



IFÖ

THE PERCEPTION THROUGH A CORPORATE MOVIE

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Abstract

The picture a company sends out is important. Corporate identity, corporate image and the corporate communication are three concepts linked together. The purpose with this dissertation was to examine a corporate movie done by Ifö, a company producing bath and toilet equipment, by looking at its identity, image and communication. A deductive approach was used and in the theoretical framework an introduction regarding marketing was first presented. Further different theories and models were discussed with focus on the Operational model by Gray & Balmer and also the spiderweb developed by Bernstein. This model was also modified to give a clear picture of how Ifö is perceived.

In the beginning of the dissertation an interview was done with the marketing director at Ifö, which was a base for the questionnaire survey. This was distributed to investigate the perception of Ifö from its stakeholders. Different attributes were decided to represent the corporate identity of the company Ifö. The result showed that the stakeholders in general perceived Ifö in the same way as Ifö wanted them to do except in some attributes where Ifö has sent out a more confused picture.

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Chapter 1

Introduction

1.1 Background

This chapter is an introduction and gives a general view of this dissertation. In this part we will mention the guidelines we have followed.

Marketing has always been an interesting subject for us, therefore it felt natural to write the dissertation in this field. The final idea arose during a discussion with our tutor. The concept corporate identity is a common expression and is often used to describe an overall picture of a corporation. We were not familiar with the concept corporate identity and that forced us to go deeper into the subject. There is much written about corporate identity but some of it is not academic. A large problem in this area is that the different literature is not very similar regarding the concept corporate identity (van Renkom, 1997). The thought behind the structure of this dissertation is to give the reader a general picture of how marketing might work in a company.

The outcome of the final idea was to examine a corporate movie made by Ifö, an international company in the green heating, ventilation and sanitation business. The purpose with the corporate movie was to reflect Ifö's corporate identity. Ifö is situated in Bromölla in the south east of Sweden. It is one of the leading producers of bath and toilet equipment in Sweden. Ifö is also active in foreign markets such as Denmark, Norway, Russia and the Baltic States.

1.2 Problem- Research Questions

The main problem we wanted to investigate was how Ifö's stakeholders perceived the corporate movie and if it appeared in advantage for Ifö. The research questions will therefore be:

- Which corporate identity did Ifö want to convey to some of the stakeholders, in the corporate movie?

- How did some of the stakeholders' perceive Ifö in the corporate movie?
- Is there any model applicable to measure the corporate identity in Ifö?

1.3 Purpose

The purpose with our dissertation is to explore the aim with Ifö's corporate movie and to investigate if Ifö's corporate identity is perceived in the way Ifö wants. Further will different models be tested to measure the corporate identity.

1.4 Limitations

Our dissertation will only contain one of Ifö's marketing methods due to the fact that Ifö wanted to investigate the response of the corporate movie. The time frame has been limited and there was only one suitable meeting to hand out the questionnaire at. The sample has also been limited to only consist of participants from that particular meeting.

Our purpose from the beginning was to examine the corporate movie from Ifö in other countries than Sweden. Ifö is active in countries such as Denmark, Norway and Russia, due to the time limit this was not possible.

1.5 Definitions

Gren heating, ventilation and sanitation is a definition for the line of business Ifö is active in. Corporate identity, corporate reputation and corporate image are the fundamental concept in the dissertation, they will be explained in a general view below. These concepts will be explored in chapter 3.

Gren heating, ventilation and sanitation may be defined, as the line of business Ifö is active in. In Swedish it is defined as VVS (värme, vatten och sanitet).

Corporate Communication may be how the management of companies plan the internal and external communication and further will the communication create a favourable basis for the companies and their stakeholders (van Riel, 1995 cited in van Renkom, 1997).

Corporate Identity might be referred to as something that symbolises the company as a whole and where the individual characteristic of a company is recognised (Markwick & Fill, 1995).

Corporate Image might be the way the stakeholders perceive the companies' identity signals (among others Bernstein, 1984 cited in Markwick & Fill, 1997)..

Corporate Personality might be built upon the total sum of the characteristics of the company and from this is the identity generated (Bernstein, 1984 cited in Markwick & Fill, 1997).

Corporate Reputation may be the accumulated impacts on earlier observed identity signals (Markwick & Fill, 1997).

