The internal brand implementation

* A study about which factors that affect the internal brand within organizations*

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A special thank you

Throughout this study, the authors have embraced a deeper knowledge regarding how the internal branding is crucial for organizations that wants to strive on today’s market. It has been of great interest to investigate how the employees of a certain organization perceives the brand that they work for, and also to observe the main factors that indicated a positive relation to the internal branding implementation.

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Abstract

**Title:** The internal brand implementation – *A study about which factors that affect the internal brand*

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**Course:** 2FE65E – Bachelor Thesis

**Research Questions:** Which factors affect the internal brand implementation? Which factors regarding the perception of internal branding are shared and differ between two geographical locations within an organization?

**Purpose:** The aim of this study is to mark and analyze internal factors within an organization in order to get an understanding of how there can sustain and develop the internal brand. Further, the purpose is to describe and analyze the differences in how aspects of internal branding are perceived by two geographical locations.

**Method:** The study has primarily a quantitative research method and a deductive approach where the results from the collected data was analyzed through various tests in the statistic program SPSS.

**Conclusions:** Through various analysis methods, the authors were able to find out which factors that had the strongest effect on internal branding. The conclusion further on reveals that there are two specific factors with a positive effect on the internal branding implementation as a whole. These factors consist of internal marketing and internal communication. Lastly the results also culminate in the shared and divergent perceptions of internal branding among employees within an organization.

**Keywords**

*Internal Branding, Organizational Culture, Values, Internal Marketing, Internal Communication, Identification, Trust and Commitment.*
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Introduction

In the introduction chapter, relevant background of the research problem is being introduced and followed by a more thorough discussion of what the problem encounters. This discussion later on culminates into the research questions and the purpose of this study.

1.1 Background

“A company’s most powerful way of delivering brand experience is through the intermediation of its employees and by effectively delivering on the brand promise [...] Or put more succinctly - ignore internal branding and you are likely to imperil your business.” (Groom, McLaverty, McQuillian and Oddie, 2008)

The competition on the business market is continuously growing stronger where organizations offer end-customers homogenous products and services. Thus, Foster, Punjasari and Cheng (2010) claim in their research that it is essential to generate strong brands that differentiate businesses and create a deeper value among its segments. It is a generally stated fact that organizations often have a strong focal point towards meeting the needs of their external customers, where it seeks to achieve strong loyalty towards the specific brand. Therefore, a plethora of resources are concentrated towards this market. Due to this well-established paradigm, an article from Groom et al. (2008) is in agreement with Armands and Josephson (1995) and Sahlqvist (2007) which all states that many companies often neglect to turn the focus towards the market that generates the initial foundation of a strong brand – the internal market. Due to this lack of holistic work effort, the company Heart Direction (2014) claims there is a disconnection between the image of the brand within the company and also externally that often occurs, which could be a critical aspect regarding the survival of the brand. When changing the perspective to be more internally oriented, Falonius (2010) expresses that companies in general need to assess the communication of what kind of values, promises and norms the company stands for both internally and externally. By working towards the internal market, new conditions that differ from the external market arise regarding how to create loyalty among the internal customers, which are the employees of the company. Consequently, this creates a foundation of sustaining and later on enhancing the quality of work being put into everyday operations.
On the Swedish business market there are a few cases of organizations that have embraced a deeper understanding of the positive impact the internal work development has on the brand. Among these are for example the Scandinavian Airline SAS, where Sahlqvist (2007) describes how the company broke down the hierarchical structure internally. This was executed in order to generate an improved communication regarding its business culture and values among all units. By allocating resources towards the inside of the company and putting promotional efforts of the brand values towards employees is referred as internal branding by McLaverty, McQuillan and Oddie (2007). Gudmundson and Lundberg (2001) further emphasizes in their studies that internal branding is widely influenced by the undertaking from the organization to include all internal units and members of the firm in order to generate an understanding of its mission, values and processes. If done successfully, the internal branding generates a deeper connection and meaning among employees in their perception of the organization, which is later on carried out towards the external image of the brand. Although, Cateora, Gilly and Graham (2011) state that a significant indicator for the internal branding approach is the geographic barrier that needs to be broken down and integrated with shared organizational culture and values. According to the latter mentioned authors, the organizational culture aspect has an essential role within internal branding, especially for companies that operates in more than one geographical market. There are often differences in thinking and doing business for sure, but companies that have a geographic range works continuously to execute a shared organizational culture and values inside and throughout the organization. Even though, there could still lie differences in how management and employees communicate with each other for example.

One of the main purposes of internal branding is according to Drake, Gulman and Roberts (2005) to create an inspiring work environment where the employees combine the organizational culture with shared values in their everyday work. Although, McLaverty, McQuillian and Oddie (2007) claim that this is easier said than done. Branding is according to the latter mentioned authors regarded as a concept that mostly considers end-customers and the customer experience based focus. According to Roth and Nilsson (2011) the subject of creating a strong brand strategy inside and out has been an area of interest for a long time but the primary focus has always been on the
external market. It is stated further that a brand is not only something that represents the image of the organization to the external market, it is something that the employees need to understand and be proud of for many reasons. Shared values, a well-implemented organizational culture and communication are factors that Chong (2007) presents as important to implement. Therefore, organizations internal branding needs a better focus for both the management as well for the employees to create a shared understanding of how to implement a thorough foundation for an efficient internal branding. It is crucial for companies to understand the holistic reality of what a brand encounters. The focus should lie within the human capital and be seen as a primary factor among the management according to Friman and Ardnt (1986). The challenge is thus to create a multi-dimensional brand that is as strong on the outside as it is on the inside according to Aaker (2014).

1.2 Problem Discussion

Increased competition on today’s market combined with a non-motivation working spirit among the employees inside an organization is not a good combination to survive and strive as a brand today according to Chong (2007). Therefore, several organizations have started to enhance their internal branding and embraced the importance of taking care of their employees. This is often done by a restructure of certain areas. Although, an internal restructure of an organization is not done over a night states Aaker (2014). There lies a challenge in restructuring within organizations today since it is important to get a holistic understanding of what needs to be done and why, and this is not the easiest task to achieve. Even though, Armands and Josephson (1995) claim that the focus of restructures often lies within the “main” factors such as economy and technology, which is primarily done to create a certain value for the external market. In contrast, there are other factors that influence the core of the organization and the overall brand should be taken into consideration just as much as the other ones presented earlier. In agreement, Chong (2007) clarifies that internal branding is the first step of creating a strong brand that will survive on the prevailing competitive market. The challenge of a restructure is to take the opportunity of creating an appropriate fit for a brand that is multi-dimensional and can cross over units, instead of anarchy and uncoordinated marketing as Aaker (2014) claims is reasons why restructuring of brands often times fail.
In the implementation of an internal branding approach among organizations, McLaverty et al. (2007) found in their results from a practice study in 2005 that the most overarching issues in general was the transfer of brand culture and values into everyday employee behavior and into their subjective image of the brand. Therefore, the study claims there is a general lack of knowledge of what physical and concrete factors can develop the internal brand further. This is supported by Barrow and Mosley (2005) who state that even though organizations are aware of the internal branding approach, the majority have difficulties of carrying it out in the organization. In a further discussion, Cateora et al. (2011) present various barriers due to the geographical aspect as a fundamental factor that can complicate the transformation further. In order to generate an efficient internal strategic approach, Barrow and Mosley (2005) claim that it is essential that there also are tangible evidence and touch points where the brand identity and its message are communicated. Still, this is an aspect that is highly valued such as in the case of the organization of this study, which further on will be referred to as Organization X. Therefore, due to the ambition among companies of creating an internal brand approach and in relation to the issues and obstacles of its execution, this study’s objective is to contribute to a relevant practical gap.

Several theories from various authors such as from Chong (2007) argue that the internal branding contributes to a more positive image of the brand and the overall business. In order to build what is considered a correct kind of foundation that will strengthen the brand and the organization itself, it is essential for organizations to implement a more internal perspective. Although, McLaverty et al. (2007) claim that there lies a gap regarding keeping promises within the company due to lack of implementing internal branding and the factors that affect it in a positive matter. This is also discussed by Loken, Ahluwalia and Houston (2010) who state that brand loyalty is the most valued objective for companies to reach, but it is also the toughest one to achieve.

Chong (2007) argues that employees need to be a part of what the company stands for, such as culture and values, trust, embracing and commitment towards the brand, as well as establish a direct communication. This is crucial according to the author to reach the overall objectives of the brand. These aspects are referred to as living the brand, which is a concept created from the findings of Ind (2004) that describes the transformation of “regular” employees to brand-loving internal customers. The transformation of
employees and the implementation of internal branding is something that many organizations want to do but taking action is a harder thing to accomplish according to McLaverty et al. (2007). Even though, Gudmundson and Lundberg (2001) highlight that there has been positive outcomes for various organizations that value the internal branding including shared values, commitment and communication. Although, there is a general need for emphasizing and marking the factors that will affect the brand. Matanda and Ndubisi (2013) stress the fact that it is harder for competitors in the same industry on the market to copy a concept when the internal branding is pervading in the organization and to the employees. It is therefore seen as fundamental according to theories from Burmann and Zeplin (2005) since companies want to strive by implementing an internal brand-loving environment where the employees put an extra effort of reaching both personal and overall objectives. According to Sahlqvist (2007) it is a long way from getting here-to-there and to create a “we-feeling” among the employees.

In conclusion, Conduit and Mavondo (2001) highlight the concept of internal customer orientation in which employees should be seen as internal customers that operate in the work environment known as the internal market. Communication and shared values have to be a part of the employee’s everyday work. Even though, internal communication is increasingly getting more important for organizations according to Mishra, Boynton & Mishra (2014), although the majority of organizations seem to forget the analyzing process that builds the foundation of a successful brand. It is believed by Conduit and Movondo (2001) that the answer of a strong and competitive brand lies within the internal branding process as well as establishing an understanding of which factors actually have an impact on the brand. In order to create a stronger brand by pointing out the factors that have positive impacts would be a competitive advantage for organizations in general according to the authors. Since there is a gap within the competence and execution of internal branding it is seen as vital to create an understanding of what this problem encounters.

1.3 Problem Formulation
Today, there is limited concrete research that emphasizes the factors that affect the implementation of the internal branding concept in order to structure the organizations
identity. Therefore, we want to find and point out these factors. This is executed by using Organization X that operates on two different geographical locations as a case study. We could therefore contribute by investigating these factors among employees and trying to fill both the practical and the theoretical gap that lies within the research that has been previously executed. The contribution of the study may later on generate an insight of the most critical points within the organization.

There is a generally accepted assumption that it is important to have an efficient and strong brand. Still, there is a need and interest among the management’s point of view to start the brand strategy and internal branding implementation inside. Several theories have been discussing the perspective where employees are regarded as internal customers in order to strengthen the brand itself with an internal focal point. Marking the factors that affect the brand on the inside can thus provide benefits which an organization can use as a strategic and differentiating mean towards its external competitors. Therefore, there is a need of identifying these factors and understanding how the organization can proceed with these to build a strong brand. Further on, there is a stronger possibility of seizing the opportunity of transforming employees into brand-loving internal customers which also could encounter a more powerful brand.

1.4 Research Questions

➢ Which factors affect the internal brand implementation?

➢ Which factors regarding the perception of internal branding are shared and differ between two geographical locations within an organization?

1.5 Purpose

The aim of this study is to mark and analyze internal factors within an organization in order to get an understanding of how these can sustain and develop the internal brand. Further the purpose is to describe and analyze the differences in how aspects of internal branding are perceived by two geographical locations.

1.6 Limitations

Since this study aims to carry out a case study of an organization that is placed on two different geographical locations, we have decided to analyze the correlation between
two cities, Kalmar and Växjö, since this is where the sample of the study is located. The focus lies within three units of the organization for the reason to generate a great amount of data. The focus of the study does not have a specific sector since the aim throughout the research is to generalize the results with a multi-dimensional and overarching approach. Since the purpose of this study is to mark the factors that affect the internal brand, the alignment highlights the strategic development rather than a human resources approach and for that reason; the latter is excluded in this study.
Literature Review

In the following literature review chapter, relevant theories such as academical articles and literature about the subject of internal branding are being presented and discussed in order to answer the research questions of this study.

