integration with GIS, CitizenLab does have mapping capabilities that can be integrated with GIS. We can also support different types of media such as videos, PDFs, and reports to help showcase their projects.

Regarding project timelines, CitizenLab can help provide a platform for continuous engagement throughout the entire process, from ideation to implementation. Our platform allows for timely updates and notifications to community members, ensuring that they are well-informed throughout the project's lifespan.

For data reporting, CitizenLab has built-in analytics and reporting features that can provide planners with valuable insights into their projects' performance. The data can also be easily exported and shared with their team and consultants.

Lastly, we understand that Urban Planners are very technical and analytical, and our platform is designed to be user-friendly and easy to use, with minimal additional work required. We strive to make community engagement as seamless and efficient as possible for our clients.

Thank you for bringing up these important points about City Managers in the US. It's helpful to have a deeper understanding of their perspectives and pain points when it comes to community engagement platforms like CitizenLab.

Considering their pushback and reluctance to adopt new tools, it might be helpful for CitizenLab to focus on highlighting the ease of use and simplicity of the platform.

Providing case studies or success stories from other mid-sized US communities that have successfully implemented CitizenLab could also be effective in demonstrating the ROI and benefits of the platform.

In terms of capacity concerns, CitizenLab could offer training and support for City Manager's teams to ensure a smooth implementation process. Additionally, emphasizing the ability to reach a wider and more diverse audience through an online platform could be compelling for City Managers who may be looking to increase community engagement. Overall, it's important for CitizenLab to understand and address the specific concerns and pain points of City Managers in the US in order to effectively promote the benefits of their platform and encourage adoption.

To finalize this process, a new prompt was given to collect proper insights from all the interviews:

Prompt: What are the insights you can gather from these 8 interviews?

Figure 8

Insights Generated by ChatGPT

Insights from simulated interviews



3.2 Phase 2 – Strategy

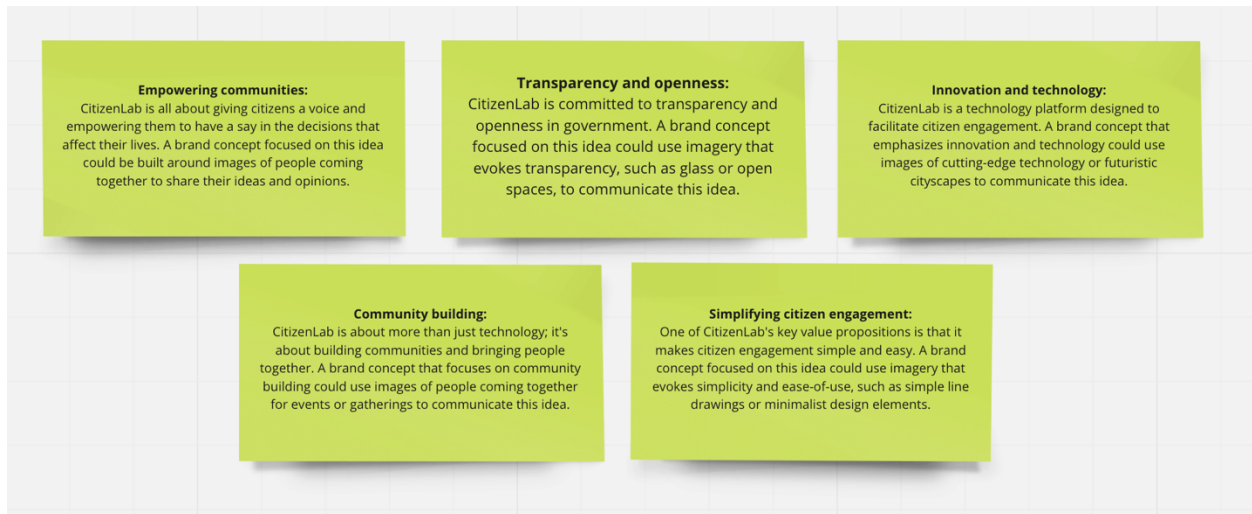
3.2.1 Brand Strategy

Concept generation

The Brand Strategy consists of the concept and the company’s mission, vision, and values. To define them, the AI tool used was ChatGPT due to its language emulating capabilities. The prompt was crafted to generate five different brand concepts.

Tool: ChatGPT

Prompt: *Considering the markets CitizenLab works with, the buyer personas and the mission, vision and values proposed, what would be 5 good brand concepts for the rebrand?*

Figure 9*Brand Concepts***Mission, Vision, and Values**

A company's mission, vision, and values are the building blocks for the brand. They provide a framework to make decisions, build a strong corporate culture, and maintain an understanding between the company and stakeholders. Each concept had a specific set of mission, vision, and values and could be differentiated between themselves.

Tool: ChatGPT

Prompt: *Considering all the insights from the market and the buyer personas, what create a good mission, vision, and values for the following brand concept: [Concept presented above]*

Figure 10

Brand Concepts and their Mission, Vision, and Values



Gathering Feedback

CitizenLab's Marketing team was invited to evaluate this process and score from 1 (like the least) to 5 (like the most) for each brand concept and its mission, vision, and values. Proper feedback was also stimulated as a way to understand the scores given. The two best-rated concepts had their feedback fed into ChatGPT and were iterated.

Figure 11

Final iterated Brand Concepts, Mission, Vision, and Values



3.3 Phase 3 – Naming

3.3.1 Naming Ideation

Designing a name that is unique, memorable, relevant, easy to pronounce and that can be registered is not usually an easy task. For this step, the AI-Powered tool used was Namelix. The platform uses AI to generate from a defined 3-step structure. First users must indicate what type of name they would like to be generated. There are eight different options to choose from, such as “alternate spelling”, “compound words”, etc. Once this is completed, the level of randomness is defined and it is possible to choose from three levels, based on more direct and common names to more creative and less usual ones. And at last, information from the business is required, where keywords and business description should be submitted. Namelix generates hundreds of ideas from the different combinations possible.

Figure 12

Namelix Flow

The image shows three sequential screens of the Namelix tool interface. Each screen has a navigation bar at the top with three tabs: 'Name Style', 'Randomness', and 'Brand Info'. The first screen, 'Select a name style', has 'Name Style' selected and offers eight options: 'Auto' (All styles), 'Alternate spelling' (like Lyft and Fiverr), 'Compound words' (like FedEx and Microsoft), 'Two words' (like Facebook and Bitcoin), 'Brandable names' (like Google and Rolex), 'Non-English words' (like Toyota and Audi), 'Real words' (like Apple and Amazon), and 'Short phrase' (like Dollar shave club). The second screen, 'Select generation randomness', has 'Randomness' selected and offers three levels: 'Low' (Less random. The most direct name ideas), 'Medium' (Balanced. More creative results), and 'High' (Random ideas. More varied results). The third screen, 'Brand info', has 'Brand Info' selected and contains two text input fields: 'Brand keywords' (with a subtext 'Add any keywords that may be related to your idea or business.') and 'Business description (optional)' (with a subtext 'A short one-sentence description of your business or product.'). Each screen has a green 'Next' button at the bottom.

For each concept, a different set of keywords were used. The different name styles and randomness were tested to generate a diverse set of possibilities. In the end, a curation was needed and the decision on which names should be chosen was personal and, therefore biased.

Tool: *Namelix*

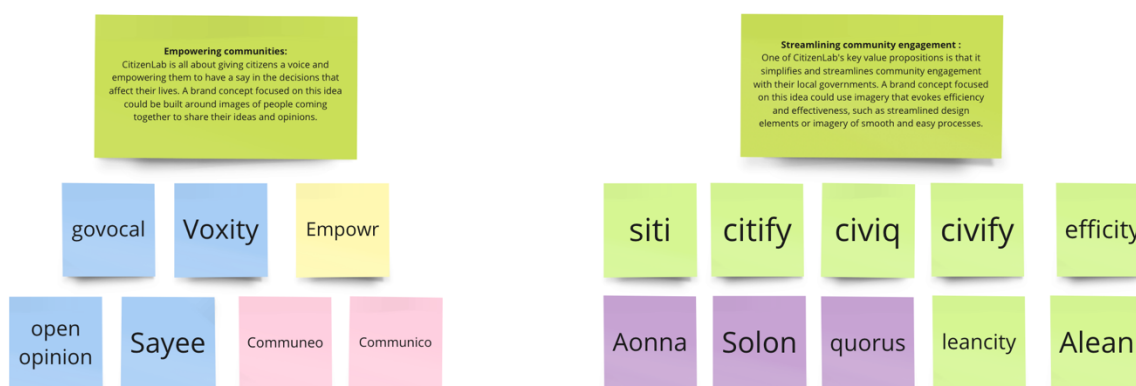
Keywords:

1. *Citizens, empower, collective, connected, voices.*

2. Streamline, governments, efficiency, democracy.

Figure 13

List of Selected Names for Each Concept



3.4 Phase 4 – Branding

3.4.1 Design Direction Moodboard

Defining Guidelines

An essential step in building a brand is to create design guidelines that shape how the brand looks and feels. This includes elements such as colors, fonts, typography, and images.. The design direction should be informed by the brand's goals and target audience, as well as its competitive landscape and unique selling points (USP). It should aim to make the brand stand out from its competitors and establish an emotional connection with its target market.