1.6 Outline

The outline of our dissertation will be shown below.

Chapter 1. Introduction, *this chapter is an introduction and gives a general view of this dissertation. In this part will we mention the guidelines we have followed.*

Chapter 2. Methodology, *this chapter will describe a general picture of the methodology for this dissertation. Data collection, scientific approach, research approach and research strategy will be explained.*

Chapter 3, Theory, *this chapter will attach great importance to the strategic marketing process. The last part stresses different models and theories, which concern the importance of corporate identity and how the stakeholders perceive it.*

Chapter 4, Empirical Methodology, *this chapter will describe the empirical methodology chosen for this dissertation. The research strategy and both the questionnaire and interview will be discussed. This chapter will also contain the validity, reliability and generalisability of the dissertation.*

Chapter 5, Ifö, *this chapter will give a general description of Ifö, both from a historical perspective and also regarding Ifö's way of marketing itself today.*

Chapter 6, Evaluation, *this chapter concerns the development of a new model based on Bernstein's Spider Web. The purpose is to give a clear and truthful picture of the perceived attributes of Ifö in the corporate movie.*

Chapter 7, Result of questionnaire, *this chapter presents the result of the questionnaires*

Chapter 8 Analysis, *this chapter begins with a general analysis of Ifö's hypothetical positioning in the green heating, ventilation and sanitation market. The defined problem will be explored and the result will be presented*

Chapter 9, Conclusion, *in this chapter will we summarise the outcome of our dissertation. Conclusion and criticism will be presented.*

Chapter 2

Methodology

2.1 Introduction

This chapter will describe a general picture of the methodology for this dissertation. Data collection, scientific approach, research approach and research strategy will be explained.

2.2 Choice of Methodology

Our purpose was to explore how Ifö's corporate identity is perceived through the corporate movie and if the stakeholders agree with the picture Ifö sends out.

2.3 Data collection

There are two different types of data collection: secondary and primary. Secondary data is existing data that already has been collected. Primary data is information collected for the first time (Saunders, Lewis & Thornhill, 2003).

2.3.1 Secondary Data

Secondary data consists of three parts: documentary, multiple source and survey. This dissertation is built upon documentary. (Saunders, Lewis & Thornhill, 2003).

In research projects documentary secondary data is often used combined with primary data collection methods. Documentary secondary data contains written materials such as books, journals, newspapers and organisations websites etc. Documentary secondary data also consists of non-written materials such as taped interviews, media, etc. (Andersen, 1998).

We did not have any previous experience regarding corporate identity, therefore we studied articles and acquaint ourselves in the subject.

Although the concept of corporate identity is widely known we found it difficult to find relevant and current literature. Another problem in this area is that the different literature is not very similar regarding the concept corporate identity.

2.3.2 Primary Data

Primary data is information that is collected for the first time. This data may be collected by various methods. The primary data our dissertation is based on is a questionnaire and a semi-structured interview. We have chosen to examine a certain target group containing people in the business of green heating, ventilation and sanitation. They were gathered for an information meeting arranged by the Fabrikantgruppen. That is an organisation, which consists of seven leading manufacturers of green heating, ventilation and sanitation. Its purpose is to promote information about the member companies. In the beginning of our dissertation we went to Bromölla and interviewed Birgitta Larsson, the marketing director at Ifö with a taped semi-structured interview method.

2.3.3 Qualitative Method and Quantitative Method

Qualitative data is non-numerical data or data, which have not been quantified for an example, interviews. This form of method might create a deeper understanding of the problem that is being studied (Andersen, 1998).

The opposite of qualitative data is quantitative data; it consists of numerical data or data, which has been quantified, one example is a survey based on a questionnaire (Saunders, Lewis & Thornhill, 2003). This method is characterised of diligent use of statistics and mathematics (Andersen, 1998).

Our dissertation consists of a questionnaire and a semi-structured interview, both qualitative and quantitative data.

2.4 Scientific Approach

The scientific approach aims at understanding different forms of studies, which might be used when creating a dissertation.

There are three forms of scientific approach, positivism, realism and interpretivism. Due to the fact that our dissertation is based on the principals of positivism, only positivism will be explained.