2.1 Business culture and values

2.1.1 Views of business culture and values

Although the implementation of business culture is not seen as something new among practices, Bakka, Fivelsdal and Lindkvist (2006) stress that the concept and term are more unfamiliar in both academic research and among business practices in general. The establishment and focus on business cultures arose according to Armands and Josephson (1995) when the market started to internationalize more than ever before during the 1980’s decade. Due to the intense globalization that took place, more management changed their perspective in how to create a more efficient business where the internal environment came to have a greater focus. Bakka et al. (2006) further imply that though the official focus of the business culture is mostly related to the tangible aspects and objectives of the organization such as the structure, skills and resource maximization it is also strongly associated with anthropological aspects. These consist of factors such as attitudes, preferences, emotional aspects and the unspoken norms that are permeating in the company and among the employees. If the management at the strategic level of the company embraces, portrays and communicates this business cultural aspects in an everyday manner, Drake et al. (2005) imply that it will create a feeling among employees that the company lives by their promises. Armands and Josephson (1995) further support this statements and claim that the extent of embracing from the management has a contagious effect on the overall culture and how it motivates the employees. Therefore, Drake et al. (2005) claim that if an embracing of the values in an authentic matter arises, it will lead to a display of deeper respect and appreciation for the human capital and what the employees stands for and can accomplish. Therefore the embracing of the culture is fundamental in how the units of the business perceive the degree of trust and authenticity towards the overall brand.
Furthermore, Hogg, Carter and Dunn (1998) imply that the business culture definition varies between different schools of practice but is to a greater extent associated with personal beliefs, preferences, established ideologies and the overall values that the company holds. These values form a foundation of a business culture according to the authors mentioned above, which implies that a company is built on emotional aspects and forms a reflection of the holistic culture of the company and its brand. This statement is supported by Ahmed and Rafiq (2003) which insinuates that within businesses it is crucial to identify what kind of behavior are most common among the different units and their employees.

Since organizations are driven by a fundamental cause and purpose, Hogg et al. (1998) claim that a culture can only be implemented and work efficiently if the employees of the company perceive that the spoken norms and values are implemented in the everyday practice in an authentic matter by the overall management. Cultures within businesses are the driving force for the employees and thus functions as a tool of how this group behaves in situations where there are changes which, according to Drake et al. (2005), is managed by the fundamental values, beliefs and history of the brand. Therefore, in order to create a solid business culture, there is a valid importance to implement values and general beliefs into an image among the employees which is lived after in their work on a daily basis. Although, generally there are some obstacles that occurs in more wide-spread organizations, which according to Cateora et al. (2011) are related to the cultural differences between different geographical markets. The authors claim that this aspect of the business development often has an essential nature due to its impact on the overall organization. It is further stated that if there is a lack of competence regarding cultural business barriers, it might cause misunderstandings, internal competition and segregation between the different geographical markets. Thus, it is of great importance to understand the effects the geographic cultures have on general norms, values and everyday behavior and thereafter create an integration of the brand culture that extends over all markets where the business is operating.

2.1.2 Different layers of business culture
Schein (2010) stresses that cultures vary between businesses where in some cases it is more visible in comparison to others and therefore, cultures are built on different levels within the organization. These levels consist of internal artifacts, espoused beliefs and
values and lastly the basic assumptions of the business. Artifacts are associated with tangible aspects that can be found in the business. This could for example encounter what kind of language is being used, what products are being produced and sold, what internal stories that regards the brand or what kind of internal ceremonies are being implemented. Due to the tangible nature of the business culture on this level, it is easily observed when searching for a general behavior. This level within the business culture can be set in relation to the theories of Wheeler (2013) which claims that business cultures are built on different layers, with the first being associated with objective variables regarding what kind of symbols, colors and language are being used in the environment. This aspect supports Scheins (2010) level of artifacts, which can be found in the business culture.

The second level of the business culture model developed by theories from Schein (2010) regards the internal fundamental beliefs and values. These are in comparison to the levels of the artifacts more abstract elements that consist of ideals, goals and how the group in the culture perceives and rationalizes various processes. These aspects of the internal culture are mostly outspoken within the business but can only be reinforced by the overall approach from the social group and how it perceives its authenticity. This is referred to as social validation. In order for these values and norms to be confirmed and accepted, the group embraces and reinforces these factors towards each other. Therefore, if someone in the group does not embrace this culture as much as others, there is a risk there might occur a situation where the person in question could be excluded socially on an informal level. The espoused beliefs and values possess the function of reducing uncertainty in how to approach critical situations and how to observe the business environment through the eyes of the overall brand. As the values continue to exist in the business, they later on prosper with meaning, facilitate higher efficiency among employees and get subconsciously accepted. This level within the business culture is synonymous with the model constructed by Wheeler (2013) that has strong references to what feelings, humor and ambitions are generally occurring within the group of the culture. The author refers to these aspects as the subjective variables of the business culture.

The third layer of Schein’s (2010) model of business cultures is characterized by the underlying assumption, which relates to general various behavior and to see what issues
are taken for granted. Due to the fact that these assumptions are deeply incorporated in the behavior of the social group at all levels and within all units, they are not that easily changeable. Simultaneously, Kronstam (2002) claims that both assumptions and values needs to be developed over time as the company and its external environment go through changes. Schein (2010) further states that these assumptions often functions as the foundation of the culture and focus on how the business reacts to certain situations, what objectives to aim for and what should be focused on in a more general matter. The essence of a business culture lies within these assumptions and is claimed to be crucial to implement and be aware of in order to identify and strategically work with the other levels of the business culture. Therefore, there is an ever going balancing act where there is a constant development of the culture, without it reducing the core of what it stands for and its underlying fundamental assumptions.

2.2 Brand identity

The definition of a brand has been widely discussed throughout time where Kapferer (2012) describes its origin associated with a more tangible aspect. The traditional brand management research implies that a company could differentiate its products and services through an external distinguished symbol or company logo. This view of the brand phenomenon has gradually changed over the decades where Burmann and Zeplin (2005) imply that in order to create an effective and well-known brand on the market it is crucial for a company to offer more than just well-implemented advertising. Today, brands are not as associated with a tangible symbol that represents a business and their products as it was initially. Instead, it is captured by an identity that segment groups on various markets can associate with. This point of view is according to the authors referred as identity-based brand management and is strongly connected to a more psychological field of study. Sartain and Schumann (2006) claim in this discussion that the establishment and enhancement of a brand identity starts on the inside of the organization where there is a need for the brand to have a consistency in being authentic in what it communicates in the relationship with the employees.

While brands have been seen as a more abstract resource and thus often less prioritized among companies, Parment (2008) states that during the last decades it has gotten a more competitive and strategic importance. In today’s business environment it is thus
more generally seen as an effective resource and a mean for differentiation where companies can stand out. In order for this strong differentiation to be created, a brand essence needs to be implemented which is emphasized by theories from Montoya and Vandehey (2002). The latter mentioned authors further state that this essence communicates more than the practical and functional aspect of what companies do. This is supported further by Sartain and Schumann (2006) which argue in their studies that the functional aspect is built when the brand is seen as reliable and trustworthy in what it can offer. The more emotional connection is generated from a deeper level of association to a brand, where it speaks to the feelings of its segment. These are the cornerstones for the brand to create what is called an inspirational attachment between the brand and its segment groups. This inspirational aspect refers to the understanding and awareness of what the brand fundamentally stands for. This is according to the authors crucial to create inside the organization in order to be able to generate a strong brand identity. If done successfully, this could generate a deep and long-going relationship connection between the employees and the brand.

The brand essence and identity are according to studies from Sartain and Schumann (2006) the communication keys to tell consumers what a company stands for, its personality and it also creates a more concrete image that the consumer can relate to and create associations with regarding its preferences, lifestyle and their own reality. This approach goes in line with the theories from Wallström, Karlsson and Salehi-Sangari (2008) who state that the brand has a function of both offering a functional and emotional offer, but with a more concentrated emphasis on the message of delivering something that customers can relate and associate with on a deeper level. Similar to these theories, Burmann and Zeplin (2005) claim that an image is not enough for the brand to create authentic trust and loyalty among internal consumers. Instead this image needs to consist of a well-established identity that captures a more underlying and emotional foundation that is created internally.

2.3 The brand inside
The internal branding is often used as an efficient tool within business in general and is related to the concept of internal marketing according to Bergstrom, Blumenthal and Crothers (2002). Furthermore, the authors state that the creation and development of
brands generally seeks to achieve loyalty among the segment group the company is aiming towards. Although, in order to be able to achieve this objective the loyalty starts from within the organization where there is continuity in what kind of messages and their attached meanings are carried and transferred to the employees in all units. Khan (2009) supports this statement and highlights that brands embraces the function of creating a deeper meaning for people and therefore should be managed with authenticity which generates a feeling of being genuine and relatable. This statement goes beyond the external market perspective and has its initial focal point towards how to make the units and the different employee segments to believe in the brand in a deeper way as seeing the organization more than just an employer. Instead, the internal brand is there to generate a deeply committed work force. Asha and Jyothi (2013) emphasize that the identification with a brand makes employees feel that the company’s accomplishments and mistakes are connected to their own performances and achievements. Additionally, Punjaisri, Evanschitzky and Wilson (2009) claim in their studies that employees who adopt both an emotional commitment and deeper understanding overall shows that the business have implemented an efficient internal branding strategy. Thus it can maintain and develop the brand even further internally and externally.

2.3.1 Internal marketing

Internal marketing is a phenomenon that according to Grönroos (2006) has been an important part of organizations ever since it was first presented in academical terms in the 1970’s. Although, Hogg et al. (1998) stress that marketing literature today has increasingly brought up the subject about internal marketing and embraced a deeper notion regarding the phenomenon. Furthermore, it is generally stated that this increased internal focus is due to the competitive market that dominates today since it is getting increasingly harder to differentiate a business.

There are several definitions being presented as the core of the internal marketing concept. For instance, Joseph (1996) highlights the definition as the activities that improve the internal communications and customer consciousness among the employees within an organization. Ahmed, Rafiq and Saad (2003) also clarify that internal marketing is a multidimensional view of the development of how the employees perceive and embrace the brand. Further on, the objectives of internal
marketing is to create, maintain and enhance the internal relationship between the employees regardless of what position and business unit they are in. A part of this is to create the same type of service engagement that prevails on the outside as on the inside. In research presented by Ahmed et al. (2003), the overall business performance has a positive outcome from implementing internal marketing throughout the organization. A term that is being presented as an important aspect of the internal marketing concept is called the brand supportive behavior by Joseph (1996) who claims that it pushes the development of the organization climate. This is executed by using communication inside the business and makes sure that the employees possess an understanding of the brand which could generate a feeling that they later on love the brand. If that is the case, it is an easier task to make the external customers to love the brand as well. Although, employees does not automatically love the brand. It is something that has to be processed and implemented through motivational factors that create commitment and trust, by for example displaying an authentic and direct communication flow internally throughout the organization.

2.3.2 Internal customer orientation

Customer orientation is being described as an action-taking method where companies, try to satisfy their customers. This was first implemented in high performance companies where Anosike and Eid (2011) claim that the reason was the powerful, economic and social forces that were starting to peak on the business market. In agreement, Wu, Tsai and Fu (2013) clarify that customer orientation is a valuable thing for a company since it also focus on gathering useful information about customers and is also critical to the overall business profitability. Due to this, Hauser, Simester and Wernetfelt (1996) observed that throughout the 1990’s, many companies believed that it was necessary to create the same kind of customer orientation on the inside as well. Further on, Anoiske and Eid (2001) stress that companies increasingly understand the importance of enhancing the brand inside the company. Moreover, Burmann and Zeplin (2005) claim that the employee behavior is an underestimated factor which needs to be taken more care of. In fact, they clarify that all sources of brand identity are due to the employees in a company.
Conduit and Movondo (2001) state that there is no possibility of reaching a corporate brand and a holistic view if there is no basic understanding of the internal relationships. Further on, it is described that internal customer orientation is more essential for companies that have an internal business-to-business marketing strategy and where the employees rarely meet their end-customers.

### 2.4 Embracing the brand

Friman and Ardnt (1983) believe that the holistic view of a company is an extension from the internal information and communication and could also be a synonym to the word teamwork. Further on, it is stated that a holistic view, collaboration and respect of the human capital are the three pillars that builds the foundation of internal communication which is an important aspect of embracing the brand. The term “Living the brand” is well-known within the internal branding area and according to Ind (2004) the employees play the most important part in this common knowledge. Morhart, Herzog and Tomczak (2009) point out that a successful brand is mostly due to the employee performance. Further, the idea of internal branding inside a company, especially among the management level, is to transform the employees into brand ambassadors and brand champions in order to create a wider vision among the employees towards the brand and its meaning. Some qualities being described as attributes of brand champions within businesses are for example credibility, taking initiatives, high involvement and having an understanding of what branding means. The employees thus need to walk the path of becoming brand champions together with inspiring management as a helping hand.

Various authors and among these de Chernatony (2002) discuss how the management and the leadership style is crucial for the transformation from “just regular employees” to brand ambassadors. Management has the task of informing and inspiring every single employee in which also will generate a feeling of togetherness inside the company. Drake et al. (2005) further presents that companies that put human capital as a valued priority are also seen as the leading companies today. Even though, it is not said that it is an easy task doing this in practice. In agreement, Ind (2004) highlights that the transformation of employees into brand champions is a difficult but yet important task. It has further been criticized by Drake et al. (2005) that companies spend a fortune
amount of resources on marketing, advertising and commercials when the focus should also lie within the employees instead since they are the core of the company and the overall brand. Proven results show that it is possible for management to use certain marketing tools to sell the brand to employees in order to develop them into brand-lovers. One of these tools could consist of keeping promises, both as an ongoing information flow but also as a promise to reach a certain goal that the company has. By keeping promises, the employees will develop a certain trust which in turn will lead to a feeling of pride for working for a promise-keeping company.