For this step of the AI-Powered Process, ChatGPT was used. The purpose was to generate guidelines that would be the starting point of the creation of a mood board.

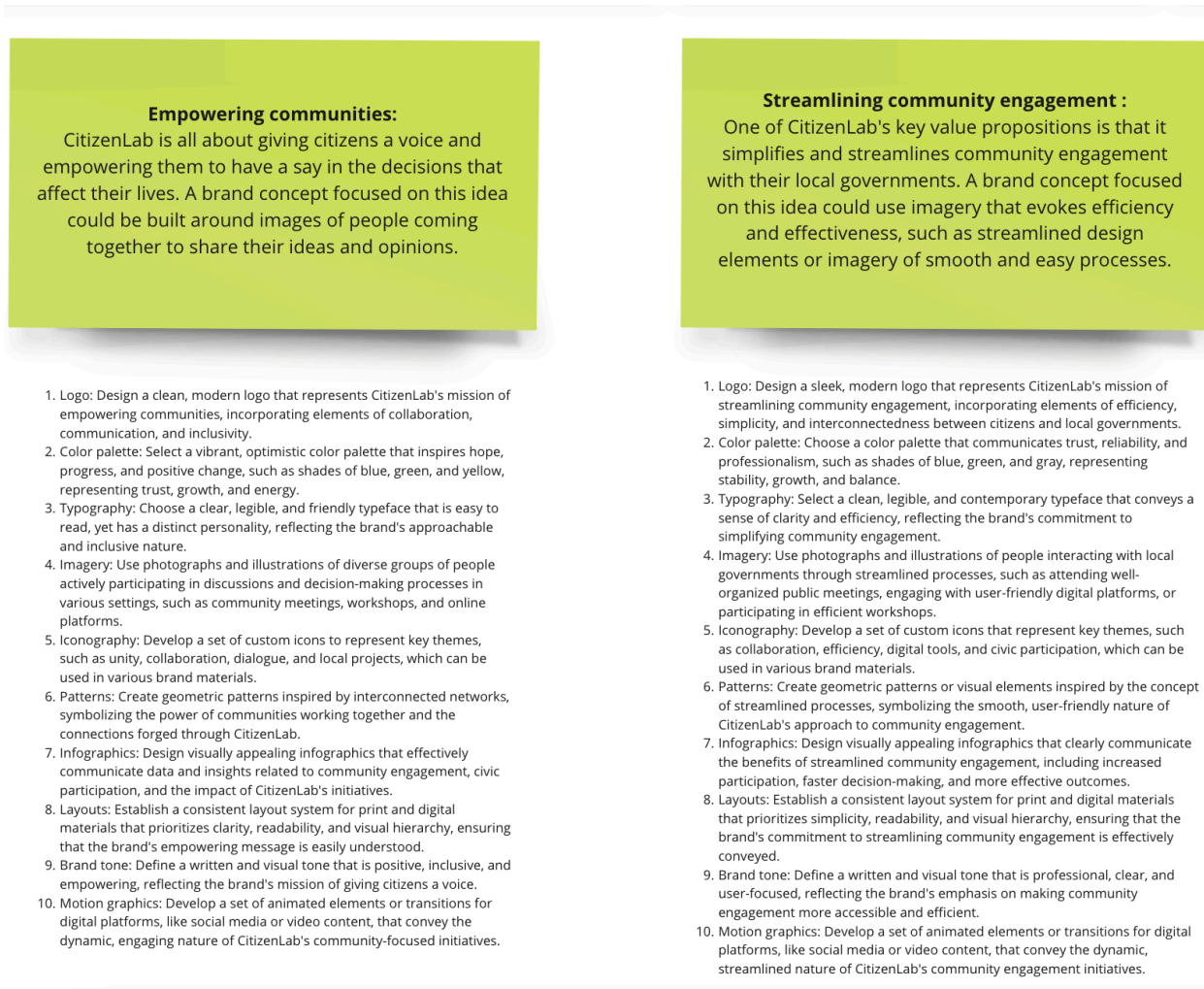
Tool: ChatGPT

Prompt: *what would be 10 good elements for a visual identity of CitizenLab's rebrand, considering the following brand concept: [concept]*

The result of this step was a list of practical recommendations that should connect to the previously defined concept.

Figure 14

Generated Guidelines



Moodboard generation

With the guidelines ready, it was time to generate the moodboard. A brand moodboard is a visual representation of a brand's personality. It includes a collection of images, colors, fonts, and additional aspects that capture the brand's essence. Midjourney, the applied tool for this part of the investigation, is technology that uses a GPT-3 model to produce images from words. After

several attempts of adjusting prompts and not achieving acceptable results, the solution was to generate an inspirational image for each concept and build the moodboard from this starting point.

Tool: Midjourney

Prompt: *Generate a visual moodboard illustrating the brand concept of empowering communities through CitizenLab. The moodboard should include various elements and scenarios showcasing diverse groups of people actively participating in discussions and decision-making processes that impact their lives. Depict individuals of different ages, ethnicities, and backgrounds coming together in vibrant, positive environments, such as community meetings, workshops, public forums, and online platforms. Incorporate symbols and motifs representing unity, collaboration, and communication to further emphasize the message of giving citizens a voice and empowering them to take part in shaping their communities*

Figure 15

Attempts on Moodboard Generation with Midjourney

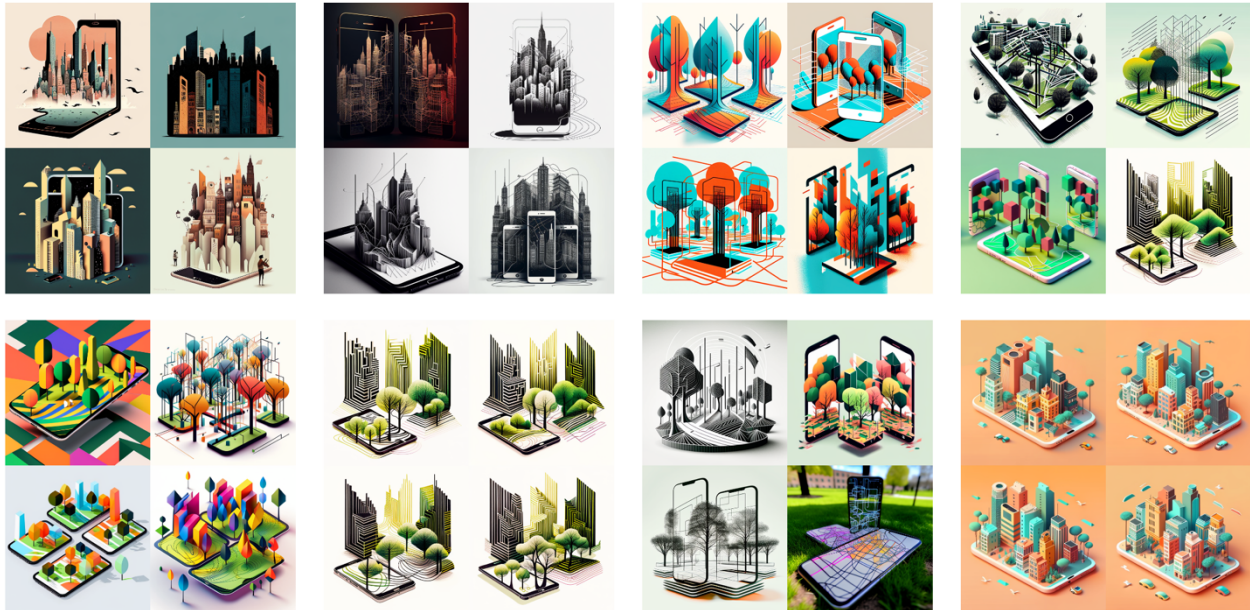




As CitizenLab is a platform for digital community engagement, both prompts were created from an idea of a city being built from smartphones. Midjourney’s capabilities of understanding style, color, and overall design details are very specific, so it was necessary to conduct extensive research of what was comprehended by the tool. Hexadecimal colors, for example, are not understood, so to define colors, it is necessary to indicate the mood, like “dreamy color pallet” for pastels, or “summer afternoon” for saturated tones of orange and yellow. The styling also needs to follow specific lists that are constantly updated, with artistic movements or artists styles.

Figure 16

Generated Images for Moodboards



Tool: Midjourney

Prompt:

Concept 1 a city being created from different smartphones, summer color palette aesthetic, minimal design.