2.4.1 Positivism

The research philosophy is based on the principle of positivism. The concept of positivism aims to explain, make generalisations, objective analysis and collection of data needs to be quantifiable due to the fact that the collected information is supposed to be statistical analysed. This data is based on accurate assumptions. Reaching conclusions in positivism might be done through a deductive or/and inductive approach (Eriksson & Widdersheim, 2001).

2.5 Research Approach

The research approach intends to understand different procedure to link existing theory to the empirical research.

2.5.1 Deductive and Inductive Method

A deductive research aims at using existing theories while planning, collecting and interpreting data (Andersen, 1998). Our dissertation is of deductive approach because we use already existing theories in our research.

The opposite of the deductive method is the inductive method, which is based on the principle of developing theories after the collection of data (Saunders, Lewis & Thornhill, 2003).

2.6 Research Strategy

A research can be based on various research strategies depending on, which field that are supposed to be investigated.

As a researcher it is possible to use, an experiment, a survey, a case study, a grounded theory, ethnography and an action research (Saunders, Lewis & Thornhill, 2003). The objective of this dissertation was how the stockholder's perceived IFÖ in the corporate movie. There were two research strategies that were more suitable than the others, case study and survey. Saunders, Lewis & Thornhill (2003) argues that case studies are more suitable to why something has happened.

The survey often has ability to generate answer to the questions like *what* and *how* is (Saunders, Lewis & Thornhill, 2003). The outcome of the dissertation was to explore how the stakeholders perceived IFÖ in the corporate movie due to this fact the dissertation is based on a survey. A survey answers the question how and what. This particular dissertation will only contain a survey, therefore only this strategy will be explained.

2.6.1 Survey

This form of research design gives a one-moment picture of one or more phenomena, it is often used while measuring large populations and a small amount of variables are investigated. The chosen respondent group is often measured via random samples that might reflect the total population. The collected data is often of quantitative approach and is often collected through standardised questionnaires or standardised interviews (Andersen, 1998).

2.7 Summary

In this chapter were among other things, data collection, scientific approach, research approach and research strategy explained. Data collection consists of secondary data and primary data. Secondary data is existing data that already has been collected. Primary data is information collected for the first time and may be collected in different ways. Secondary data consists of three parts: documentary, multiple source and survey. (Saunders, Lewis & Thornhill, 2003). In research projects documentary secondary data is often used combined with primary data collection methods. We discuss two different forms of methods, qualitative method and quantitative method. Qualitative data is non-numerical data or data, which have not been quantified for an example, interviews. Our dissertation consists of a questionnaire and a semi-structured interview, both qualitative and quantitative data. We also talk about deductive and inductive method. A deductive research aims at using existing theories while planning, collecting and interpreting data (Andersen, 1998).

Chapter 3

IFÖ

3.1 Introduction

This chapter will give a general description of Ifö, both from a historical perspective and also regarding Ifö's way of marketing itself today.

3.2 History about Ifö

Ifö is from the beginning a genuine Swedish company situated in Bromölla in the Southeast part of Sweden. This area has historically until our days always been an important place of extraction for limestone. Toilets, wash bins and other products that Ifö produces are made of ceramics that has its base in limestone.

Ifö started to produce toilets in the year of 1936. In 1982 the Finish group Wärtsila bought Ifö Sanitär and in 1990 the same group brought all their activities together in the sanitary area to the daughter company Sanitec. In the year of 2001 was Sanitec Oy bought by the Finish company Pool Acquisition and in 2002 these two companies went together and Sanitec Corporation was introduced. Ifö is a part of this corporation that is the leading company in the industry in Europe. Sanitec is a multi-national, multi-brand company that has different brands in different countries. Their brand portfolio includes old and well-known brands in the different European countries, such as Allia in France and Ifö and Ido in Sweden. Ifö has a strong positioning in the Nordic countries and is expanding in Russia and the Baltic states (www.ifo.se, www.sanitec.com).

3.3 Marketing Philosophy

Investing in a new bathroom is an expensive thing to do. According to Ms Larsson, people renovated their bathroom about every 20 years. This is the reason why Ifö does not market itself towards the final consumer.

Ifö draws its attention regarding marketing to suppliers in the green heating, ventilation and sanitation business.