Two factors that de Chernatony (2002) presents as important to the internal brand are values and the internal communication. Even though, Ind (2004) states how important it is to not only share the company values, but also to have personal values that marks what the employees think is valuable for them to proceed the everyday work. These kinds of values are essential since it is presented as a scale of balance for best result of brand commitment according to de Chernatony (2002). Having employees embracing the brand is a positive result from implementing a strong foundation of internal branding throughout the company, which Drake et al. (2005) describes as a useful competitive element. Although, embracing the brand to its full potential is not common within organizations even though it is not impossible to implement. The question often is where to start and what method to use to implement the internal branding according to Burmann and Zeplin (2005).

Lastly, Living the brand is according to Drake et al. (2005) a vital aspect in the organization since it affect the external market and the end-customers. If the employees do not believe in the brand and breathe the organizational values, it is difficult to sell the brand concept to the end-customers. In order to be able to deliver what the customers need, Ind (2004) presents how the employees need to be committed, “brand believers” and empowered as well as they need to deliver a brand knowledge that is common and implemented throughout the units within the organization. According to Burmann and Zeplin (2005), there are two different outcomes from the term *living the brand*, which are further discussed in the following section.
2.4.1 Brand citizenship behavior
Organizational citizenship behavior is according to Burmann and Zeplin (2005) seen as an individual behavior with no roles of expectation and is not being associated with some sort of rewarding system. The authors further emphasize in their studies that brand citizenship behavior is seen as an outcome of how the employees manage to live and embrace the brand. There are seven dimensions of Brand Citizenship Behavior, presented as follows: Helping behavior, brand consideration, brand enthusiasm, sportsmanship, brand endorsement, self-development and brand advancement. Helping behavior is pushed by positive attitudes and friendships where follow-ups on complaints are one main thing to enhance. Brand Consideration is brand related behavior and reflection of brand affection and brand enthusiasm considers the initiatives taken within the company. To show sportsmanship there has to be a willingness to take risks for the brand, even if they are high. Brand endorsement is being presented as a word-of-mouth method where the brand is being recommended to others. Self-development makes sure that the brand related skills are being updated and the brand advancement is the contribution to adapt the brand identity concept.

2.4.2 Brand trust and commitment
Brand Commitment is according to Burmann and Zeplin (2005) related to the term organizational commitment, which emphasizes the link between employees and the organization. It is also stressed as a well-used term within the internal marketing field. Brand commitment is being clarified as the key factor of Brand citizenship behavior where it is essential among employees to gain trust towards a brand. Trust is generated through experience and observations. Brand commitment is highlighted as a behavioral outcome and the term is also being described as a psychological process where the employees embracing the brand citizenship behavior for reaching higher goals. According to Hur, Ahn and Kim (2011) there has been a great amount of trust and loyalty programs implemented within organizations, but the main focus mostly highlights the functional and economic sense but little on the employee loyalty itself and in a holistic sense. It is also stated that brand commitment together with the growth of the internet has created a better understanding and range on the market that is occurring today. Chiang, Chan, Han and McConville (2013) state that communication through brands often generates an emotional bond in the relationship between the
employee and the organization. Burmann and Zeplin (2005) distinguish the fact that the employees should embrace the brand by showing that extra effort towards reaching both personal and overall company objectives and goals. According to Chiang et al. (2013), a highly committed organization will help the employees to achieve living the brand, which later on will generate a more efficient and well-established organization.

2.5 Internal communication

Communication is described by Heide, Johansson and Simonsson (2012) as something abstract and therefore hard to define with a specific description. The term is often associated with an information flow, although there is more to it than that. Regarding the human communication, there is a question about a process and something that connects people with the help from some kind of tangible object or substance. These assumptions are according to the authors often related to communication and seen as crucial to identify when searching for its characteristic features and are also important when dealing with what Falkheimer and Heide (2014) call the strategic communication. This communication strategy has its focus among businesses internally in order to create means for reaching their overall objectives and goals through various communication tools.

It is generally accepted among organizations to use communication as a fundamental tool regarding the external communication with the end-customer according to Ahmed and Rafiq (2003). Although in order to create an efficient and more competitive business, the external communication messages must reflect the organization inside towards the internal customer, i.e. the employee. Falkheimer and Heide (2014) points out that although internal communication is essential, it gets in a majority of cases neglected and is perceived as a secondary matter to attend in comparison to the external communication aspect. Since external messages are easier to assess in a question of investments, returns and profitability, the external communication strategies therefore possesses a higher status among organizations in general. Although, in theories from Bartels, Pruyn, De Jong and Joustra (2006) it is emphasized that an efficient organization originates from a climate of well-established internal communication. This climate is based on how the employees experience the relationship- and information quality is embraced and carried through internally in the organization. Ahmed and Rafiq
(2003) further stress that the organization in question needs to show an appreciative approach towards the different segments of employees and thereafter be able to customize the communication the different needs that the segments hold. If the communication therefore is of a general nature, it will be perceived as diffuse and dishonest since employees in general cannot relate to the message on a personal level.

2.5.1 Implementation of internal communication

Theories that cover the area of the fundamental reasons of implementing internal communication has been presented by Erikson (2011) which claims that in order to produce a more efficient business, an internal communication is thus of a crucial nature. Therefore, if there is a well-established communication within the business it will to a large extent generate a way for the employees to get a holistic overview of how they can contribute to the improvement of the brand on an everyday basis. In addition, the positive communication approach will also lead to a shared image of the business objectives and increased competence among all units. It could further create commitment due to an open conversation and information flow, reduction of the employee turnover and later might produce increasing numbers in the business profitability. These factors are supported by Falkheimer and Heide’s (2014) theories that highlight the three cornerstones of internal communications that are reliant on each other at the same time as they has to be identified separately. These consist of the hierarchical communication, mass media communication and informal communication.

Falkheimer and Heide (2014) point out that the hierarchical communication embraces influences from the traditional industrial theories from Henri Fayol where the communication flow should go up and down the hierarchical latter of the business in order to create an efficient communication. Since this approach is more related to centralized organizations, the communication is mostly directed from the higher level of management, rather than the other way around. A crucial aspect within this more strict communication is to develop leaders that possess communicative qualities. These leaders might later carry out the information needed to the employees and also to become a natural source of information and competence when it is needed for the employees. The mass media communication is associated with internal platforms that facilitates a more flexible information flow through e-mail, intranet and through
interactive meetings. This aspect of internal communication is now to a large extent used by using technology platforms, which was developed during the end of the 20th century. By using mass media communication it can develop a more transparent organization with more informal communication, which can create a feeling among co-workers that it is easier to express opinions in an efficient and fast going way. Although, the aspect that is the most common and crucial regarding internal communication is the informal communication. Due to the formal nature of the hierarchical aspect mentioned earlier, the informal communication has a complementary function and produces a deeper meaning for the parties involved. This communication often takes place in locations such as in the corridors, lunchroom or over the coffee machine. Thus, this includes networks that are being formed in situations that cannot be controlled by management and is often not profiled as an important matter. But in reality, this is where the learning of the organization is created and where the employees adopt a common competence regarding the overall brand and its multifaceted nature.

2.6 Literature review summary
The literature review started off with a broader approach which described the general terms that the study aimed to examine further. The study thereafter focused on various theories which stretched over time in order to demonstrate a deeper understanding of the relevant subject and how the chosen theoretical terms and phenomenon have been developed academically. Therefore, both more updated theories were put in relation to theories with a well-established nature and reputation in the chosen field of the study.

The following research model was created based on three components where each consisted of different dimensions of factors affecting the internal branding. With the research model, there were three hypotheses developed connected to the issue. Two additional hypotheses were also developed with support from the literature review where the aim was to observe the potential differences between groups and how they perceived various aspects of the internal branding within an organization.

2.6.1 Research model
Based upon the previous chapter regarding various academic aspects of internal branding management, a research model was developed in order to illustrate the relation between which factors affect the internal branding development.
The different terms and dimensions within internal branding that was scrutinized in the theoretical framework culminated into three different factors that the researchers used as a point of departure. The additional two hypotheses ($H_1$, $H_2$) were not included in the research model since they aimed of answering another dimension of the internal branding, which concerned the perception of the internal brand among different groups in the sample set. When structuring the theoretical framework and the research model, certain aspects were excluded due to irrelevance to the study. These consisted of terms such as leadership which could have generated a human resource perspective, which was from the initial part of the process an aspect that the researchers wanted to avoid. In conclusion, with these aspects in mind the following research model was developed:

![Research Model Diagram](image)

*Model 1: Research Model (Axelsson and Åkesson, 2014)*

### 2.6.2 Hypotheses

From the research model and in relation to the research questions, five hypotheses were developed based upon relevant theories within the internal branding subject. These are presented in the following sections.
Since the brand commitment generates an increased trust according to Burmann and Zeplin (2005), which is considered crucial for an organization but could also differ between units, the following hypothesis $H_1$ was developed:

- **$H_1$** There is a significant difference between the internal organizational units in how they are committed to the brand

Regarding the geographical differences within an organization, Cateora et al. (2011) claim that if the organizational culture is permeated throughout the organization, there is an increased possibility of avoiding obstacles such as internal segregation and competition. Thus, the second hypothesis $H_2$ was created:

- **$H_2$** The geographic location of work does not have an impact on how the organizational culture is perceived

The third hypothesis $H_3$ was based upon research from Ahmed et al. (2003) which stress the fundamental importance of internal marketing and its effects on the internal branding:

- **$H_3$** Internal marketing within the organization has a positive effect on the internal branding

Culture and values within organizations are described by authors such as Drake et al. (2005) as a crucial mean for generating an authentic and efficient internal brand. With these theories in consideration, the fourth hypothesis $H_4$ was developed:

- **$H_4$** Increased organizational culture and values has a positive effect on the internal branding within the organization

If the internal communication is well-established, it could generate a positive effect on the organizational efficiency and thus a stronger brand according to Bartels et al. (2006). Due to this, the fifth and last hypothesis $H_5$ was established:

- **$H_5$** If the internal communication is increased; it will generate a positive impact on the internal branding
Method

In this chapter, the methods of the thesis will be presented and discussed. The different parts of the method chapter highlights the research approach, primary- and secondary data, analysis of the data, reliability, validity and operationalization. The process for making this thesis will also be discussed.

3.1 Research method

3.1.1 Qualitative and quantitative approach

There are in general two separate research methods to apply when going through with a research study according to Bryman (2012). These two methods are the qualitative and quantitative research approaches. The qualitative approach is used in research when the focus of the study accentuates the weight of words and interpretation of these, rather than relying on statistical numbers which is associated with use of the quantitative approach. This study had a limited qualitative nature and was restricted to the discussion chapter where more subjective aspects were emphasized. Although, since this study had a quantitative approach to a larger extent, this is also the method which is explained profoundly in the following paragraph.

When taking on a quantitative research approach in a study, Kumar (2014) highlights that the materials being used, what kind of design the research should have, what sample should be included or how potential questions should be formed are in majority of cases determined in advance. Bryman and Bell (2011) present a similar description of the quantitative research approach, where they claim that researchers focus on the quantification of the collected data from the study and where the purpose of the research lies upon having various theories tested. Simply put by Trost (2010), when research is based on and has connections to numeric results, the study in question takes on a quantitative approach. According to the author, this generates a higher trust in general towards these kinds of studies, in comparison to the qualitative research which is based on a more subjective interpretation. The studies from Krishnaswamy and Satyaprasad (2010) assert that the results generated from studies within the quantitative approach are based on the correlation between different factors and phenomenon’s that can be presented and described through statistic data and analysis. This study had a focal point
towards the quantitative research approach by generating hypotheses where we analyzed the relevant factors that affected the internal brand of Organization X in two different cities. These initial hypotheses, based on academic theories were thus tested in practice through surveys, where the collected data later on was analyzed and presented through statistic and numeric results. The choice of research approach was due to the possibility of presenting concrete factors inside organizations that affect the brand in a positive matter, which is interesting from both a strategic management and academic perspective.

3.1.2 Deductive research

The process of using a deductive approach in research has according to Bryman (2012) its point of departure from recently claimed theories where the researcher at an early stage creates hypotheses based on the theoretical framework. After the hypotheses have been formulated, the terms and concepts that are being examined are operationalized in order to carry out the data collection in practice. When the data later has been collected, the findings that the study generated are put in relation with the hypotheses. Depending on the result, the researcher can then either confirm or reject the hypotheses. In the final stage the results of the study are revised and compared to the related theories in the subject where final conclusions can arise for the study. Turning to Davies (2007) who points out that it is essential for studies with a deductive approach to have a well-established theoretical focal point. If this is executed in the beginning of the study it could create a solid foundation for the data collection instrument that test the assumptions made from the theoretical framework. Creswell (2014) points out in the discussion of deductive research that rather than continuing and developing a theory such as in the inductive approach, the purpose is to create a theory that can be scientifically approved or rejected. In contrast to the deductive approach, Bryman and Bell (2012) state that during the other inductive research approach the creation of a theory is what is generated in the final stage of the study. Therefore, by using observations of the social world, researcher can draw general conclusions.