Concept 2 a city park being created from lines coming out of 3 different smartphones, minimal, geometric, linework, dark teal, light sky blue, orange red

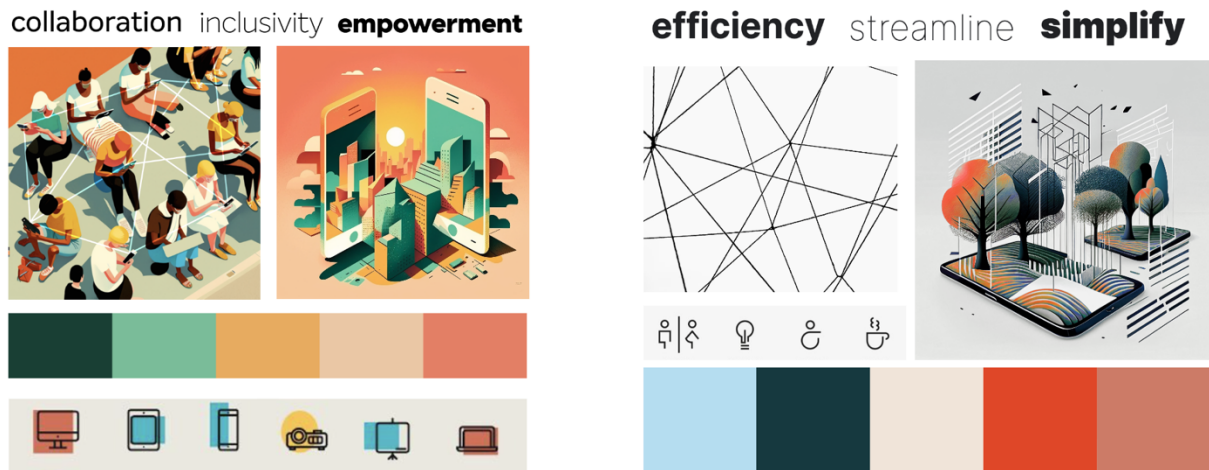
Figure 17

Final Midjourney Generated Images



With the final images defined, it was time to create a moodboard. To complete the moodboard, a color palette was extracted from the Midjourney image and other elements as iconography and patterns were combined as a way to set the personality for each concept. Every decision had to follow the guideline generated by ChatGPT because as a way to test if ChatGPT was able to create a set of rules that made sense in a visual concept. For the first concept secondary image was generated in Midjourney to represent human connectivity.

Figure 18

Final Moodboards**Combining Name and moodboard**

The final step of this phase was to combine the moodboards with the generated names. For this, a survey was created that contained each concept, its mission and vision, and the moodboard. The different names were presented with an indication to choose the name that was a best fit to the moodboard.

55 people from 15 different countries answered the survey. The survey was anonymous and was distributed to individuals within CitizenLab and people external to the company. The survey was designed for 70 people from ages 25 to 65, and no gender discrimination or professional position. The highest scores for both moodboards were selected as the final result.

The final result was Voxity for the first concept and Civiq for the second concept.

Figure 19

Example of Survey Slide

2 → **Scenario 1.** Imagine the company has the following mission, vision, and the mood board presented here. Which of the following names do you believe are better suited for this company?

A mood board is a visual tool that compiles images, colors, typography, and other design elements to convey a specific mood, style, or concept.

A govocal

B voxity

C open opinion

D sayee

E communeo

F comunico


Mission

To empower communities around the world by providing an inclusive platform for civic engagement and collaboration.

Vision

To create a world where community members are empowered to have a say in the decisions that affect their lives, and where governments are responsive and accountable to the needs and aspirations of their communities.

collaboration inclusivity **empowerment**



Powered by Typeform

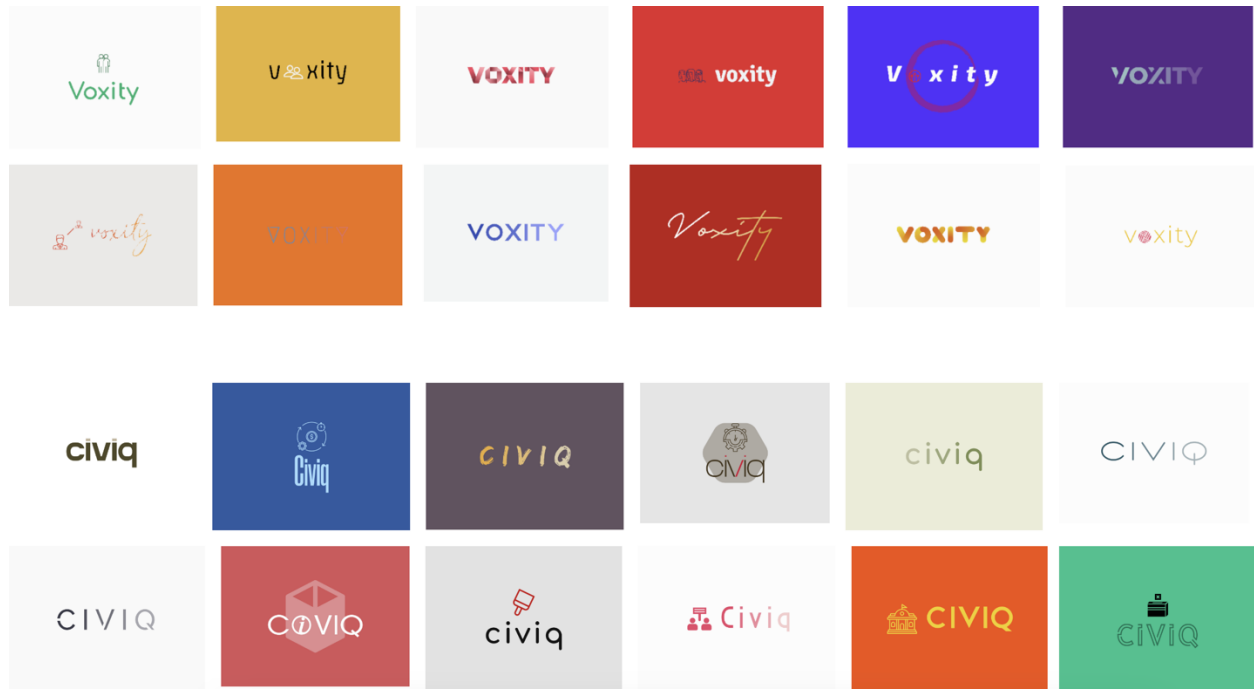
3.4.2 Logo design and visual identity

Logo creation and visual identity

After the brand names and moodboards had been agreed on, it was time to move onto creating the logos. AI tools were chosen to help with this process, and Brandmark became the tool of choice. This program is owned by the Namelix parent brand and functions similarly to Namelix in that it takes brand-related information as input to generate logo designs.

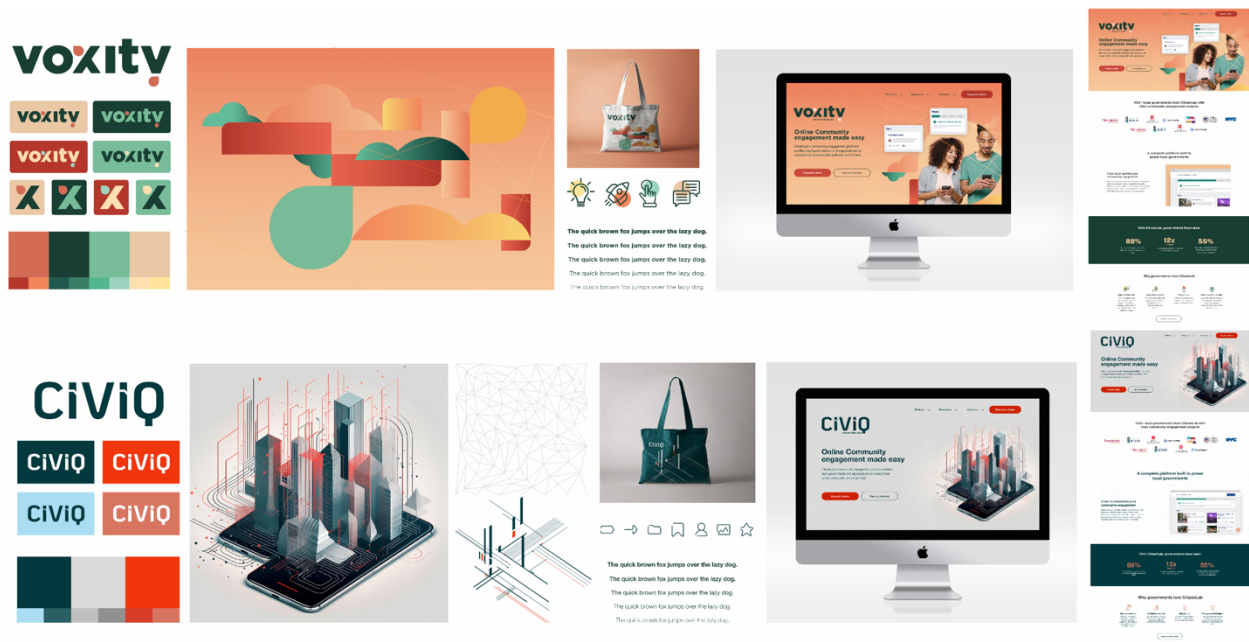
The process begins with the company's name and slogan, as well as associated keywords. Then, a color scheme is chosen like vibrant, pastel, or monochromatic. Similar to what Namelix does, numerous images are generated. There are restrictions on the platform that enable minor changes to colors or fonts.

Although the tool seemed promising, the results were far from ideal. After several attempts, the logos generated for both brands were very amateur and did not seem professional enough for the outcome needed for the project.

Figure 20*Generated Logos by Brandmark*

The solution to keep the investigation going forward was to create the logo and visual identity without any AI-Powered tools, using the traditional manual creative process. This resulted in a longer timeline to complete the phase. To stay true to the original concept, the logo and visual identity had to abide by the guidelines generated by ChatGPT. For both options, the following items were designed: main logo and variations, color palette, illustration/pattern, iconography style, tote bag mockup, business cards and website homepage.