In the suppliers shops Ifö may have an exhibition where they have different brochures and other information material available. The sellers in these shops have often got an education from Ifö regarding its material and products.

Ifö believes that the strongest way to mediate its profile is through the co-workers acts against customers and partners. To be clear and professional it has developed three aids for all the co-workers at Ifö.

3.3.1 Corporate Movie

In this dissertation we have focused on the corporate movie. The corporate movie is supposed to be used as an introduction for partners and suppliers of Ifö's products. It is supposed to deliver the image about Ifö that the company wants to send out. Ifö wants to create a dialogue when the movie has been shown. It takes about six minutes and it is not supposed to be shown for the final consumer of Ifö's products. The movie is supposed to explain how a day might look like at Ifö. The closeness with the nature is an important factor. A day at the company is also shown. The viewers can see the factory, the design team and so on. It is also shown how it may look in the everyday life when the products from Ifö are used.

3.3.2 Corporate Presentation in Power Point

The corporate presentation in power point is a catalogue of information pictures regarding Ifö. It should be seen as a complement to the corporate movie. The person who is supposed to show the pictures may choose, which pictures he/her, wants to show at a presentation.

3.3.3 Product Presentation in Power Point

The product presentation in power point is a catalogue over the products Ifö has and it is available in Swedish and English. When launching new products this catalogue will be updated.

3.4 Ifö's Positioning

Even though Ifö does not have any expressed positioning strategy its purpose is to be perceived as a company with a strong connection too knowledge and security.

The final customer should understand that Ifö is a company that know everything concerning bath and toilet equipment. Ifö is supposed to give security to the customer and this may lead to competitive advantages for Ifö.

Chapter 4

Theory

4.1 Introduction

This chapter will begin with a general description of different marketing theories. After this will the explained theories be more relevant and linked to the research questions. The fundamental concepts; corporate communication, corporate image, corporate identity, corporate reputation and corporate personality will be discussed in the later part of the theory chapter.

Companies face many problems while marketing themselves and the discussion regarding brands has become more intense. This has made the companies gradually more aware of the value of a brand (Uggla, 2001).

Segmentation, market targeting and positioning are fundamental concepts that might be needed for companies to gain competitive advantages (Hooley & Saunders, 1993).

For several decades the concept of corporate identity has been of increasing concern for many managers and researchers. There are some fundamental statements in this field, that corporate identity can be defined easily as “What a company is” (Gray & Balmer, 1998). There are many factors contributing to the corporate identity such as companies’ history, philosophy, beliefs, and personality among the management’s, values, culture, ethics, and strategies (Stuart, 1999).

4.2 Strategic Marketing Process

The strategic marketing process contains five fundamental steps, R-STP-MM-I-C.

1. R=Research (market analysis)
2. STP=Segmentation, targeting and positioning (market targeting)
3. MM=Market mix
4. I=Implementing
5. C=Control (follow-up) (Kotler, 1999, 46)

4.2.1 Research

The journey begins with a market research, without it, companies are blindfolded when entering an existing or new market. To succeed with marketing, it is of great importance that companies do an accurate research of the market. A correct research may inform the companies about the market, customer needs and how these differ from each other. Every customer has his or her own needs, wants, experiences and preferences (Kotler, 1999; Doole & Lowe, 2001).

4.2.2 Segmentation, Market Targeting and Positioning

Marketing, segmentation and positioning are inseparable components, as segmentation identifies different groups of potential customers and positioning collects information about how these customers perceive products or services. Both segmentation and positioning research are consequently needed to enhance a representative picture of the customers in the market (Hooley & Saunders, 1993).

It may be necessary to divide up a market to reach the customers the companies want to approach. It is possible through three steps: segmentation, market targeting and positioning which will be explained below (Kotler, 1999).

4.2.2.1 Segmentation

A market consists of many different buyers. As a company it is not possible to put all these buyers in one large group, thinking they will all buy the same products. Buyers differ in many ways such as needs, resources, locations, buying attitudes. Therefore the market needs to be segmented by the companies.

Through market segmentation companies divide the market into smaller pieces, which may be more successfully approached. In that way the companies might match the customers' unique needs. A market may be segmented in different ways, for example, income segmentation, age segmentation, and gender segmentation.