This study first started off by creating an understanding of the problem by using previous research in literature and academical journals. When the relevant research and topics thereafter had been collected and analyzed, we created hypotheses based upon the
theoretical framework which was presented in the second chapter of this study. These hypotheses were revised throughout the study and put in relation to the results from the data collection where they could be rejected or revised. Thus, the research has a strong association with the deductive approach which stated in the previous paragraph, is often used when implementing a quantitative research study.

3.2 Research design

Yin (2014) describes research design as “getting from here to there” when on the other hand, Churchill and Iacobucci (2005) claim that research design rather refers to the framework for an overall study. In agreement, Kumar (2014) states that the research design could be seen as a map in which has to be followed during the research to be able to find answers to the research question. Further, there are two different kinds of functions that work as the core of the research design. One of the main focuses is to identify and/or develop the procedures as well as improvement. The second function has the purpose of quality within these procedures to state the validity, objectivity and accuracy of the study.

Three different types of research design are being described by several theories. These types are exploratory design, descriptive design and causal research design. Yin (2014) describes that the purpose of exploratory design as a mean to identify the research question in comparison with Churchill and Iacobucci (2005) and Kumar (2014) that state that the exploratory design is when a new area is being investigated and the reaction of respondents are being measured. Exploratory research design if often used in a qualitative research. Descriptive research according to Churchill and Iacobucci (2005) refers to the consideration of determining the frequency of when something happens in the relation between two variables in addition to casual research, which stress the cause-and-effect relationship through experiments within a research.

This study had the focus of a descriptive and causal research design for the reason that it investigated which factors that affect the internal brand. As being highlighted by Churchill and Iacobucci (2005), descriptive research design measures the frequency of something when it occurs in the relationship to other variables. Causal research design was another focus of this study since the aim of the hypothesis was to observe how one
variable affects the other one. Kumar (2014) describes causal research design as something often used in a quantitative research since it focuses on the cause-effect relationship.

3.3 Data sources

3.3.1 Primary and secondary data

When gathering the necessary data for implementing a research, Olsson and Sörensen (2011) present the two different kinds of data that can be collected, which is the primary and secondary data. The primary data includes the information that is collected by researchers and concludes of theories that are the first in their field to get published. The authors present the secondary data as information that has already been published by other authors through literature or scientific articles. Although, Graziano and Raulin (2013) claim that the latter could both be a primary and secondary data source.

The primary data in our study consisted of data collected from surveys which were distributed throughout three units of Organization X. The survey was sent out by electronic means and in person to employees within the units. The questions of the data collection instrument highlighted various aspects of the internal branding phenomenon. Here, the employees could demonstrate their own perception of what factors are crucial for maintaining and developing internal branding within an organization.

The secondary data of the study was collected through literature from the university library and various databases of Linnaeus University. The theories from the literature and academical journals had an age span of approximately thirty years to demonstrate developments in the field and also to develop a deeper and holistic understanding of the theoretical problem of the study. In order to also generate a more practice-related aspect for the study the remaining secondary data consisted of electronic sources such as articles concerning the subject of the study. The secondary data played an essential role in the creation of the theoretical framework, since it formed the guidelines and foundation of revising the data, generating the theoretical topics of the study and creating hypotheses.
3.4 Research strategy
Research strategy is presented by Saunders, Lewis and Thornhill (2012) as a plan or a method where the research question is being answered. There are, according to Yin (2014) five different strategies for doing research. These five strategies are experiment, survey, archival analysis, history and case study. Each strategy is being used depending on the research question and the research method that is presented for the study.

Since this study had a quantitative research approach with focus on one organization, this study carried out both a survey and a case study. Both of these strategies are a typical form of a quantitative research strategy. Survey research strategy often refers according to Saunders et al. (2012) a deductive research approach and the typical research questions within this strategy starts with what, who or where and is also associated with descriptive statistics for most of times.

3.5 Data collection technique
In this study we chose to implement a case study, which Patel and Davidson (2011) refers to as a more concentrated study with a smaller and more defined sample group. The definition of a case could differ from including a smaller group of individuals, some kind of phenomenon and also cooperation. In order for a case study to be the most efficient and generate the most valuable results, it is appropriate according to the authors to generate an appropriate amount of data which can be generalized towards the chosen population of the study. In our study, we implemented a quantitative survey that was distributed to the employees throughout three units of Organization X by using both electronic means and by distributing these in person.

3.5.1 Survey research
By using a survey as an instrument for collecting data in research, Bryman and Bell (2005) claim that the respondents of the study fill out and answer questions or statements, which are implemented by the researcher in advance. This method differs from using interviews mostly by the fact that the researcher is not present when the data collection is carried out to the chosen sample or respondents of the survey. Due to this, the survey is required to be easily understood regarding the specific purpose and what is asked of the respondent. On the contrary, the advantages of not having the researcher
present at the time of the implementation of the survey, is that it does not generate any effects on how the respondents answer the survey. This is known as the interviewer effect, which means that factors such as ethnicity, sexual orientation and so on could affect what answers are collected and also the end-result of the overall study. When using a survey to collect research data, Davies (2007) emphasize the fact that surveys often serves a specific purpose. This is due to the fact that there often a pre-determined theory or assumption that the researcher wants to examine further throughout the study. Moreover, Creswell (2009) describes that when collecting various attitudes, norms or values in numeric results a survey is an appropriate method to collect the wanted data with.

Studies from Patel and Davidson (2011) show that when examining and measuring the attitudes of respondents, it is appropriate to develop a scale that can measure this aspect. The most common instrument while measuring variables that affects attitudes is the Likert-scale, which was also created for this study. In the scale, there are various statements that the respondents either can disagree or agree with on a scale between one to five, but can also be of a wider range between one to seven. The lowest number of the scale often represents that the respondent strongly disagree and therefore the highest number means that the statement is something the respondent fully agrees with. Questionnaires with scales often have according to Churchill and Iacobucci (2005) a presenting text of the different types of label such as a scale between one to seven that was used to measure the questions that we developed for this study. The one to seven scale was developed in order to generate more precise results in how the respondents perceived various aspects of the internal branding.

The survey of this study was carried out to the employees by visiting each of the respondents in their personal offices. Although, the collection method resulted in a low response rate due to that a large number of the employees were not present. Therefore, the remaining respondents were contacted through personal e-mails, where they could execute the survey electronically. The mailed survey had an advantage of reaching more people in the sample than when using any other type of questionnaire, which is highlighted by Guy (1987). Nevertheless, the authors claim that it can be hard to maximize the response rate since there is a risk in general of low percentage of answers from respondents. Although, since the sample of this study consisted of a higher number
of participants, the response frequency would still be representative in relation to the examined population when generalizing the results. Further on, the survey consisted of 16 statements used as interval variables, which highlighted the factors that were the main focus of this study such as values, organizational culture, identification and branding. The survey also consisted of six nominal questions that were categorized.

3.6 Data collection instrument

3.6.1 Operationalization and measurement of variables

The different concepts that the study had its focus on needed to be decomposed in order for the different methods to be carried out. This process is according to Johannessen, Tufte and Johansson (2003) called operationalization and indicates the work of taking concepts and making them measurable in the study. The operationalization is executed by going from a general and academic nature into a more broken down and concrete understanding of what is going to be measured and analyzed. Eliasson (2013) states that the operationalization is characterized by putting the theoretical aspect of the study into the problem formulation, where they are to be defined and decomposed in a fundamentally concrete matter. The author also claims that a crucial aspect of the operationalization is to make these concepts and terms measurable in order to make them complementary and to support the objectives of the overall study. The definitions need to be decomposed in a matter for the reader to get an understanding of the definitions in an easy way. Furthermore, Johannessen et al. (2003) emphasize that the operationalization of concepts and variables has a starting point from a specific theory where it is up to the researcher to seek and classify this specific term or theory into a more categorized nature.

Since the examined terms were of a more subjective and academical nature such as brands, brand culture, values and so on, they needed to be composed in order for the sample to understand exactly what the study aimed to examine. The terms were broken down and translated into concrete questions which highlighted various aspects of the internal branding implementation. This was executed in order to ensure that the subjective aspect of the study was excluded and that the respondents got an understanding of what was being asked from them. Thus, the terms could be broken
down into measurable factors and serve as a mean to answer the overall research questions of the study.

### 3.6.2 Operationalization model

The operationalization model was developed in order for the viewer to get a holistic view of how the different terms was operationalized when the study was carried out to the respondents. The model highlights the most relevant terms which all are included in the research model and hypotheses in order to answer the research question and purpose of the study. Some of the statements from the survey, which is shown in Appendix 1, were also included in the conceptual model.

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
<th>Survey definitions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Culture</td>
<td>Attitudes, preferences, emotional aspects and unspoken norms that are permeated within the company and among employees. (Bakka, Fivelsdahl and Lindkvist, 2006).</td>
<td>The corporate culture within Organization X is well known among all employees.</td>
</tr>
<tr>
<td></td>
<td>A strong corporate culture is important for the motivation at my work.</td>
<td></td>
</tr>
<tr>
<td>Values</td>
<td>Fundamental foundation of a business culture with personal beliefs and established ideologies that the company lives after (Hogg, Carter and Dunn 1998).</td>
<td>Organizational values in general are important for me to perform a better work.</td>
</tr>
<tr>
<td></td>
<td>The organization lives up to its overall values.</td>
<td></td>
</tr>
<tr>
<td>Internal Branding</td>
<td>Seeks to generate a deeper meaning among employees towards the brand (Khan, 2009).</td>
<td>The more knowledge that I have about Organization X as a brand the bigger are the chances that I will do a good job.</td>
</tr>
<tr>
<td>Trust</td>
<td>Generated through observation and experience to achieve loyalty (Buurman and Zapkin, 2005).</td>
<td>The promises that Organization X gives the end-customers are also applied to me as an employee.</td>
</tr>
<tr>
<td>Commitment</td>
<td>Psychological embrace of the relationship between employees and company to reaching professional objectives (Chiang, Chan, Han and McCombs, 2015)</td>
<td>I feel that I am committed to the development of Organization X.</td>
</tr>
<tr>
<td>Internal</td>
<td>An information flow within the business with direct and customized substance towards the internal business segments (Ahmed and Rafiq, 2003).</td>
<td>I feel that I have an important role at Organization X due to the communication between the different hierarchical levels.</td>
</tr>
<tr>
<td>Communication</td>
<td></td>
<td>The information given to me within the organization is important to me.</td>
</tr>
</tbody>
</table>

*Model 2: Operationalizational model (Axelsson and Åkesson, 2014)*
3.6.3 Pre-testing

Kumar (2014) states the importance of executing a pre-study before carrying out questionnaires or having interviews that are used for the data collection. A pre-test is of importance according to Churchill and Iacobucci (2005) for the reason that it is possible to remove questions that seem redundant and which also could remove the focus of the study. Bryman and Bell (2011) indicate in their studies how important it is to see how well the questions operate with the study. It is also seen as an opportunity for the researchers to discover potential weaknesses that can be restructured before going through with the actual data collection. For instance, there could be questions that need to be operationalized.

A pre-test was executed for the survey before it was carried out to the sample within the case organization. The pilot study consisted of twelve respondents that was informed of the purpose of the study and how it was about to be processed. In the instructions the respondents were asked to examine what potential mistakes, weaknesses or flaws in the structure the survey possessed and thereafter demonstrate these. Due to the pilot study, the survey could be revised in order to enhance its level of quality and professionalism before it was carried out.

3.7 Sampling

3.7.1 Sample frame

It is not often a possibility to be able to observe an entire population in research according to a plethora of theories, which among these are represented by Graziano and Raulin (2013). These researchers state that these populations usually are represented by a larger number of individuals. Therefore, researchers use samples of populations in order to be able to collect the necessary data for their studies. When implementing a study in the research field, Davies (2007) emphasizes that there is a crucial aspect of choosing a sample, which represents the overall population of the study. In order to be able to define the sample of the study, Bryman and Bell (2005) state that the population must first in an initial state of the study, be identified. When the data from the study has been collected, it is necessary that the results from the sample can be generalized in relation to the population. This is being further stressed by Eliasson (2013) which argues that when the researcher creates the sample frame for the study, it is essential
that it is thought through and designed for it to generate results that could be representative for the overall population.

In this study, the sample was represented by the employees of Organization X within three different units, where the sample consisted of 95 respondents out of approximately 400 employees. This sample was chosen due to its larger size, in order for the study to easily create generalized results. Another advantage of choosing various units within the organization was that the collected data from the sample could generate the possibility of an appropriate analysis in order to answer the research questions and purpose of the study. The overall response rate represented 23.5% of the overall sample which could be seen as a low rate. Although, out of the 400 employees we were able to reach approximately 150 respondents. Thus, in relation to the latter number of respondents, the response rate could represent 63.3%. The remaining sample could not be reached due to various circumstances such as absence from the offices and no response electronically. In conclusion, we were able to captured an appropriate amount of respondents to execute the required analyzes for answering the research question and purpose of the study.