Figure 21

Logos and Visual Identities**3.4.3 Rebranding storytelling**

The brand development process requires transitional storytelling to share the story of a rebranding. When a company's identity shifts, there is a need to create a link between the old and the new to make the transition smoother for stakeholders. Storytelling is more than just sharing facts; it involves engaging people emotionally. When the motives behind a rebranding are shared, the audience is invited to feel part of the journey. This triggers levels of empathy with the brand, creates an understanding of the company's decisions, and fosters space for customer loyalty through a company's changes.

As part of the AI-Powered process, the storytelling was divided into three steps: the content, the voiceover, and the video. For the first step, once again the tool used was ChatGPT.

Tool: ChatGPT

Prompt: Consider CitizenLab was rebranded as [new name]. [New name]'s brand concept is "[brand concept]", [New name]'s mission is [brand mission]. [New name]'s

vision is [brand vision]. [New name]'s values are: [brand values]. With all this in hand, create a storytelling/narrative for the rebrand transition, explaining why CitizenLab became [new name]. This narrative should be fluid and salesy. Don't use "once upon a time" structure.

The results were the following texts:

VOXITY

In a world where voices were silenced, CitizenLab was born to empower people and encourage community involvement. As we grew and evolved, it was time for a change. Introducing Voxity.

Voxity represents our dedication to giving citizens a voice. We're on a journey to make the best platform for local governments to engage with their communities, connecting people and amplifying voices at a local level. With Voxity, everyone's voice is heard, governments connect with communities, and decisions are made collectively.

Embracing our new identity, Voxity's story unfolds, driven by communities worldwide. We're transforming civic engagement, offering space for open conversations and collaboration between citizens and governments.

Together, we're building a future where governments are responsive and accountable to communities. We envision a world where every citizen makes a difference, and governments reflect collective wisdom.

Join us in this exciting chapter. Unleash your voice and your community's potential. Let's create a world with true representation. Welcome to Voxity – empowering communities everywhere.

CIVIQ

In a fast-paced world, efficient community engagement is crucial. CitizenLab recognized this need and created a platform to simplify the process and amplify voices. As we

evolved, our brand needed to grow too. Introducing Civiq, streamlining community engagement and connecting citizens with local governments.

Civiq is more than a new name; it embodies our commitment to making engagement efficient, accessible, and impactful. Our rebrand highlights the dedication to empowering citizens and equipping governments with tools for informed decisions, fostering thriving communities.

As CitizenLab becomes Civiq, our story continues to evolve, embracing technology and innovation to unite citizens and governments.

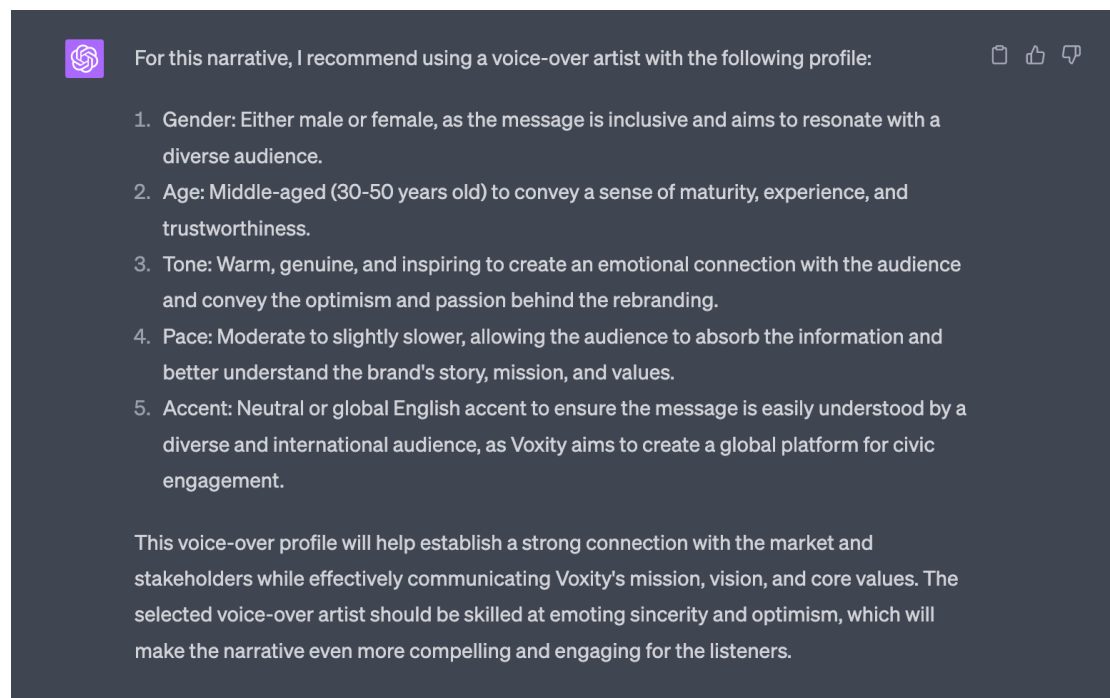
Join us on this exciting journey as Civiq shapes the future of community engagement, ensuring every voice is heard, and decisions are informed by collective wisdom. Welcome to Civiq, streamlining community engagement and connecting citizens with local governments.

With both storytelling generated, a second prompt was used to define the parameters for the voice over.

Tool: ChatGPT

Prompt: *Considering the following narrative, which profile of voice over would you recommend being used for better connection with the market and stakeholders?
[storytelling]*

The answered parameters generated indicated gender, tone, pace, accent, and age.

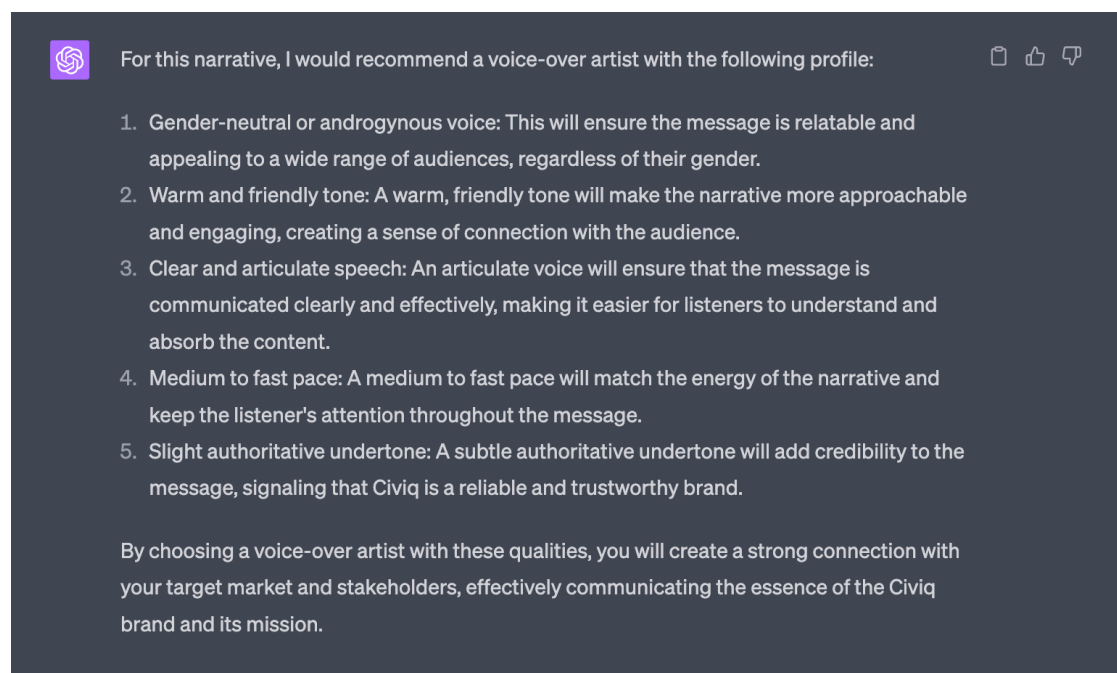
Figure 22*Voxity's Voiceover Parameters*

The screenshot shows a dark-themed interface with a purple icon on the left. The text reads: "For this narrative, I recommend using a voice-over artist with the following profile:" followed by a list of five parameters. At the top right, there are icons for copy, like, and comment. Below the list is a paragraph of summary text.

For this narrative, I recommend using a voice-over artist with the following profile:

1. Gender: Either male or female, as the message is inclusive and aims to resonate with a diverse audience.
2. Age: Middle-aged (30-50 years old) to convey a sense of maturity, experience, and trustworthiness.
3. Tone: Warm, genuine, and inspiring to create an emotional connection with the audience and convey the optimism and passion behind the rebranding.
4. Pace: Moderate to slightly slower, allowing the audience to absorb the information and better understand the brand's story, mission, and values.
5. Accent: Neutral or global English accent to ensure the message is easily understood by a diverse and international audience, as Voxity aims to create a global platform for civic engagement.

This voice-over profile will help establish a strong connection with the market and stakeholders while effectively communicating Voxity's mission, vision, and core values. The selected voice-over artist should be skilled at emoting sincerity and optimism, which will make the narrative even more compelling and engaging for the listeners.

Figure 23*Civiq's Voiceover Parameters*

The screenshot shows a dark-themed interface with a purple icon on the left. The text reads: "For this narrative, I would recommend a voice-over artist with the following profile:" followed by a list of five parameters. At the top right, there are icons for copy, like, and comment. Below the list is a paragraph of summary text.