Even if there are many ways to segment a market it cannot be done without any restrictions. The companies need to have some relevance behind their decisions of how to segment a market. For example, the market of salt may not be divided in blond and brunette buyers (Armstrong & Kotler, 2000).

4.2.2.2 Market Targeting

When a company has segmented a market, every segment has to be evaluated and it has to be decided which segment to enter. It is important for companies to focus on three factors. These are segment size and growth, segment structural attractiveness and company objectives and resources (Armstrong & Kotler, 2000).

The companies need to find out about the size of the market segment. It can be both the geographic size and the size of the amount of potential buyers. The growth in the market segment is another important factor. It needs to fit the companies that want to enter. The companies also need to examine if there are many large, strong competitors, which already are present in the market segment. This may decrease the possibilities to gain success for the companies. The suppliers in the segment play an important role. It may be more difficult to enter if they have a lot of power and can control prices in the market segment

If the segment is suitable regarding segments size and growth, and segment structural attractiveness. It is also important to see that they are suitable with the goal and resources that the companies have. For example: a hamburger restaurant would probably not succeed in an Islamic country where ham is forbidden by Islamic law (Hill, 2003).

4.2.2.3 Positioning

When the processes of segmenting the market are done and when the question if the market should be entered is answered, companies have to decide which position they want to have in the market. The best strategy to attack a market leader might be a well-performed positioning strategy. This might demand a long-term involvement to make a defensive advertising effort.

Positioning is based on how customers' perceive a product on important attributes (Dibb, Simkin, Pride & Ferrell, 2001). It is how the companies' product is remembered in customers' heads compared to that of the competitors. For example: BMW and Honda are both cars but they are not comparable since they might attract different kinds of customers. In this way they get recognised and hopefully remembered by customers. The potential buyers do not remember only a car commercial but what kind of car it is. To strengthen the customers' memory the position is intensified by design, tests, brands and advertising (Kotler, 1999).

Consumers often assign positioning to companies or products that are the market leaders and probably have the highest profile. The limited number of competitors they might recollect is oriented to this market leader (Dibb, Simkin, Pride & Ferrell, 2001). The originators of the wide spread positioning concept, Jack Trout & Al Ries (cited in Shimp, 1997, 269), state that "to be successful today, a company must be 'competitors' oriented'. It must look for weak points in the position of its competitors and then launch marketing attacks against those weak points".

Despite the good sense of trying hard to hold a brand position, there may be changes in a market and product life cycle over time that might force the positioning strategies to be modified (Hooley & Saunders, 1993).

4.2.3 Positioning Traps

There are three different positioning traps the companies should look out for, which may be damaging for the brand and the companies (Armstrong & Kotler, 2000). These are *underpositioning*, *overpositioning* and *confused positioning*. Uggla (2001) also talks about a fourth trap: *doubtful positioning*.

4.2.3.1 Underpositioning

Underpositioning is when customers only have an unclear image of the company and the brand. They do not really notice if the company is present at the market or not.

4.2.3.2 Overpositioning

An overpositioned brand and company is when the buyers have a narrow picture of it. For example a glass company may be famous about having very expensive design glass when they at the same time have glass, which everybody can afford.

4.2.3.3 Confused Positioning

Confused positioning is when companies give a confused appearance on the market. This can be explained when companies change their brands many times during a short period or when they have very differentiated types of advertising (Armstrong & Kotler, 2000, Uggla, 2001).

4.2.3.4 Doubtful Positioning

The fourth one, doubtful positioning means that the customers have problems believing the signal a brand or companies send out. It can be described by a car, which always has been positioned as a cheap but safe car. If the car would enter a more luxurious segment of the car market it can be hard to believe that the former cheap car has the same qualities as the more expensive cars (Uggla, 2001).

4.2.4 Implementing

When companies have gone through previous parts of the strategic marketing process it is of great importance that they are implementing these parts.

The decided product must be developed, produced, priced, distributed and promoted. It may also be an advantage if all departments in companies are involved and work in the same direction during the implementing stage (Kotler, 1999).

4.2.5 Control

The last step of the process concerns follow up. Kotler (1999) demonstrates that successful companies have knowledge about the market and target group. Therefore it is in companies' interest to collect feedback from their market and target group if they want to reach success.