### 3.8 Data analysis method

#### 3.8.1 Descriptive statistics

Guy (1987) highlights the fact that statistics is often being used for analyzing quantitative research. In agreement with this statement, Patel and Davidsson (2011) describe statistics as a science where quantitative data is being wrought. The two kinds of statistics mentioned by the authors are the descriptive statistics and hypothesis-testing statistics. Descriptive statistics refers to the use of numbers in order to describe data and the hypothesis-testing approach to test and investigate the statistic hypothesis. Quinlan (2011) describes in short that the descriptive statistics as a way of summarizing statistics. Since we used nominal variables to find out gender, age, unit, work position and period of employment, we had to transform the information sampled into numeric variables using descriptive data. Bordens and Abbott (2008) claim that descriptive statistics gives the opportunity to be able to answer the research questions but also helps to find hidden information that could give the study a more emphasized focus. We used the descriptive statistics in order to present a holistic image of the collected data. This
filled the function as a mean where we wanted to give attention to certain observations that was found interesting for the result of the study.

In the table below, the overall descriptive data is presented in order to get a holistic overview of the collected data from the sample set. The data is presented in frequency and the percentage between the different groups of the sample, which all were categorized. From the results of the descriptive data, it was shown that a majority of the respondents had been working for the organization for seven years or more, which we interpreted as a positive indicator that there is an overarching satisfaction among the employees in their positions within the organization.

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Gender</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>61</td>
<td>62.4</td>
</tr>
<tr>
<td>Female</td>
<td>34</td>
<td>35.8</td>
</tr>
<tr>
<td><strong>Age</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>20-30 years</td>
<td>9</td>
<td>9.5</td>
</tr>
<tr>
<td>31-40 years</td>
<td>32</td>
<td>33.7</td>
</tr>
<tr>
<td>41-50 years</td>
<td>27</td>
<td>28.4</td>
</tr>
<tr>
<td>51-60 years</td>
<td>18</td>
<td>18.9</td>
</tr>
<tr>
<td>61-70 years</td>
<td>9</td>
<td>9.5</td>
</tr>
<tr>
<td><strong>City</strong></td>
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<td></td>
</tr>
<tr>
<td>Kalmar</td>
<td>45</td>
<td>47.5</td>
</tr>
<tr>
<td>Växjö</td>
<td>50</td>
<td>52.6</td>
</tr>
<tr>
<td><strong>Unit</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unit 1</td>
<td>57</td>
<td>60</td>
</tr>
<tr>
<td>Unit 2</td>
<td>18</td>
<td>18.9</td>
</tr>
<tr>
<td>Unit 3</td>
<td>20</td>
<td>21.1</td>
</tr>
<tr>
<td><strong>Position</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Position 1</td>
<td>48</td>
<td>50.5</td>
</tr>
<tr>
<td>Position 2</td>
<td>34</td>
<td>35.8</td>
</tr>
<tr>
<td>Position 3</td>
<td>4</td>
<td>4.2</td>
</tr>
<tr>
<td>Position 4</td>
<td>9</td>
<td>9.5</td>
</tr>
<tr>
<td>*<em>POE</em></td>
<td></td>
<td></td>
</tr>
<tr>
<td>0-3 years</td>
<td>27</td>
<td>28.4</td>
</tr>
<tr>
<td>3-7 years</td>
<td>28</td>
<td>29.5</td>
</tr>
<tr>
<td>7 years or more</td>
<td>40</td>
<td>42.1</td>
</tr>
</tbody>
</table>

* Period of Employment

Table 1: Descriptive statistics
(Axelsson and Åkesson, 2014)
3.8.2 One-way ANOVA analysis

Robson (2011) describes one-way ANOVA analysis as a well-known and often used method for observing the relationship between two means taken from two different groups or samples that are investigating the same phenomenon. Further on, Saunders et al. (2012) claim that the ANOVA analysis measures the spread of the collected data where the \textit{p value} measures the significance of the variables. The significance value should be 0,05 or below and will further on be presented as p<0,05.

The one-way ANOVA analysis was executed in this study in order to answer the research question regarding the differences between groups located on different geographic locations, how they perceive internal branding and its different dimensions. By creating an ANOVA analysis, there was a possibility of answering two of the developed hypotheses where they could either be accepted or rejected in the data analysis chapter.

3.8.3 Factor analysis

Factor analysis is a statistical method described by Zikmund, Babin, Carr and Griffin (2010) as a way of identifying factors where the different variables are measured. This is executed by reducing data from having a large set of variables into observing which of these create underlying factors for what the study aims of examining. Further, the authors describe how there is no need for separating the independent and dependent variables when doing a factor analysis.

The factor analysis is according to Zikmund et al. (2010) divided into two different groups presented as exploratory and confirmatory factor analysis. The difference between these two groups is that the researcher does not know how many factors that may exist within each variable in the exploratory factor analysis. Although, the exploratory factor analysis is based on underlying factors of the variables according to Brace, Kemp and Sneglar (2012). Thus, Zikmund et al. (2010) claims that in the confirmatory factor analysis, the researcher already have a strong theoretical factor before the analysis is made and therefore this method is not necessary in this study. Exploratory factor analysis was used in this study since the researchers of this study were uncertain of which factors that existed within internal branding in the analysis.
When doing a factor analysis, Zikmund et al. (2010) state that the researcher has to analyze what is called factor loadings. Factor loadings refer according to the authors to how strong each component is according to a relationship with the created factor. Although, in the results from a factor analysis, the factor loadings could be cross loaded, which means that a component could have loadings on multiple factors. If this occurs, the variable in question could disturb the results and are therefore often excluded for further analysis. Since the exploratory factor analysis was used in this study, factor loadings were necessary to analyze due to the reason that the method is dependent on the loadings among the components. Other crucial measures are the Kaiser-Meyer-Olkin value and Barlett’s Test value which are indications of the overall variance in the dataset and how significant the data is. Thus, these values show the suitability of the data in the study. Regarding the factor loadings, there were seven cross loadings that occurred on our pre-test for the factor analysis, where we thereafter excluded the variables where these cross loadings arose. Thus, nine variables were left for further analysis.

Throughout the execution of a factor analysis it is a need of knowing how to analyze what is called the Eigenvalue, which according to Brace et al. (2012) refer to the variation of the factor and how strong the factor is loaded. The higher Eigenvalue the better, although it should be above 1,0 according to the authors. The Eigenvalue is crucial for the factor rotation since it sort out the factors that do not have a value of 1 or above. The developed factors in a factor analysis also present the total variance explained, which show how much information of the total data set the factors cover. As a rule of thumb, the variance explained for the relevant factors should exceed a value of 60%. For this study, factor rotation was used as a method for transforming the data into more simple results. The results was developed through a method called Varimax, which is also according to Zikmund et al. (2010) the most common used method when doing a factor analysis. We executed a factor analysis in order to reduce the data from the survey and its components to find a set of underlying factors that affect internal branding. In the analysis, we used the relevant approaches and techniques so that the data could generate the most correct and solid results.
3.8.4 Correlation analysis

When doing a correlation analysis, Zikmund et al. (2010) describe how the relationship between two variables are measured to state how strongly the connection is between them. The relationship between two numerical variables is called a bivariate relationship according to Sweet and Grace-Martin (2003) and it is the method used in this study. The measures of a bivariate correlation are described as a correlation coefficients or a covariance by Robson (2011) where the coefficients gives an aim of the direction between the two variables that are being compared. According to Bordens and Abbott (2008), correlation analysis assesses a category called non-experimental research. The main focus is to determine the relationship that occurs between the variables as well as how strong the relationship is.

When the correlation test was implemented in this study, the statements of the survey were the main focus. The statements were put in relationship with each other which in a later stage resulted in values that the researchers of this study had to interpret. According to Sweet and Grace-Martin (2003), the correlation coefficient should be as close as possible to the value of +1 or -1. A positive correlation indicates that both of the variables are increasing while a negative correlation indicates that if one variable is increasing, the other one is decreasing. A method called the Pearson correlation was used to indicate the linear relationship between two variables.

3.8.5 Regression analysis

Saunders et al. (2012) describes the regression coefficient as an indicator of the cause-and-effect relationship of the dependent and independent variables. The dependent variable is referred to $r^2$ (R square) when it is put in relation to the independent variable where it measures the variation in the dependent variable that could be explained by the independent variable. Bordens and Abbott (2008) claim that there are several kinds of regression analysis, for example simple regression analysis, hierarchal regression analysis and stepwise analysis.

This study had a simple linear regression analysis which Christensen (2010) present as a type of analysis where the covariance of one independent variable and one dependent variable are put in relation. The simple linear regression analysis was used in this study.
due to the results from the factor and correlation analysis. Sweet and Grace-Martin (2003) present the linear regression as a model with the line that indicates the strongest relationship between two variables. The linear regression could be both positive and negative, which indicates the direction of the relationship being measured. The focus of the regression analysis in this study was the R Square value ($r^2$) and the Beta value ($\beta$). The latter is described by Brace et al. (2012) as an indicator of the standardized regression coefficient and can be used to simplify the interpretation of the regression analysis. $r^2$ was used in order to confirm the correlation between the variables. The significance value is also of importance in regression analysis which show if the results are significant or not.

3.9 Quality criteria

In order to obtain a high standard in a research study it is essential to know the difference and to develop the reliability and validity of the study. Though these two criteria’s might seem similar in what they contribute to the quality of the study, they fill separate functions. These are presented and discussed further in the following sections.

3.9.1 Validity

The validity in research is according to Bryman and Bell (2005) divided into three different types that can be employed in studies of quantitative research. These are represented by various aspects in order to increase the possibility of measuring what the study actually aims to measure through its research methods.

According to Kumar (2014), the face and content validity approach is the easiest to implement for a researcher, since it is related to the logical relation between the questions or subjects of the instrument and the overall aim of the study. For this to be as efficient and well-established as possible, Bryman and Bell (2011) claim that the researcher can take use of panels or people that holds an expertise within the area. Although, this type of validity is based on a more subjective logic and therefore the perception of how the face and content validity should be formulated differs between the ones that are involved in the development of the validity structure. According to Saunders et al. (2012) the content validity regards how the instrument for measuring the collected data actually covers the subject and the questions that are supposed to be answered.
For this particular study the face and content validity was reached by having a continuous correspondence with a prominent researcher within the field of quantitative research Mikael Hilmersson, Senior Lecturer at the Marketing Department of Linnaeus School of Business and Economics in Kalmar. In order to reduce errors in the research instrument the questionnaire was assessed by Hilmersson and thus revised before it was sent out to the study sample. The study also had coverage of the subject due to the extensive review of previous literature, which generated a valid measurement with overarching questions.

For the quality of the research instrument to achieve a certain level, Kumar (2014) portrays in his studies that the use of construct validity is crucial, which is related to a statistic process. Guy (1987) refers to what he calls the construct validity as an external validity and describes it as the validity that affects the entire research. Saunders et al. (2012) show in their studies that construct validity is a crucial aspect in the study since it concerns if the questions in a questionnaire is constructed in matter that captures and measures what it is attended to measure. This is often related to aspects which regards attitude scales and so on. In this study, we used a Likert-scale with an interval between one to seven to observe and analyze the attitudes and perception among the respondents. The validity increased due to the higher range of options for the respondents to choose and where the questions were operationalized in a matter that the study could be generalized and thus were able to capture what we initially wanted to measure.

3.9.2 Reliability

Reliability concerns the fact of replication and consistency, meaning that the study should get the exact same result if another researcher using the same kind of method to find an answer for the research question. This is in agreement with Churchill and Iacobucci (2005) who clarify that reliability evaluates the similarity and consistency. In quantitative research, Patel and Davidsson (2011) state that reliability measures the reliance of random errors and since the measurement is the main focus, reliability is often crucial when doing quantitative research. Therefore, a research that is fully reliable does not have any random errors and to reach high validity, reliability is necessary.
There are several techniques to use for establishing reliability. Guy (1987) discusses the most frequent ones, which are Test-Retest Reliability, Split-Half Reliability and Internal Consistency: Cronbach’s Alpha (α). Test-Retest Reliability refers to the repeated measurement and how the reliability is considered high if there is just a little difference in comparison. Split-Half Reliability assesses a divided category of responses. Each half is being compared with each other and is supposed to measure the reliability. Using Internal Consistency: Cronbach’s Alpha (α), a questionnaire is being tested for internal consistency. This is being done by comparing the variation of the single items in comparison to the whole set of questions. Cronbach’s Alpha (α) is described by Saunders et al. (2012) as the most common used measurement, and is also used in this study as a measurement of reliability since the study aims to analyze the responses from a survey with a Likert scale. The content of Cronbach’s Alpha (α) is a coefficient that has a value between 0 and 1. Further on, it is described that if the coefficient is 0,7 or above, the measure is seen as reliable and this value is regarded as the rule of thumb when measuring the internal reliability. Although, Lance, Butts and Michels (2006) describe how a value of low reliability could still be relevant for this study since they presented in their study an index where 20% of studies between 2000-2004 used a value below the reliability limit of 0,7.

3.10 The knowledge process
Through discussions about marketing inside an organization in an early stage of our third year at the university, we concluded the fact that there was limited research about how organizations succeed on the inside of the organization. Since these three years at the Linnaeus School of Business and Economics has primarily focused on theories about the external consumer market, there was an interest of investigating how organizations operate internally and which factors that affect the internal branding.