For this narrative, I would recommend a voice-over artist with the following profile:

1. Gender-neutral or androgynous voice: This will ensure the message is relatable and appealing to a wide range of audiences, regardless of their gender.
2. Warm and friendly tone: A warm, friendly tone will make the narrative more approachable and engaging, creating a sense of connection with the audience.
3. Clear and articulate speech: An articulate voice will ensure that the message is communicated clearly and effectively, making it easier for listeners to understand and absorb the content.
4. Medium to fast pace: A medium to fast pace will match the energy of the narrative and keep the listener's attention throughout the message.
5. Slight authoritative undertone: A subtle authoritative undertone will add credibility to the message, signaling that Civiq is a reliable and trustworthy brand.

By choosing a voice-over artist with these qualities, you will create a strong connection with your target market and stakeholders, effectively communicating the essence of the Civiq brand and its mission.

For the voiceovers, the AI tool used was Speechify, a text-to-speech technology that uses artificial intelligence to transform written words into audible sound. The platform has a wide selection of voices with various accents, like British, American or Australian. With Speechify, it is possible to adjust parameters such as speed, tone, and natural pauses. With these settings, ChatGPT's parameters were almost fully followed as there were no gender-neutral or androgynous voices.

The third and final step was to create a promotional video. After intense research, there were no AI tools in existence that could generate proper videos from text; requiring the return to manually creating work. The video was created in Canva and followed the voiceover as a storyboard. It used other videos from Canva, as well as images from the visual identity.

3.5 Results and evaluation

3.5.1 Rebranding results

The completion of the AI Powered Process for CitizenLab's rebranding considered the following deliverables: Logo in the various versions, color palette, iconography model, typography, auxiliary illustration and simulations of identity applications on the website and tote bags. The transition video was also considered part of the delivery. The elements indicated are shown below. Final pitch and evaluation

Figure 24

Voxity's logos



Figure 25

Voxity's color palette



Figure 26

Voxity's iconography

**Figure 27**

Voxity's iconography - Gotham

The quick brown fox jumps over the lazy dog.

The quick brown fox jumps over the lazy dog.

The quick brown fox jumps over the lazy dog.

The quick brown fox jumps over the lazy dog.

The quick brown fox jumps over the lazy dog.

Figure 28

Voxity's auxiliary illustration



Figure 29

Voxity's simulations of identity applications



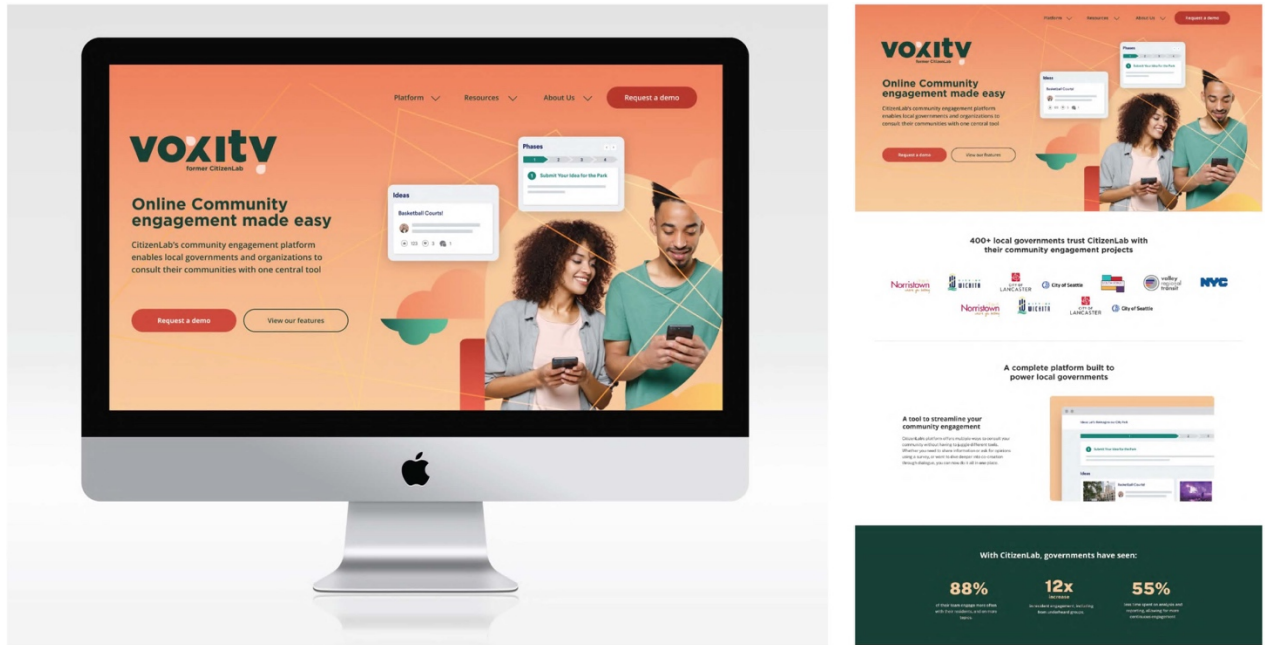


Figure 30

Civiq's logos

CiViQ



Figure 31

Civiq's color palette

**Figure 32**

Civiq's iconography

**Figure 33**

Civiq's iconography - Graphik

The quick brown fox jumps over the lazy dog.

The quick brown fox jumps over the lazy dog.

The quick brown fox jumps over the lazy dog.

The quick brown fox jumps over the lazy dog.

The quick brown fox jumps over the lazy dog.

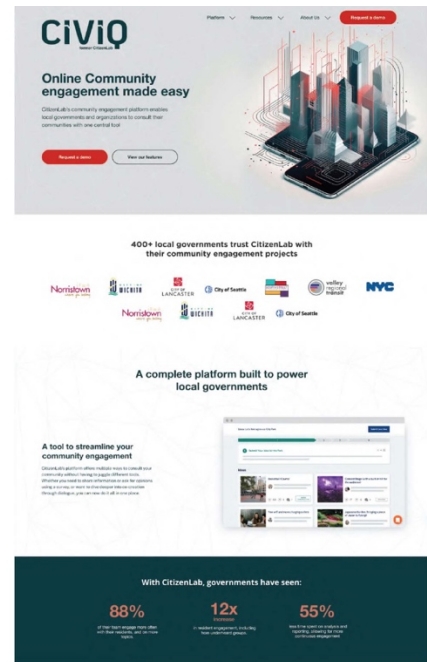
Figure 34

Civiq's auxiliary illustration

**Figure 35**

Civiq's simulations of identity applications





3.5.2 *Pitch and evaluation*

Designing the presentation

Giving a persuasive pitch about a rebranding plan is critical. Expressing the reasons and motives of rebranding a company to stakeholders can be a challenging task. The presentation should be straightforward, brief, and credible and the speech should include the reasons for revamping their image, the advantages of the proposal, and how this idea can be executed with a realistic timeline and cost. Since the final pitch is still part of the rebranding process, this was also generated through AI.

Tool: ChatGPT

Prompt: Prepare a presentation pitch for CitizenLab's rebranding to [brand name]. Also include the speech. Include in the presentation:

- 1- Concept
- 2- Mission, vision, and values

3- *Visual identity.*

Consider that:

- 1- *CitizenLab's mission, vision and values are changing and that [brand name]'s suggestion came from the interviews with stakeholders and gaps and needs in the market.*
- 2- *[brand mission, vision, and values]*
- 3- *[brand identity guideline]*
- 4- *The pitch should not be stiff and should be humanized.*

The pitch generated included both the slide structure and the speech that should accompany each slide.

Focus group

Using a focus group to evaluate the outcomes of this AI-Powered branding process offered many advantages such as real-time feedback and reactions, and the opportunity to gather group perspectives that individual feedback might lack. It also could give insights into the stakeholders' interpretation and emotional response to the branding. As CitizenLab's European meet-up was taking place in the beginning of May 2023, an opportunity presented itself to gather a group of C-suites and collaborators from the company.

Participants

- Wietse Van Ransbeeck, Belgian, Chief Executive Officer & Co-Founder
- Aline Muylaert, Belgian, Commercial Director & Co-Founder
- Amir Bolouryazad, Iranian, Head of Marketing
- Hugo De Brouwer, French, Head of Government Success
- Eva Mayer, German, Business Development Lead DACH
- Sören Fillet, Belgian, Content Marketing Manager

Procedure

1. **Context** – the first part of the focus group was dedicated to explaining what the theme of the research dissertation was as well as a brief description of the AI-powered

process. The ground rules and duration of the focus group was also defined: 15 minutes for the pitches, 10 minutes for questions and 10 minutes for guided questions.

2. **Pitch** – Both pitches were presented following the script created by ChatGPT. At the end of each presentation, the storytelling video was shown.

Figure 36

Focus Group at CitizenLabs' Headquarter



3. **Questions** – After the pitch, participants were allowed to ask questions on the methodology and the process. The questions answered were related to the practical side of the process. The following are some examples of the questions that were answered:

- a. **How long did it take for you to do all of this?**

It took me three weeks of work, not counting the time to get feedback in the beginning of the process and the pauses I had to make, since I was doing this in my free time.