4.3 Marketing Communication

Marketing communication are different presentations and exchanges of information with individuals and organisations. (Doole & Lowe, 2001). Marketing communication is the approach that companies use to inform, influence and remind consumers directly or indirectly concerning their products. The purpose of this is to build long-term relations between the companies and their customers and also to create a constantly recurring purchase (Keller, 2003)

4.3.1 Marketing Communication Channels

There are different types of marketing communication options that companies might use to market their products or services: advertising, sales promotion, personal selling and public relation (Keller, 2003).

4.3.1.1 Advertising

Advertising is any form of non-personal, paid promotion act, product or service where it is possible to identify the sender. This strategy is an efficient way to influence customers. By advertising companies may reach a large amount of customers at a low cost per product. Companies have the opportunity to use colour and music to promote their product to the target groups (Ace, 2001).

From a critical view there is a risk that this type of communication strategy may be impersonal and only allows a one-way communication. The total cost might also be high (Kotler, 2002).

Television is generally confirmed as the most powerful form for delivering a message about a product or service to customers. The advantage with television advertising is that it permits for vision, sound and emotions. This channel might give the companies a possibility to reach a wider audience (Keller, 2003).

4.3.1.2 Personal Selling

Personal selling is a verbal presentation of a product or service (Doole & Lowe, 2001). The purpose is to build customer relations and also to sell the existing product. This method is effective and trustworthy.

Personal selling may result in building long-term relations with customers. The disadvantage companies may meet is that personal selling is a high cost strategy (Kotler, 2002).

4.3.1.3 Sales Promotion

Sales promotion is a short-term strategy to encourage customer to buy the product or service. It includes different coupons, competitions, discounts and special offers etc. These acts encourage customers to buy the product. Companies use it to increase the sale, not to build long lasting relations (Armstrong & Kotler, 2000). Disadvantages of sales promotion might be that in some cases the companies only support customers who would have purchased the products anyway (Keller, 2003).

4.3.1.4 Various Types of Public Relations

When valuable information of the product is scattered through media channels it is called public relations. This strategy is non-personal and it should stimulate the demand of the product. Public relations may be perceived trustworthy than regular commercials. Companies have the opportunity to reach people that avoid commercials. Public relations may go deeper and affect customer's minds (Kotler, 2002).

The meaning of the expression relation in public relation directs to relationship with various customers. There are five different types of public relations, media relations, employee relations, financial relations, corporate relations and public affairs.

4.3.1.5 Media Relations

Media relations' occurs when companies focus on developing media contracts. Public relations are often compared to publicity, which indicate the importance of this media function. The companies initiate publicity and provide relevant information to the media (Wells, Burnett & Moriarty, 2003).

4.3.1.6 Employee Relations

Employee relations are based on the fact that companies communicate relevant information to their employees. This function might concern public relations, but it might also be the responsibility of human resources. Related programs may be the internal marketing that communicates information to the employees about the companies marketing programs (Wells, Burnett & Moriarty, 2003).

4.3.1.7 Financial Relations

Financial relations contains all information efforts aimed at the financial community, such as press releases sent to business publications, meeting with new or existing investors and also companies annual report that government demand of publicity held companies (Wells, Burnett & Moriarty, 2003).

4.3.1.8 Corporate Relations

Companies that focus on the companies' image and reputation use corporate relations. The objective for companies is to influence the public to perceive the companies in a positive way. According to Fraser Seitel (cited in Wells, Burnett & Moriarty, 2003) it takes long time and commitment to build a beneficial image for companies but it takes just one mistake to create a negative public impression. He also states that the corporate image is a fragile item.

The major goal of reputation management in corporate relations is to reinforce the trust that customers have in companies. Because corporate image is a perception from the customers, corporate image may be earned through acts made by the companies and not in a great extent by advertising (Wells, Burnett & Moriarty, 2003).

4.3.1.9 Public Affairs

Public affairs concern corporate communication with the government and the public on issues associated to government and regulations. For example, if a company wants to build new plants it needs permission of government health and public safety regulator.

4.3.2 Push and Pull Strategy

When promoting new or existing products companies can choose between two different strategies (Armstrong & Kotler, 2000). They are called push and pull strategies, see figure 1.