At first, there was a need for making sure that the problem we had discussed was relevant as well as it had a strong connection to a practical issue among organizations. Therefore, we discussed our thoughts with professors and lecturers at the Linnaeus University to get a deeper understanding of the problem and if it was a relevant subject for a thesis project. After investigating and setting a focus on the internal branding management, there was a need to choose research method. We wanted to exclude a
qualitative research approach since it did not go in line with the research question and purpose of the study. Thus, we wanted to focus on the results that a quantitative method approach could generate. A deductive research approach was executed since the initial focus of answering the research had a deep theoretical basis and starting point. The issue of investigating the factors that could affect the internal branding emerged after reading through journals and literature that had a focus where there was a lack of implementing an inspiring work environment including shared values and a thorough organizational culture. In this stage, the research question also took its form since there was an uncertainty of which factors that could affect the internal brand and could be of great interest to investigate. Paralleled with this, the five hypotheses regarding the subject of internal branding were created.

Since it was considered to be interesting of getting a practical result from this kind of research, we decided to execute an internal focus of a case organization. Initially, the study aimed at a triangulation since we thought there was a need to enhance a deeper understanding of the brand and the overall organization and therefore we chose to have a qualitative pre-study. Unfortunately, due to lack of communication from the first case organization the collaboration was discontinued. Thus a new organization was chosen and filled the function as a case organization in the study.

The second and final case organization had three different units that were of our interest for this study. The research instrument, i.e. the survey, was revised and adapted to the organization that we in this study chose to refer to as Organization X. After discussions with our supervisors, we excluded the qualitative part of the study and created a fully quantitative approach. When the data was gathered, it was transferred into the data program SPSS for further analysis. Thereafter, we could develop conclusions by executing various analysis methods. The results from these tests indicated three different factors that had an impact on the internal branding which we further discussed and analyzed in order to answer the research question and the purpose. From the results, the conclusion chapter was outlined in relation with our own implications and relevant theories from the literature review. In the last section of this study, we discussed how future research could develop this study even further.
3.11 Method criticism

In quite a late stage of the research process, we had the misfortune of not getting any data from the company we initially chose to collaborate with for the assumed reason that there was a lack of internal communication within the company. Therefore, we had to change direction. Further on, we had to change focus as well as finding a new organization that we could implement the survey on. In order for the result in the study to be generalized and representative of the examined population, there was a need for the researchers to find an appropriate sample which could represent the population. In this study, the response rate was rather low in the relation between the sample and the population. This was a fact that the researcher was aware of during the study process, due to both time constrains of the study and the difficulty of reaching the respondents.

The sample of three units was chosen because of the size of each unit which differed between an amount between 80-220 in each. Thus, the available respondents for the study could generate what is considered an acceptable data amount even if the response would be low, which in this case it also was. Although, the collected data reached a number of 95 respondents which was considered acceptable for answering the research question and purpose. The reason why the three units in question was chosen, were due to the availability of the units that could be reached during the time frame for the study. In total, 150 out of 400 respondents were contacted, which was due to both the documents we retrieved from the human resource department with contact information to the respondents and also the fact that a majority of the employees were not available at their offices that was visited. Due to the general nature of this study, a specific sector was not chosen. This aim was a conscious choice from the researchers, since the underlying thought was to be able to apply this research and its results to multiple industries.

Due to the time frame of the study, the research instrument could not be assessed in a matter that was desired in order to perfect the reliability of the generated results. Therefore the survey was not extended to the point where it could develop reliability with certain stability. Although, recent research from Lance et al. (2006) claim that a low reliability could be used and defensible in various research studies where the sample set is rather low and with a limited length of the research instrument, which we had in this study.
Data analysis

The chapter of the data analysis will consist of the gathered statistic data that has been analyzed in the statistical analysis program SPSS. The analyses are presented with results put in relation to the hypotheses that were developed in the initial stages of the study.

4.1 One way ANOVA analysis

In the following sections, different components will be analyzed through an ANOVA analysis which will function as a mean of answering two of our developed hypotheses. The two hypotheses were based on the literature review that covered various aspects of the internal branding implementation. The first hypothesis (H1) highlighted the differences between units and their commitment towards the brand. The second hypothesis (H2) regarded that there were no differences in how the internal organizational culture was perceived between two different geographical locations. Since the survey of the study consisted of statements that specifically regarded brand commitment and organizational cultures the ANOVA analysis was based upon a component level, rather than a factor based analysis as in the case of the remaining analysis methods in this chapter.

4.1.1 Differences in commitment between internal organizational units

During the One way ANOVA analysis, the nominal variable that covered the organizational units filled the function as the independent variable. This was thereafter put in relation to the statement in the survey which brought up the question of how committed the respondents were towards the specific brand. The aim of the analysis was to distinguish if there was a significant difference between the units and the perception of their commitment. In result of how the commitment were perceived between the units the significance value showed 0.458. As mentioned in the previous chapter, in order for an ANOVA analysis to show significant differences between variables, there should be a significance value of 0.050 or lower. The significance value reached 0.458 (p>0.05) which was high above the critical value of 0.050. This demonstrated that there were no significant differences between the respondents in the units and their commitment towards the brand. Since the hypothesis were formulated in a matter where the researchers stated that there were significant differences between the units, these results
fell outside the frames of the hypothesis. Therefore, the hypothesis $H1$ “There is a significant difference between the internal organizational units in how they are committed to the brand” could be rejected in the study.

4.1.2 The geographic impact on the perception of organizational culture

The other analyzed hypothesis by an One way ANOVA test brought up the issue that the geographic location of work did not have an impact of how the organizational culture was perceived. Thus, the variable of what city the respondents were located in was chosen as an independent variable. The result of the analysis later on showed that there were no significant differences of how the respondents in the two cities perceived the importance of organizational culture and how well it was implemented by Organization X. These two aspects of the organizations functioned as the dependent variables. The analysis generated the significance values of ,356 (p>0,05) and ,187 (p>0,05). Due to this result, the hypothesis $H2$ “The geographic location of work does not have an impact on how the organizational culture is perceived” was accepted by the researchers of this study. Thus, this generated result showed that the respondents in both of the cities perceived the importance and implementation of the organizational culture in a similar matter.

4.2 Factor analysis

In order to identify specific factors that affect internal branding, the data was reduced by using a Factor analysis in SPSS. The analysis was executed by observing the Kaiser-Meyer-Olkin Measure, Barletts’s Test of Sphericity, The Total Variance Explained and the Rotated Component Matrix.

The factor analysis consisted of an analysis with nine of the 16 variables from the survey. This was executed since the eliminated items showed similar values in several of the factors among the items, which also is referred as cross loadings. These loadings disturbed the results when a pre-test was executed and therefore, these were excluded in order for the results to be as valid as possible. The factor analysis was also implemented in order to reduce the initial data into a few numbers of factors containing the common denominators. Thus the analysis could generate factors which were in line with the research question and purpose of the study.
In the factor analysis the Kaiser-Meyer-Olkin Measure (KMO) value generates a value between 0 to 1, where the desirable limit should be of ,500< to show that the specific data is useful. In the result from the factor analysis in our study, the KMO Measure displayed a value of ,728 which was seen as relevant and able to use further. The Barlett’s Test thereafter generated a significance value of ,000 (p<0,05) which should be below ,005 in order to be significant and useful for a factor analysis. These values thus showed the researchers that the data was valid for further processing.

<table>
<thead>
<tr>
<th>KMO and Barlett's Test</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kaiser-Meyer-Olkin Measure of Sampling Adequacy</td>
</tr>
<tr>
<td>Barlett's Test of Sphericity</td>
</tr>
<tr>
<td>Significance value</td>
</tr>
</tbody>
</table>

*Table 2: KMO and Bartlett’s test (Axelsson and Åkesson, 2014)*

With the nine variables in the factor analysis, the result presented three underlying factors that exceeded the Eigenvalue of 1. In total, these factors had a cumulative variance of 64,6% which represented how much the factors explained the variation, which should be in a majority and exceed 60% as a rule of thumb.

With indications from the Rotated Component Matrix, the factors could be further explained by observing what each factor represented. Table 3 showed that Factor 1 was represented by five underlying components, while Factor 2 and 3 had two components each that explained the factors in question. The components in Factor 1 referred to various dimensions of marketing within the organization and thus the factor was named *Internal marketing*. Factor 2 consisted of components which highlighted aspects of the importance of the internal culture and organizational values and was called *Perceived culture and values*. The last factor brought up issues regarding information flow and widespread knowledge and was thus referred as *Internal communication*. The results from the factor analysis are summarized and presented with the three factors, their value
of Cronbach’s Alpha (α) and its underlying components with individual factor loadings in Table 3 below.

<table>
<thead>
<tr>
<th>Factor</th>
<th>Indicator</th>
<th>Items</th>
<th>Cronbach's Alpha</th>
<th>Factor loadings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal marketing</td>
<td></td>
<td>5</td>
<td>.687</td>
<td></td>
</tr>
<tr>
<td>F10: Implemented Marketing</td>
<td><em>I have an understanding of what I need to do in my work in order to reach Organization X's overall objectives.</em></td>
<td>.646</td>
<td></td>
<td></td>
</tr>
<tr>
<td>F12: Value Knowledge</td>
<td><em>I feel that I have knowledge about the organizational values in order to make them part of my everyday job.</em></td>
<td>.592</td>
<td></td>
<td></td>
</tr>
<tr>
<td>F17: Perceived communication</td>
<td><em>I feel that I have the ability of making myself heard in various situations within the organization</em></td>
<td>.779</td>
<td></td>
<td></td>
</tr>
<tr>
<td>F18: Commitment</td>
<td><em>I feel that I am committed to the development of Organization X</em></td>
<td>.593</td>
<td></td>
<td></td>
</tr>
<tr>
<td>F20: Pride</td>
<td><em>The brand of Organization X makes me proud of my work position</em></td>
<td>.654</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Perceived culture and values</td>
<td></td>
<td>2</td>
<td>.810</td>
<td></td>
</tr>
<tr>
<td>F9: Organizational culture</td>
<td><em>A strong organizational culture is important for the motivation in my work</em></td>
<td>.907</td>
<td></td>
<td></td>
</tr>
<tr>
<td>F11: Organizational values</td>
<td><em>Organizational values are in general important for me to perform a better work</em></td>
<td>.890</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Internal communication</td>
<td></td>
<td>2</td>
<td>.407</td>
<td></td>
</tr>
<tr>
<td>F8: Organizational culture awareness</td>
<td><em>The organizational culture within Organization X is well-known among all employees</em></td>
<td>.764</td>
<td></td>
<td></td>
</tr>
<tr>
<td>F16: Information flow</td>
<td><em>The internal information flow is important for to perform a good job</em></td>
<td>.647</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 3: Factor Analysis  
(Axelsson and Åkesson, 2014)
4.2.1 Cronbach’s Alpha (α) of the factors

For the researchers to be able to demonstrate the internal reliability of the factors, an analysis of the Cronbach’s Alpha (α) was executed. As mentioned earlier in the previous method chapter, in order for the data to be accepted as reliable the generated Cronbach’s Alpha (α) value needs to be 0,7<. Factor 1 Internal marketing generated a Cronbach’s Alpha (α) value of ,687 which is seen as an acceptable result for the internal consistency. Factor 2, Perceived cultures and values, showed a Cronbach’s Alpha (α) result of ,810. Lastly, the third Factor Internal communication generated a Cronbach’s Alpha (α) value of only ,407 which could be considered as low due to the rule of having an internal consistency value of at least 0,7.

4.3 Correlation analysis

In the correlation analysis, the strength of the different relationships is being presented. In Table 4, an overview of the correlated variables is shown which also was used as a mean for the interpretation of the different correlated relationships in the discussion chapter.

While conducting the correlation analysis, the significance value between the variables was analyzed depending on how strong the relationships were between them. In this study, the correlation analysis worked as a confirmation for the regression analysis and aimed at showing how strong the relationship was between the presented variables. Since there were nine components in the survey, these were also the ones that were being analyzed in the correlation. Although, these components were categorized into variables that each represented a common denominator such as culture and values, internal marketing and internal communication. For the research question to be fully answered, an additional variable was developed by the researcher in SPSS. This variable consisted of three components which captured the essence of internal branding. The variable, called Brand Recognition filled the function as a dependent variable for the further analysis in the study.

In this analysis, there were five correlational values of interest. As presented in Table 4, the strongest relationship in the correlation analysis with a positive value of ,701**
were between Internal Marketing and Brand Recognition. The latter mentioned variable also indicated a strong relationship with internal communication, which confirmed a positive correlated value of \(0.558^{**}\). Another correlated relationship was stated between the variables of Culture and Values and Internal Marketing. This relationship indicated a value of \(0.379^{**}\). The last two relationships of interest were between Internal Marketing and Internal Communication (\(0.509^{**}\)) as well as between Culture and Values and Internal Communication (\(0.283^{**}\)).