- b. **Did you create the video or was it also AI?**

The video was created in Canva. I followed the narrative from the storytelling to come up with what I would do in each frame. The music was also selected thinking about the vibe from the voiceover and the brand concept. Voxity was more emotional, hopeful, while Civiq was more electronical and upbeat.

c. Did you give any information to ChatGPT before you generated the interviews?

No! I was impressed with the results after I got the feedback. I was not expecting that you would grade it so high!

4. **Guided questions** – To better assess the AI-Powered branding process, the following questions were asked to the focus group. Some of the questions were not directly asked as they had previously been discussed without being prompted.

- a. What are your initial impressions of the Voxity rebranding. What did you think about it?
- b. What are your impressions on Civiq?
- c. How do you feel about the brand DNA of Voxity and Civiq?
- d. Do you believe the AI technology used was able to effectively gather knowledge from geopolitical markets?
- e. How well do you think the rebrands connect with the personas?
- f. Which rebrand do you believe connects better and why?
- g. Do you think AI could be a useful tool for future branding strategies?
- h. are there any other thoughts or comments on the rebrands or the use of AI in the branding process?

The insights gathered were the following:

- a. **AI's impressive capabilities:** The participants were impressed with what AI could do, particularly in generating initial brand concepts and extracting insights from interviews. They found the quick turnaround time for the process especially appealing, compared to traditional methods.
- b. **Perceived extremes of the rebrands:** Participants perceived Voxity and Civiq to be on the opposite ends of a spectrum. Voxity was seen as too “fluffy” and overly humanized, while Civiq seemed cold and too data-focused.

- c. **Disconnect with clients:** Participants, particularly Eva, felt a disconnect between the rebrands and the clients they serve. She thought that traditional clients might have a hard time relating to the overly humanized brand, Voxity.
- d. **Lack of cultural nuance:** While the AI was recognized for its benefits in streamlining the branding process and gathering market insights, concerns were raised about the risk of oversimplifying or overlooking cultural nuances.
- e. **Need for human involvement:** Although the participants appreciated the capabilities of AI, they all recognized that there was something missing in the AI-generated rebrands. They felt that professional human input was necessary for a complete and effective rebranding.
- f. **AI and Market Insights:** The participants agreed that AI had done a good job in generating market insights; however, there were also concerns about oversimplification and overlooking cultural nuances.
- g. **Brand DNA refinement:** There was consensus that both brands' DNAs needed further refinement. The storytelling felt like a throwback to Silicon Valley startup vibes from the previous decade.
- h. **AI's learning ability:** The participants noted that the AI seems to be learning more about their company and market with each interaction, but they raised a concern about the competitive implications of this learning capability.

4. Conclusion

Considering CitizenLab's rebranding process, the use of AI tools has shown substantial potential in revolutionizing traditional human-driven processes in branding. Several AI tools used in this process helped automate many elements of branding that are traditionally human-centered, such as stakeholder interviews, brand concept generation, mission, vision and values creation, naming, visual identity guidelines, moodboard generation, transitional storytelling, voiceover generation, and pitch creation. AI exhibited significant strengths in areas namely information analysis, ideation, and content generation. For instance, ChatGPT's ability to simulate stakeholder interviews with such precision and extract key insights was advanced, providing a comprehensive understanding of the company's brand perception and needs. Additionally, AI's potential to

generate diverse brand concepts, names, and visual identity elements in a significantly shorter time than a human would be capable of, highlighted its capabilities in the initial ideation phase.

Incorporating AI into the rebranding process followed a pre-existing methodology – in this case defined by Quest – that is similar to most rebranding processes in the market. The AI-powered branding process did not vary significantly from traditional branding models, but rather streamlined and automated certain steps to make it more efficient.

However, the limitations and potential pitfalls of using AI in the branding process became evident. AI tools struggled to simulate nuances of human and emotional aspects of a brand, which are essential for creating relatable brand identities. Also, there's a risk of oversimplification and overlooking cultural nuances that a human brand designer or brand strategist might consider. It is recommended that a combination of AI and human inputs are used to mitigate these limitations, ensuring that the brand remains human-centric while still maintaining the benefits from the efficiency and data analysis capabilities of AI.

Based on the case study of CitizenLab, a potential methodology for incorporating AI tools into branding strategy can be proposed. This methodology would integrate AI tools in the ideation, research, and content creation phases, while maintaining human-driven processes for decision-making, emotional and cultural nuance, and overall brand strategy. It is clear that defined feedback milestones with human collaborators is an important process to mitigate eventual mistakes led by AI-generated information.

When it comes to ethical considerations, the use of AI for branding raises questions about data privacy and competition. The system's ability to acquire information could be seen as a risk for rival businesses if the AI system has access to public information that gives it an edge over the competition. Therefore, firms that implement AI for branding must guarantee that their activities coincide with both data privacy statutes and ethical protocols.

Artificial intelligence presents a wonderful set of tools that have the potential to reshape traditional branding methodologies. From conducting stakeholder interviews, generating brand concepts, creating mission/vision/values, naming brands, developing visual identity guidelines, to constructing moodboards, transitional storytelling, and generating voiceovers, AI has shown significant capabilities in streamlining these processes. At the same time, while the efficiency of AI is undeniable, it is incapable of replicating human insight, creativity, and emotional intelligence—essential components to successful branding. Therefore, the most beneficial approach

is to combine the strengths of both AI and humans in a hybrid model. Efficiency and scalability and at the same time leveraging the critical input, creativity, and emotional intelligence that only humans can provide.

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Appendix A

Project's Miro Board

[Access Complete Miro Board](#)

https://miro.com/app/board/uXjVPhfypGU=?share_link_id=463153829552

The entire AI Powered process was documented in a Miro Board, covering from the interview simulations until the generated storytelling.

Appendix B

Naming Survey Results

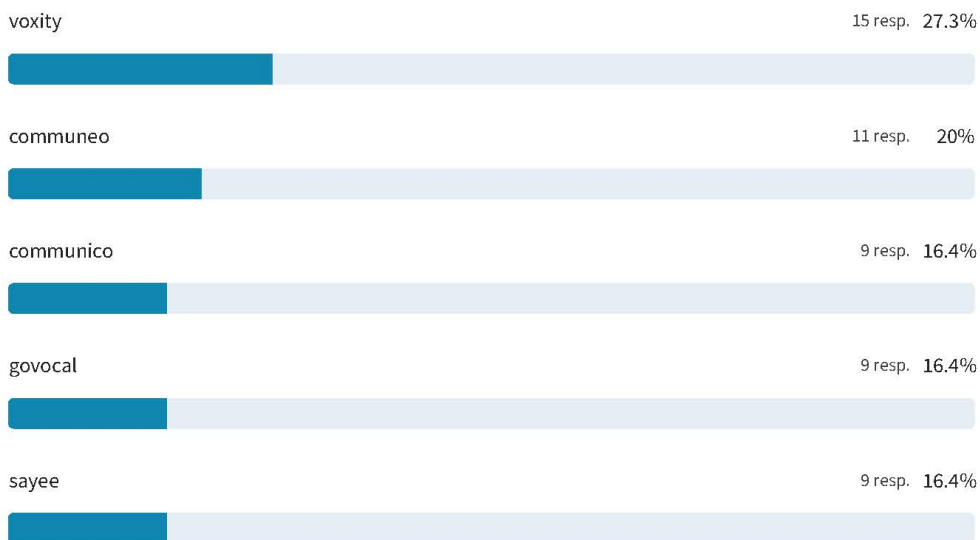
Naming

55 responses



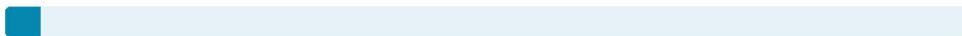
Scenario 1. Imagine the company has the following mission, vision, and the mood board presented here. Which of the following names do you believe are better suited for this company?

55 out of 55 answered



open opinion

2 resp. 3.6%



Scenario 2. Imagine the company has the following mission, vision, and the mood board presented here. Which of the following names do you believe are better suited for this company?

55 out of 55 answered

civiq

15 resp. 27.3%



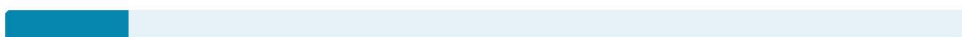
cityfy

14 resp. 25.5%



Alean

7 resp. 12.7%



efficity

7 resp. 12.7%



leancity

6 resp. 10.9%



siti

6 resp. 10.9%




Appendix C

Pitch Presentation Transcript

[Complete Presentation](#)

<https://pitch.com/public/9380ac07-b976-48cc-b2b6-ab6b6ab12163/cca19e75-cbce-487a-b326-dc790abfc099>

Slide 1



Building Emotional
Connection in a
B2G Market Through AI

Speech

“I am currently working on my master's thesis in Design Management. The focus of my research is to explore the role of AI in the branding process, particularly in the context of business-to-government (B2G) companies. Since I've started working at CitizenLab, I've faced some challenges that are very particular to the B2G market.

The direct contact with governments is very limited due to specificities of the market and the emotional part of the decision-making process is very difficult to assess. This research was driven by the need for innovative approaches in branding that can leverage technology to achieve more assertive, generalizable, and unbiased results. As part of this research, I have developed a

new, AI-powered branding process and applied it to a rebranding project for our organization, CitizenLab.

Two new brand identities - Voxity and Civiq - have been developed through this process. These names were ideated using AI tools. The AI-powered process involved using AI for various stages of the branding process, including Interviews with stakeholders, strategy development, name ideation, and design direction generation. The intention was to leverage AI's capabilities to gather knowledge from various geopolitical markets, generate outputs that relate better with generalized personas, and create personality mood boards without the visual bias that designers might have. It is important to state that even though AI tools were used, the human element was always needed for strategy, curation, and art direction.

Today, we are here to discuss and assess these two brand identities. Your feedback will be invaluable in validating the effectiveness of this new, AI-powered branding process and its potential for future application in different markets. Please feel free to share your honest thoughts and opinions - there are no right or wrong answers, and every perspective is valuable.”

Slides 2, 3, 4

Methodology

1

Simulated interviews

Chat GPT

- 4 different markets - US, UK, BE and DE
- 3 interviews per market
- buyer personas considered
- Andrea, Lora, Aline and Eva evaluated the responses
- Feedback was fed back to Chat GPT

2

Brand Concept

Chat GPT

- 5 brand concepts according to insights from the market and simulated interviews

3

Mission, vision and values

Chat GPT

- mission, vision and values for each of the concepts
- Mkt team scored and gave feedback
- Feedback was fed back to Chat GPT
- 2 higher scores were iterated

4

Naming

Namelix

- names generated for each concept.
- I curated the best ones

Methodology

5

Visual Identity

Chat GPT, Midjourney, Dall-e

- Chat GPT generated visual identity guideline that fit each brand concept
- Generated initial images for each one in Midjourney following guideline
- Created moodboard from best generated images

6

Naming + Moodboard

Chat GPT

- Survey to define which name fit better with the concept, mission, vision and moodboard
- 51 ppl voted from inside and outside of CitizenLab.
- Brazil, Argentina, Germany, Portugal, US, UK, Sweden, Spain, Australia, Bulgaria, Netherlands, Canada, France, Italy, Belgium

7

Logo and identity

No AI tools

- Logo, color palette, illustrations, patterns, fonts, iconography were created following moodboard and guideline

8

Storytelling

Sudowrite

- Narrative/Storytelling was created for the brand transition.

02

BUILDING EMOTIONAL CONNECTION IN A B2G MARKET THROUGH AI

Methodology

9

Video

Chat GPT and Speechify

- Chat GPT generated guidelines for both voiceovers and soundtrack, considering each concept
- Speechify generated the voiceovers. Guideline was considered to define pace, gender...
- Video was created in Canva.

6

Final presentation

Chat GPT

- Chat GPT generates script for the pitch, including speech and indicating text and visual content

03

BUILDING EMOTIONAL CONNECTION IN A B2G MARKET THROUGH AI

Speech

Speech was the description of the methodology presented in the slides.

Slide 5

Embrace the Future: A New Era of Empowerment

Speech

“Good evening, everyone. Today, I am thrilled to share with you a new chapter in our journey.”

Slide 6**Speech**

“Today, we evolve from CitizenLab to Voxity.”

Slide 7



Speech

“We’ve listened to our stakeholders, we’ve assessed the market, and we’ve felt the gaps and needs from within. It became clear that our path forward was one that led us to empower communities – to give voice to the citizens, to build bridges of communication and inclusivity. This is the heartbeat of Voxity.”

Slide 8



Speech

“Our mission with Voxity is to empower communities globally by providing a welcoming platform for civic engagement and collaboration. Our vision, our dream, is a world where everyone has a stake in the decisions that shape their lives, a world where governments are responsive, accountable, and truly representative of their communities. We are guided by values that have been the bedrock of our journey so far - Inclusivity, Transparency, Collaboration, Empowerment, and innovation. They’re not just words to us, they’re the DNA of Voxity, the principles that fuel every decision we make.”

Slide 9



Speech

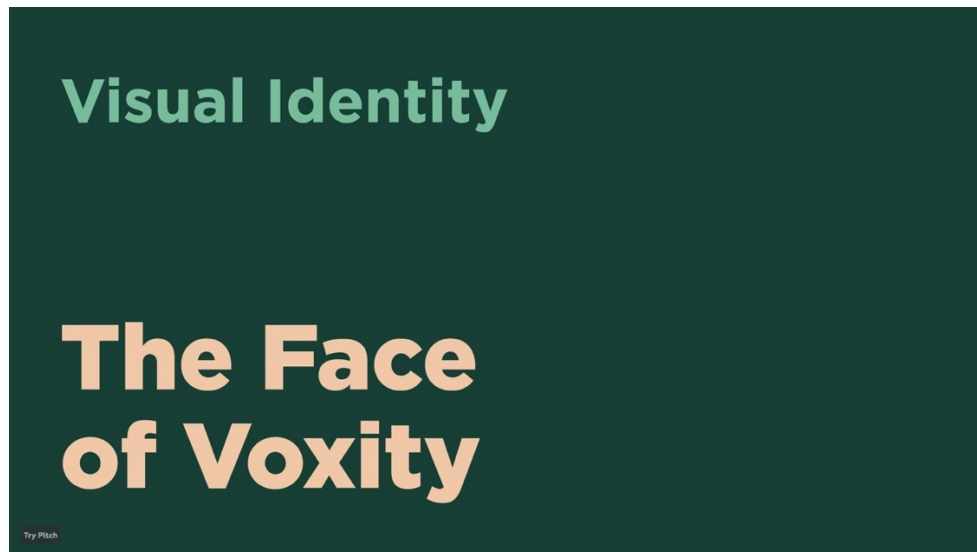
“At CitizenLab, we sought to build stronger democracies, to make public decision-making more inclusive, participatory, and responsive.

And we did.

But in our journey, we saw an opportunity, a chance to do more, to go further.

We recognized the need to transform our brand, to better reflect not just who we are but who we aspire to be. Voxity is not a departure from our roots, it’s an evolution. It embodies our renewed commitment to empowering communities and transforming civic engagement. We are still the zebras we always were, embracing the challenges, learning fast, dreaming big, and owning our journey.”

Slide 10



Speech

“Voxity’s visual identity is a vivid reflection of our mission.”

Slide 11



Speech

“Our logo is simple, yet powerful, embodying the essence of collaboration, communication, and inclusivity. Our color palette is vibrant and optimistic, inspiring hope, progress, and positive change.”

Slide 12



Try Pitch

Speech

“Typography, imagery, iconography, and layouts - every element has been thoughtfully crafted to be a part of our narrative.”

Slide 13

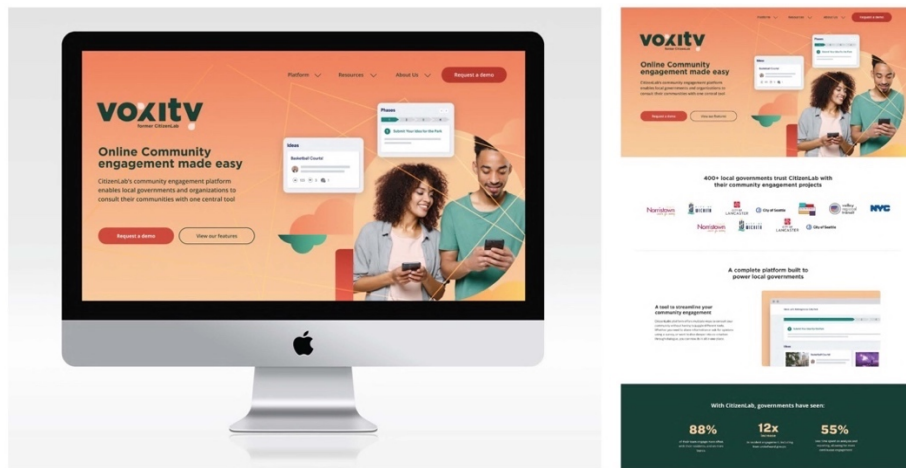


Try Pitch

Speech

“From the diversity and active participation captured in our imagery, to the interconnected networks symbolized in our patterns, we’ve built a visual language that speaks to the heart of our brand.”

Slide 14

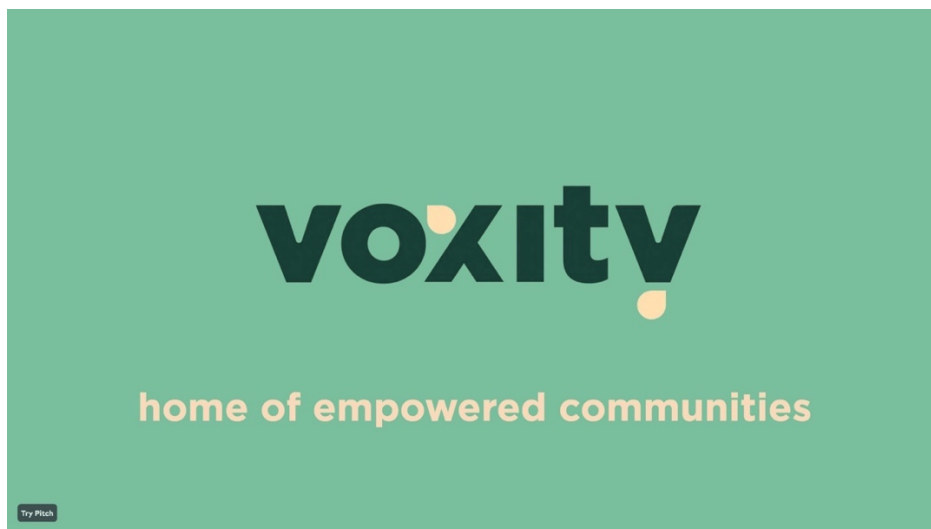


Try Pitch

Speech

“Our brand tone is positive, inclusive, empowering - it's a clear voice that says, ‘You matter, your voice counts.’”