**Table 4: Correlation Matrix**
*(Axelsson and Åkesson, 2014)*

<table>
<thead>
<tr>
<th></th>
<th>Brand Recognition</th>
<th>Culture and Values</th>
<th>Internal Marketing</th>
<th>Internal Communication</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Brand Recognition</strong></td>
<td>Pearson Correlation</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>0.95</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Culture and Values</strong></td>
<td>Pearson Correlation</td>
<td>0.232*</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>0.024</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Internal Marketing</strong></td>
<td>Pearson Correlation</td>
<td>0.701**</td>
<td>0.379**</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
</tr>
<tr>
<td><strong>Internal Communication</strong></td>
<td>Pearson Correlation</td>
<td>0.558**</td>
<td>0.283**</td>
<td>0.509**</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>0.000</td>
<td>0.005</td>
<td>0.000</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>95</td>
<td>95</td>
<td>95</td>
</tr>
</tbody>
</table>

*Correlation is significant at the 0.05 level (2-tailed).*

**Correlation is significant at the 0.01 level (2-tailed).**

### 4.4 Regression analysis

Since the factor analysis resulted in three factors from the collected data, these were all put in relation to the dependent variable *Brand Recognition*, which consisted of a set of different components that brought up similar aspects of the phenomenon. The regression analysis was executed in order to observe and analyze in what extend the different factors affected the internal branding. Due to the analysis, it was possible to distinguish if the previously developed hypotheses could be rejected or accepted.
results from the different factors of the regression are presented in Table 5, displaying the beta values ($\beta$), standard errors, significance values, the overall $r^2$ and the sample size (n).

<table>
<thead>
<tr>
<th>Independent variable</th>
<th>Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Hypothesized variables</strong></td>
<td></td>
</tr>
<tr>
<td>Internal marketing</td>
<td>0.738 (.107)***</td>
</tr>
<tr>
<td>Culture and values</td>
<td>-0.064 (.071)</td>
</tr>
<tr>
<td>Internal communication</td>
<td>0.294 (.086)**</td>
</tr>
<tr>
<td>$r^2$</td>
<td>0.55</td>
</tr>
<tr>
<td>n</td>
<td>95</td>
</tr>
</tbody>
</table>

Dependent variable: Brand Recognition

The table shows coefficients ($\beta$) and standard errors in parentheses
* Significant at $p < 0.05$, ** Significant at $p < 0.01$, *** Significant at $p < 0.001$

*Table 5: Regression analysis (Axelsson and Åkesson, 2014)*

The main research question of this study aimed of examining which factors affected the internal branding within the organization, which has been discussed thoroughly by the authors. The regression could therefore serve as a crucial mean of finding an answer to the study. The three factors which consisted of internal marketing, perceived culture and values and internal communication were set as independent variables and put in relation towards the Brand recognition, which was used as the dependent variable. The result showed that the three factors in total had an $r^2$ value of 0.55 which was the indicator of how much of the variation within the dependent variable was explained by the independent variables. This value was therefore seen as a logical and realistic result for a further analysis.

**4.4.1 The effect of internal marketing on brand recognition**

In the relation of how internal marketing was affecting the internal brand recognition, the value of the beta coefficient ($\beta$) represented 0.738 which was a strong indicator that if the internal marketing within the organization was increasing, the internal brand
recognition would thus also increase. Thereafter, the significance value of the regression showed significant results (p<0.001). With this regression analysis regarding the relation between the two variables, the hypothesis $H_3$ “Internal marketing within the organization has a positive effect on the internal branding” could be accepted.

4.4.2 The effect of perceived culture and values on brand recognition

The perception of culture and values has been mentioned throughout previous research regarding the internal branding implementation. Thus, it was seen as a logical factor for the analysis in this study. The result indicated no significant value between the perception of culture and values and the brand recognition. This was due to the beta coefficient ($\beta$) which was negative and had a value of -0.064. Further on, the significance value also rose above the 0.05 limit (p>0.05). Hypothesis $H_4$ “Increased organizational culture and values has a positive effect on the internal branding within the organization” was therefore rejected in the study.

4.4.3 The impact of internal communication on brand recognition

In the regression analysis regarding in what extent the internal communication had an effect on the internal branding implementation, the result presented a beta coefficient ($\beta$) value of 0.294. This indicated a positive increase in the internal branding recognition if the internal communication was increased. This value was supported with a significant value (p<0.001) and thus, the fifth hypothesis $H_5$ of the study “If the internal communication is increased, it will generate a positive impact on the internal branding” was accepted.
5 Discussion and conclusions

In the discussion chapter, the data from the ANOVA, factor, correlation, and regression analysis from the previous chapter will be further interpreted and analyzed in order to answer the research question, the hypotheses and the purpose of this study.

5.1 Discussion

5.1.1 One-way ANOVA analysis

In the discussion whether units in the organization perceived their commitment in different ways, the results from the analysis showed a distinctive result that this was not the case. Since the significance value of the analysis presented a non-significant result (p>0.05) we rejected the hypotheses which claimed that there are differences in the perception of commitment. This result contradicted the theories from Ahmed and Rafiq (2003) which claimed that different units within organizations often develop certain behaviors and thus it is important to understand these differences. At the same time, Conduit and Movondo (2001) acknowledged that there is on the verge of no possibility of reaching a holistic brand view if there is no understanding of the internal relationships between the units. Therefore, we interpreted this result that Organization X had a well-implemented internal branding awareness. This was based upon the results which showed that regardless of what unit the employees belonged to, they all had the same preferences regarding of how they perceived their own commitment to the brand. This shared perception of the commitment could be interpreted to generate a positive effect on the internal branding implementation for the organization, where it had a holistic strategy since all the units were evidently equally valued.

Theories from Cateora et al. (2011) referred to the obstacles which could occur in bigger organizations with offices on different geographic locations. An outcome of this aspect could consist of internal competition and segregation between the locations which in a long-term perspective could harm the brand. The accepted hypothesis was highlighting that different geographic locations does not have an impact on how the organizational culture is perceived. Since this study generated a result that presented no differences of the perception between the locations, it could be seen as a possibility for
Organization X to avoid various obstacles that could have negative effect on the internal brand. Since the organizational culture is wide-spread between the two locations, it could be a possibility to strengthen the brand and the overall organization where there could be internal relations that could flourish and benefit the brand on a long-term basis.

5.1.2 Factor analysis
As presented earlier, the factor analysis resulted in three main factors that were assumed to effect the internal branding implementation. Together, these three represented a total variance of 64.6%. The following Factor analysis interpretation model presented in Model 3 is based upon our interpretation of the results from the factor analysis, which culminated into three factors.

![Factor analysis interpretation model](Axelsson and Åkesson, 2014)
Factor 1 – Internal marketing

Factor 1 was represented by five variables which all had similar loadings and regarded issues such as how the brand had carried out the message of their objectives in a more profound way. Other components brought up the pride of working at Organization X as well as how committed the employees were towards the development of the brand. These aspects were closely related to the theories from Ahmed et al. (2003) which claimed that the aim of internal marketing is to create and enhance the internal relations towards employees. This could therefore generate a sense of identification with the brand where pride, commitment and competences can flourish and increase among the employees. Joseph (1996) further agreed with the previous statement and claimed that the internal marketing concept depends in majority on creating a feeling of belongingness where the employees understand how they can contribute to the organization in various ways. This execution is crucial in order to make sure that the employees develop a general knowledge of what the brand stands for. If done successfully, the theoretical aim is to create a “brand loving” environment throughout the organization.

The factor Internal marketing in this study generated a Cronbach’s Alpha (α) value of .687 which was considered valid and acceptable. We thus concluded from the results and previous presented theories that there is a valid and crucial importance of implementing an effort in the allocation of internal resources, which usually are carried out by organization towards the external market. If the brand could reach out to what we refer to as the “internal customers” in the organization, there is a greater possibility of developing the internal relations which according to us agrees with the previous statement from Ahmed et al. (2003).

Factor 2 – Perceived culture and values

The two variables of the perceived culture and values included how the employees valued a strong organizational culture and well-established values in order to enhance their motivation in their work. With a Cronbach’s Alpha (α) of .810 this also indicated the highest internal consistency among all the created factors. The theoretical framework presented a great amount of theories regarding this organizational issue where Hogg et al. (1998) found that an efficient internal culture could only be achieved
if the values and norms of the organization were well-established in the everyday practice. This was further implied by Drake et al. (2005) which highlighted that this establishment would increase a feeling of solidarity among the employees which also would perceive that the brand lives by its promises throughout the organization. These aspects resulted in a conclusion where we found that no matter the discipline or the sector of an organization, there is a fundamental importance of creating culture and values and to share these with the employees. Continuously throughout the study, culture and values were mentioned and brought up by respondents, theories and researchers which indicated the need of having these well-established.

**Factor 3 – Internal communication**

In order to enhance the feeling among employees that they have a possibility of improving the brand by a contribution in their everyday work, an internal communication is purposive according to Erikson (2011). This theory brought up the aspects of the third developed factor regarding internal communication. The variables within the factor mentioned the widespread knowledge among the units and how the importance of the information flow within Organization X was. Further on, the variables also regarded the perception of how well-implemented various communication means was. This factor of internal communication was in an initial state of the study considered important and was therefore a crucial part of the overall research method that we implemented. The communication within organizations is not according to us only attached to concrete aspects such as having a well-organized intranet, but also includes increase in competence, commitment and a shared image of the organizational objectives among all units. This was further supported by Erikson (2011) which put value in the positive effects of internal communication. Although, after analyzing the factor through a Cronbach’s Alpha (\( \alpha \)) test, the internal consistency value came out rather low with a value of .407. This could be considered an invalid measure, but there are arguments from several sources claiming the factor would still be of interest. This discussion is further developed in the following paragraph.

**5.1.2.1 Discussion of the cutoff limit for Cronbach’s Alpha (\( \alpha \))**

Research from Lance et al. (2006) presented a social science index between the years of 2000-2004 based upon the theory from Nunnally (1978) which claimed that there is a
,70 cutoff regarding the Cronbach’s Alpha ($\alpha$) value. The authors further claimed that the Cronbach’s Alpha ($\alpha$) cutoff is an urban legend since there was approximately 20% in the index of studies that implemented research with reliability values well below the .70 limit. Therefore, with this previous research in mind we found Factor 3 Internal communication, that was developed from this study with an internal consistency value of .407 to be reliable to process and analyze further. Moreover, Sandberg (2012) argued that research studies with a lower frequency in the sample and with an instrument of fewer components, can generate a low Cronbach’s Alpha ($\alpha$) value. Since our study consisted of both a smaller sample set and limited components, we could conclude that the Cronbach’s Alpha ($\alpha$) values were still acceptable and valid due to the nature of the study.

5.1.3 Correlation analysis

The strongest correlation we could conclude from the correlation matrix was the relationship between Internal Marketing and Brand Recognition. In relation to this, Ahmed et al. (2003) indicated how the internal marketing concept has a multidimensional view which also affects how the employees will perceive the brand. We thought that this relationship had a logical explanation since both of the variables were closely related regarding how the employees would identify themselves with the overall organization. Another correlated relationship was between how the employees perceived the culture and values and internal marketing. From this, we concluded the fact that the employees had a better understanding of the organizational culture and the values if there was a well-implemented internal marketing within the organization that would improve the knowledge of the brand. In agreement with these conclusions, Anoiske and Eid (2001) implied that there is an increased need of importance of enhancing the meaning of the brand inside the organization.

We assumed the fact that Internal Marketing also had a strong relationship with Internal communication where the focus lies within how well the organization manage to market as well on the inside as they do on the external market. Johansson and Simonsson (2012) stated that one primarily important thing within internal communication is the information flow. This is also supported by Falkheimer and Heide (2014) as an important factor within the internal marketing for creating a strong focus inside the
organization. Internal communication had a correlated value with brand recognition in which we conclude that the employees felt a greater identification with the brand if there is a well-implemented communication inside the organization. In relation with this, Erikson (2011) highlighted how the identification is important due to an established communication for the reason that the employees generate a more holistic view of the organization as a whole. How the employees perceived the organization culture and values had a relation to the internal communication where Erikson (2011) further on claimed that the employees were ready to share organizational values if there is positive communication on a daily basis. We concluded that one outcome of positive communication would generate employees to see the organization as a more inspiring work place with well-implemented values permeated in the everyday work which in turn could lead to a more effective work effort.

5.1.4 Regression analysis

In this study it has been argued that there are several factors affecting the internal brand. This has also been indicated throughout previous research, but there has been a lack in what extent these factors affect the brand internally. The developed hypotheses all regarded different aspects of factors that affected the internal branding. These were all stated to be important in the factor analysis with relevant values which confirmed the initial research which was presented in the chapter of the theoretical framework. The regression results displayed an overall $r^2$ value of .550. When later observing each of the factors and their relation towards internal branding and its recognition only two of the three factors generated results which gave support to the hypotheses of the study.