Slide 15



Speech

“As we step into this new era, we invite you all to join us. Let’s create a world where every citizen has a voice, and every government listens. This is not just our mission, it’s our invitation to you. Welcome to Voxity, the home of empowered communities.”

Slide 16



Speech

[Link to Video](https://www.youtube.com/watch?v=WVWnQnfhr20)

YouTube: <https://www.youtube.com/watch?v=WVWnQnfhr20>

Slide 17



Speech

“Today, we stand at the edge of a thrilling new chapter in our journey.”

Slide 18



Speech

“Today, we evolve from CitizenLab to Civiq.”

Slide 19



Speech

“We’ve listened to our stakeholders, assessed the market, and felt the gaps and needs from within. It became clear that our path forward is one of making community engagement with local governments efficient, streamlined, and, above all, more impactful. This is the very essence of Civiq.”

Slide 20

Mission

To simplify community engagement with local governments and make it more efficient and effective, empowering them to make better decisions for their communities.

Vision

A world where all governments have the tools and resources to engage effectively with their local communities and make informed decisions that benefit everyone.

Values

Efficiency:
We believe that community engagement should be streamlined and effective.

Empowerment:
We believe that governments should have the resources and tools to make informed decisions that benefit their communities.

Inclusivity:
We believe that government engagement should be open to all, and that every voice deserves to be heard.

Transparency:
We believe in transparency and openness in government decision-making processes.

Innovation:
We believe in using innovative technology solutions to make citizen engagement more effective and impactful.

Try Pitch

Speech

“At Civiq, our mission is to redefine and elevate the discourse between communities and their local governments. We envision a future where engagement isn’t just about having conversations, but about making those conversations efficient, effective, and truly transformative.

Our vision is a world where every government, regardless of size or resources, is seamlessly connected with its community, where decision-making is a collective journey and where transparency isn’t just an option, but the norm.

As we step into this new chapter, we are guided by our core values: Efficiency, Empowerment, Inclusivity, Transparency and Innovation.”

Slide 21



Speech

“Our roots as CitizenLab have always been firmly grounded in building stronger democracies and promoting inclusive decision-making. But as we’ve grown, we’ve realized the need to streamline this process to be more efficient and more effective.

This is why we’ve become Civiq. We’re elevating our commitment to facilitate clearer, quicker, and more meaningful engagement between local governments and their communities. Our zebrec spirit remains, with our black and white stripes representing the balance between growth and impact, innovation and process. We’ve just added a few more stripes - those of efficiency, clarity, and true civic engagement.

We’re the same team with the same dedication, but with a renewed focus and a fresh identity. As Civiq, we’re ready to help communities and governments engage in more impactful and result-oriented ways than ever before.”

Slide 22



Speech

“The visual identity of Civiq is a vibrant reflection of our mission.”

Slide 23



Speech

“Our logo is sleek and modern, symbolizing the efficiency and interconnectedness we aspire to foster between citizens and local governments.”

Slide 24



Try Pitch



Speech

“Our color palette is one of trust, reliability, and professionalism. Our typography, iconography, and layouts all speak to the simplicity and clarity that we strive for in our community engagement.”

Slide 25



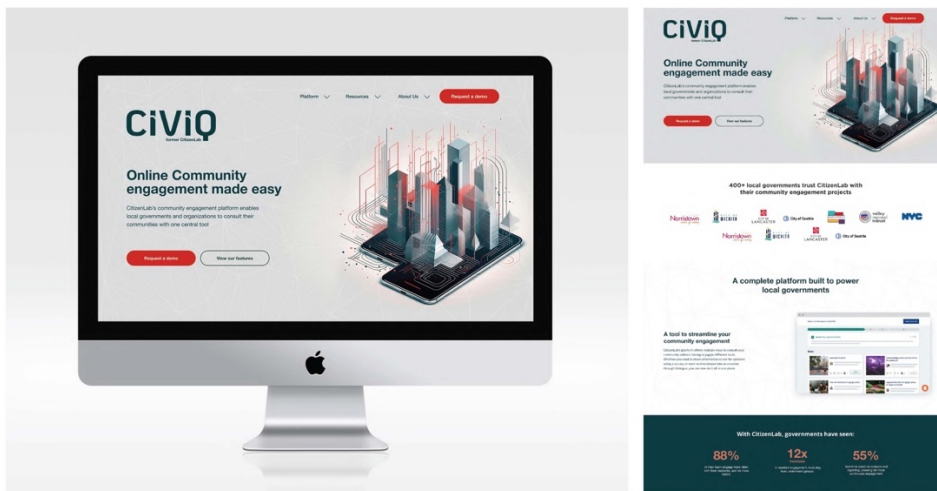
Try Pitch



Speech

“Every visual element has been designed to illustrate our commitment to streamlining the engagement process.”

Slide 26



Speech

“Our brand tone is professional, clear, and user-focused, mirroring our commitment to make community engagement more accessible and efficient.”

Slide 27



Speech

“As we embark on this exciting journey, we invite you all to join us. Let’s create a world where every voice is heard, every decision is informed, and every community is better served. Welcome to Civiq, the future of streamlined community engagement.”

Slide 28



Speech

[Link to Video](#)

YouTube: <https://www.youtube.com/watch?v=DCXtnAP-Kic>

Appendix D

Focus Group Transcript

Isabela: So, should we move on to the next step? I'm going to ask you some questions and I'd like you to answer as freely as possible. Let's begin by gathering your initial impressions of the Voxity rebranding. What did you think about it?

Hugo: I can start! Frankly, I'm amazed at what AI can do! I was particularly struck by the interview portion. Can we go back over the findings? It's exactly what we've been working on lately!

Isabela: Aline?

Aline: Both options seem to be very extreme. Voxity is very fluffy, although it is humanized, which I like. On the other hand, Civiq feels cold. It appears that the human aspect is missing. I also feel that the colors are slightly off in Voxity, but that's just my personal preference.

Isa: Got it. Does someone else want to talk about Voxity?

Eva: I agree with Aline. There seems to be a certain disconnect. Voxity doesn't seem very concrete thinking about who we sell to. I could almost say it is too humanized. German clients that are very traditional would have a hard time relating to this.

Isa: Now, moving on to Civiq. What are your thoughts?

Wietse: At first glance, they both look professional, and I was very impressed with both the process and the results. But you can feel that there is something missing, but I can't say exactly what. But I have to say this: given the time spent on your process and comparing it with how long our actual rebranding is taking, this could be used in an interesting way. We asked Quest if they could show something after the design direction workshop and said they couldn't. This process would be so helpful in a way that it could show one extra step. It's hard for us, non-creative people to envision something that still doesn't exist, so seeing just a moodboard and approving that is hard to connect to the reality of with it will become. Unfortunately, I will have to leave in 5 mins, ok?

Isabela: That's an interesting point. Sure, no problem, by the way. Sören, what about you?

Sören: I'm with Wietse. The rebrands look polished, but there's an element that seems to be missing. We know it is AI, and that makes sense. You can feel that there it is stiff. But it can be a wonderful solution for new companies!

Isabela: So, let's talk about brand DNA. How do you feel about the brand DNA of Voxity and Civiq?

Hugo: For Voxity, I appreciate the concept behind the brand, but the color palette seems off for citizen participation, though I think the green has potential. The oranges I don't love. Civiq, on the other hand, comes off as an intelligence surveillance tool, with both the logo and graphics being too data-centric.

Amir: I would say that the DNA of both brands needs further refinement. The storytelling and even your presentation, the way you spoke, feels like a throwback to Silicon Valley start-up vibes from the last decade.

Isabela: Yes, following a script is funny indeed! Let's shift our discussion towards the use of AI. Do you believe the AI technology used was able to effectively gather knowledge from geopolitical markets? Eva, you help with the simulated interviews. What do you think?

Eva: It certainly seems to have its benefits, but I'm not entirely sure. While it might help streamline certain aspects, it might also run the risk of oversimplifying or overlooking key cultural nuances. But I was impressed with the interviews. ChatGPT seemed to have a lot of useful information on their database about our market.

Isabela: Yes, and now it learned even more since I've fed your feedback into it.

Amir: The first time I used ChatGPT and asked about CitizenLab it gave me a very generic answer. I think since we've been using so often, it is learning a lot about us. But so will our competition.

Hugo: I believe the AI has done an impressive job. The insights it generated align well with our ongoing work. But I agree with Eva, it's important to not lose sight of the human factor, the cultural nuances.

Isabela: This is great. Now, wrapping up, are there any other thoughts or comments on the rebrands or the use of AI in the branding process?

Wietse: I think it's not ready for final deliverables, as I believe a good set of professional humans still make a difference. Having milestones to present the steps and collect feedback would certainly make the results more assertive, but I understand that for your thesis you couldn't do that. But I loved the results and how much you have accomplished with it. And it is great that you are already using part of it at work.