The hypothesis regarding the effect of internal marketing towards internal branding indicated the highest beta value ($\beta$) of .738 and a significant value ($p<0.001$). We concluded that internal marketing affected the internal branding in a larger sense, and therefore accepted H3 “Internal marketing within the organization has a positive effect on the internal branding” in the analysis. This demonstrated that organizations which develop internal marketing activities such as embracing what Joseph (1996) refers to an authentic image of the brand with a direct communication towards the employees can increase the internal branding development. Further on, these activities would also according to the author give the possibility of developing the brand supportive behavior,
which in turn would generate a positive approach towards the organizational climate. If these then are increased internally, the internal branding recognition would therefore as well increase in a larger extent. According to our interpretation from the results and previous research, we concluded that the internal marketing factor could be regarded as a pillar for the internal branding implementation.

Culture and values had a negative impact according to the result from the regression analysis. The result indicated a negative beta value (β) of -0.064 and therefore showed a negative relation towards internal branding. Since the value was not significant (p>0.01) and fell outside the frames of H4 “Increased organizational culture and values has a positive effect on the internal branding within the organization”, the hypothesis was therefore rejected. This result was surprising to us, since the aspects of culture and values permeated greater parts of the study, where a majority of recent studies and theories claimed continuously that these aspects would have a greater impact than what the result later on generated. One explanation according to us could be due to the design and outline of the research instrument and its components. The adjustments that could be executed in order to isolate these errors could consist of implementing a more direct and concentrated focus in the each question of the study. Still, Schein (2010) highlights the importance of having a well-established culture and implemented since they could increase a general work effort. Although, with the result in hand from this specific study we chose to exclude these aspects since it does not explain how they affect the internal branding implementation in a positive matter.

The third regression regarding the effect the internal communication had on internal branding consisted of a beta value (β) of 0.294 and a significant value (p<0.01). With these generated results from the regression analysis, H5 “If the internal communication is increased, it will generate a positive impact on the internal branding” was supported by the researchers. The concept of internal communication has been thoroughly discussed by authors such as Erikson (2011) who demonstrates the importance of how crucial the internal communication within organizations is. This is due to the impact on commitment, information flow and having an open dialogue between all internal parties. We concluded from the results of the study that internal communication means creates the foundation of establishing what could be regarded as a well-oiled machinery within
organizations. If the communication is executed in a “correct” matter internally, it would benefit the internal branding and its positive outcomes in an efficient way.

We could confirm to a large extent that the internal communication is highly associated and connected to the internal marketing concept due to the study results and previous research. There can thus be no efficient internal marketing with the lack of internal communication means and vice versa. Further on, these should be executed and permeated in organizations on a daily basis for the employees to be more integrated in the organization and perceived as a crucial gear in the development of the internal branding.

Due to the discussion above, the authors concluded the fact that internal marketing and internal communication indicated to have the strongest positive effect on the internal branding implementation. Since the factor of culture and values generated a negative result in the regression analysis, it was also rejected. Due to this, the conclusion aims at a more focused result and as shown in Model 4 below, internal marketing and internal communication are the two most crucial factors when implementing and developing internal branding within an organization.

Model 4: Revised research model (Axelsson and Åkesson, 2014)
5.2 Conclusions

The conclusion chapter will further on be discussed in relation to whether the researchers fulfilled the research question, purpose and knowledge gap of this study. Further implications and suggestions for future research will be presented as well as final thoughts and reflections about the concept of internal branding.

5.2.1 Answering the research questions and fulfilling the purpose

This study aimed to answer the research question: *Which factors affect the internal brand implementation* and the sub question: *Which factors regarding the perception of internal branding differs between two geographical locations within an organization?*

In order to answer our research question of which factors that affect the internal brand, it was necessary to develop a survey that could highlight these potential factors. Aspects of organizational culture, values, communication and commitment were examples of different variables that were taken in consideration when the survey was created. Through the ANOVA, factor, correlation and regression analysis we could see the result of which factors that had the positive effect on the internal branding implementation, which were the internal marketing and internal communication aspects. Since the sub question highlighted the differences between two geographical locations, we chose our sample that was located in two different cities. Due to this, we were able to see how the perception of various aspects of internal branding was shared and differed between the employees in the two geographical locations and could thus answer the sub question also.

For fulfilling the purpose *The aim of this study is to mark and analyze internal factors within an organization in order to get an understanding of how these can sustain and develop the internal brand*, the previously mentioned survey functioned as a mean to analyze specific factors which could be marked through various analysis methods. Thereafter, the results were put in relation with theories and with our own implications, which led to a deeper understanding of how the factors could sustain and develop the internal brand. The second purpose *Further the purpose is to describe and analyze the differences in how aspects of internal branding is perceived by two geographical locations* was fulfilled by the categorization of different groups within the sample set.
Due to this, similarities and differences were distinguished regarding the perception between the two different locations of the sample. With a thorough analysis, we could indicate how the sample perceived the brand seen from various perspectives and thus also fulfilling the second purpose of the study.

5.2.2 Fulfilling the research gap

Throughout this study, there has been a focus and various discussions regarding the overarching gap where there is a lack of knowledge and competence of implementing internal branding, which is emphasized by Conduit and Movondo (2001). This gap was especially highlighted in the initial problem discussion, where the research problem was introduced based upon previous research.

From this study, there lies according to us a contribution to the gap that was previously mentioned, regarding the possibility of increasing the internal knowledge and competence in how to implement internal branding. This is due to the generated concrete aspects which indicated what factors that were perceived to be the most valued within an organization. These factors also revealed an overall positive effect on the internal branding implementation. With regards to the theories from Barrow and Mosley (2005) which claim that while organizations are aware of the internal branding approach, there is still a general obstacle in how to implement this strategic mean. With the results from the study we can conclude that if organizations are aware of specific factors and their positive outcomes, this could generate a reduction of the internal obstacles where organizations could embrace and implement the internal branding in an efficient and confident matter. Further, the latter mentioned authors also stressed the essential nature of having tangible evidence and specific touch points for the internal branding implementation in order to proceed with and to generate a stronger brand. Thus, since we can indicate two specific factors that has a positive effect on internal branding, these can function as the foundation for establishing further development of the internal brand towards their employees within all units.
5.3 Implications

5.3.1 Further research
Throughout this study there have been implications in the gathered secondary data, theories and in discussions in general regarding the difficulties of carrying out efficient means of internal branding in the everyday practice. An example of this was given by the McLaverty et al. (2007) and their developed index where the obstacles of internal branding in organizations were being highlighted. Therefore, when developing further research in the subject, there are both academical and practical implications of executing studies that is aiming of displaying concrete implementation strategies for organizations. Since a majority of organizations are well-aware of the positive effects from internal branding, the research would answer to a fundamental need among practices.

Plenty of previous research clarifies the importance of letting the internal branding be permeated throughout all the units and hierarchical levels within organizations in order for the implementation to be considered efficient. Since we had a focus where the end-customer was excluded, there would still be room for research that investigates and analyzes the spread and width of internal branding to where the organization meets the end-customer. The study in question could thus embrace a qualitative research approach where the subjective perceptions among employees in the front-line staff is being examined, described and reported. Further on, these studies could contribute to a development of this study and take it further where additional aspects are included of the implementation and perception of internal branding.

5.3.2 Final thoughts and reflections
At first, the results from the analysis were surprising to us since we thought that there would be a larger amount of factors that would indicate a positive effect on the internal branding. We are aware that the analysis would probably indicate more factors if the survey was further developed and if this study covered more time. Thus, having two factors that indicated the positive effect on internal branding generated a stronger and more concentrated focus of this study in which the authors also are pleased with. Throughout this study, we have seen how it is crucial to implement internal branding
and creating a brand-loving environment where the employees are committed and seen as brand ambassadors in order to have a well-functioned organization. By therefore being aware of the two factors that benefits internal branding, we can implicate that these two can be seen among organizations as internal pillars. With a holistic perspective towards the subject of internal branding, we believe that these so called pillars could generate greater possibilities of taking the overall brand to the next level where the organization is perceived in an authentic matter among all employees.
6 Reference list


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Appendix I
Research Instrument – Survey

Factors that affect the internal branding

We are two students at the Linnaeus School of Business and Economics in Kalmar. We are currently writing our bachelor thesis regarding the internal marketing field. The purpose of this survey is to examine what factors that affect and can develop the internal brand.

The respondents of this survey are anonymous.

Thank you for your participation!

1. Gender
   Mark only one oval.
   - Male
   - Female

2. Age
   Mark only one oval.
   - 20 - 30
   - 31 - 40
   - 41 - 50
   - 51 - 60
   - 61 - 70

3. City of employment
   Mark only one oval.
   - Kalmar
   - Växjö

4. Unit

5. Professional Title

6. Time of current position at Organization X
   Mark only one oval.
   - 0 - 3 years
   - 4 - 7 years
   - 7 years or more
The statements below are ranked in a scale between 1 - 7

1: Strongly Disagree 7: Strongly Agree

7. The organizational culture within Organization X is well-known among all employees
   Mark only one oval.
   
   1 2 3 4 5 6 7
   
   8. A strong organizational culture is important for the motivation in my work
      Mark only one oval.
      
      1 2 3 4 5 6 7
      
      9. I have an understanding of what I need to do in order to reach the overall objectives of Organization X
         Mark only one oval.
         
         1 2 3 4 5 6 7
         
         10. Organizational values are in general important for me to perform a better work
             Mark only one oval.
             
             1 2 3 4 5 6 7
             
             11. I feel that I have knowledge about the organizational values in order to make them part of my everyday job
                 Mark only one oval.
                 
                 1 2 3 4 5 6 7
                 
                 12. In order for me to do a better job, I need to share the same values as Organization X
                     Mark only one oval.
                     
                     1 2 3 4 5 6 7
13. The more knowledge I have about Organization X as a brand, the bigger are the chances that I will do a better job

Mark only one oval.

1 2 3 4 5 6 7

☐ ☐ ☐ ☐ ☐ ☐ ☐

14. I feel that I have an important role at Organization X due to the communication between the different hierarchical levels

Mark only one oval.

1 2 3 4 5 6 7

☐ ☐ ☐ ☐ ☐ ☐ ☐

15. The internal information flow is important for me to perform a good job

Mark only one oval.

1 2 3 4 5 6 7

☐ ☐ ☐ ☐ ☐ ☐ ☐

16. I feel that I have the ability of making myself heard in various situations within the organization

Mark only one oval.

1 2 3 4 5 6 7

☐ ☐ ☐ ☐ ☐ ☐ ☐

17. I feel that I am committed to the development of Organization X

Mark only one oval.

1 2 3 4 5 6 7

☐ ☐ ☐ ☐ ☐ ☐ ☐

18. The promises that Organization X gives externally are also applied to me as an employee

Mark only one oval.

1 2 3 4 5 6 7

☐ ☐ ☐ ☐ ☐ ☐ ☐
19. The brand of Organization X makes me proud of my work position
Mark only one oval.

1 2 3 4 5 6 7
☐ ☐ ☐ ☐ ☐ ☐ ☐

20. I identify myself with what Organization X stands for
Mark only one oval.

1 2 3 4 5 6 7
☐ ☐ ☐ ☐ ☐ ☐ ☐

21. I feel that Organization X has an authentic brand
Mark only one oval.

1 2 3 4 5 6 7
☐ ☐ ☐ ☐ ☐ ☐ ☐

22. I believe in the future and vision of Organization X
Mark only one oval.

1 2 3 4 5 6 7
☐ ☐ ☐ ☐ ☐ ☐ ☐
Hej,

Vi heter Yasha Åkesson och Markus Axelsson och är två studenter vid Ekonomihögskolan i Kalmar som just nu skriver vårt examensarbete om internet varumärkesuppbyggnade.

Vi har vällt att studera hur detta är applicerat på tre enheter inom Organisation X. I studien har vi vällt att utforma en enkät som berör ämnen som värderingar, kommunikation och organisationskultur - Något ting som även kan gynna Organisation X varumärke.

Vi har försökt nå dig personligen men tyvärr inte lyckats, därför skickar vi ut enkäten elektronisk till dig.

Länk till enkäten:
https://docs.google.com/a/student.lnu.se/forms/d/1Tu7qI-YN2Mob3HoAKaxNjgCbm1eu3fS3fg13zU-DST8/viewform?usp=sendif_form

Vi skulle verkligen uppskatta om du valde att svara på denna enkät - som vi är övertygade kan komma att utveckla Organisation X varumärke i framtiden.

Med vänliga hälsningar

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Detaljhandel och Service Management programmet är 3
Hi,

We are two students that are currently writing our bachelor thesis on internal branding at Linnaeus School of Business and Economics in Kalmar.

We have decided to investigate how this is applied to the three units within the Organization X. In this study we have chosen to design a survey concerning subjects like values, communication, and organizational culture - something that can also benefit the brand of Organization X.

We have tried to reach you in person but unfortunately with no luck, and therefore we would like to send out the survey electronically to you.

Link to the survey:
https://docs.google.com/a/student.lnu.se/forms/d/1Tu7qi-YN2Mab3HoAKoxNjgCbM1eu3Ts3fgh3zU-DSTB/viewform?usp=send_form

We would appreciate it if you could respond to this survey - which we believe can also develop the brand of Organization in the future.

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Retail and Service Management