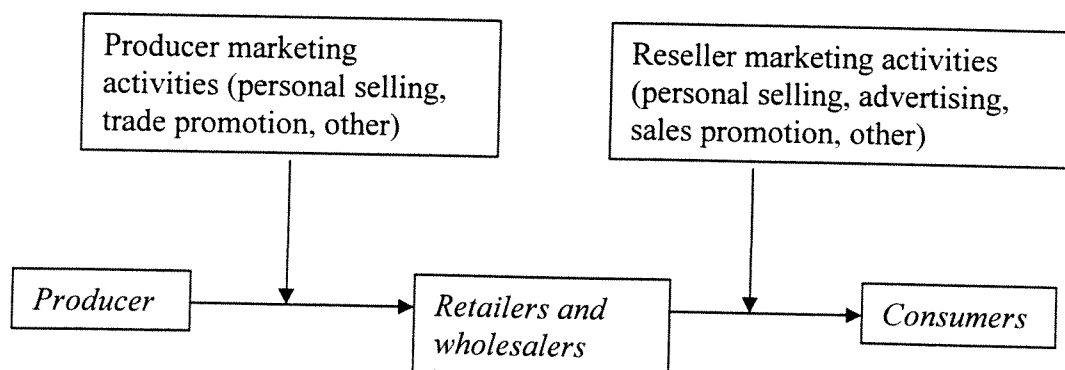
4.3.2.1 Push Strategy

A push strategy means to push and force a product or service throughout the distribution channel to the wholesaler or retailer, so that it will hopefully end up at the final consumers. An example of a forcing activity can be personal selling, discounts and special deals. The producer tries to influence the wholesaler or retailer to be interested in the product so they in their turn introduce it for the final consumer (Doole & Lowe, 2001).

4.3.2.2 Pull Strategy

When the other strategy is used, the pull strategy, it starts the other way around. The communication from the producer is to attract the consumers to buy the product or service. In this way the demand will rise for the product and the consumers will perhaps go to the wholesaler to buy the product. Examples of this kind of strategy are, mass advertising consumer promotion. In some markets a combination of push and pull strategy is used. Using this mix both the wholesalers and retailers and the final consumers are influenced to buy the product or service (Doole & Lowe, 2001).

Push Strategy



Pull Strategy

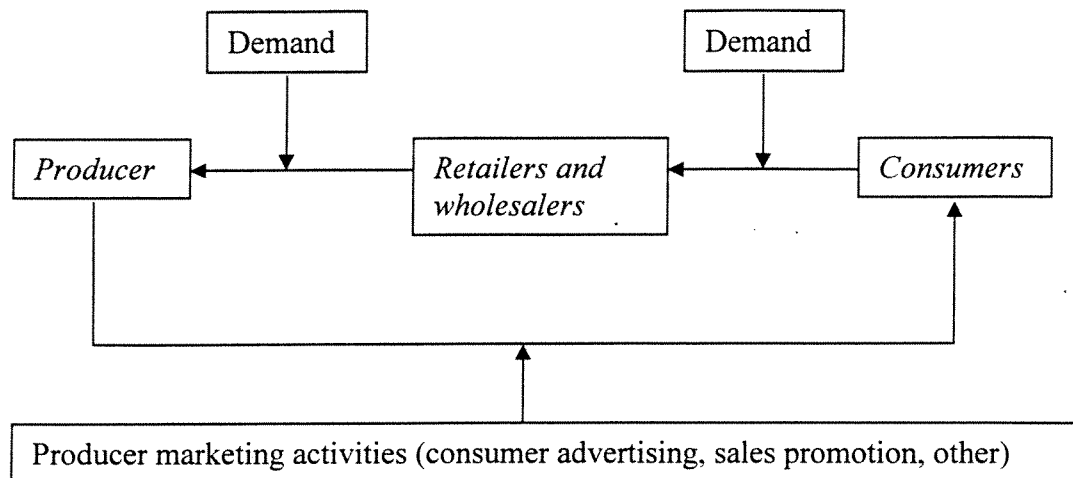


Figure 1. Push vs. Pull Promotion Strategy (Armstrong & Kotler, 2000, 410)

4.4 Develop Corporate Identity

Corporate identity is not only what business companies are in and what image they wish to pass on to the target group, it is also how they do their businesses. Corporate identity must to a great extent agree with the goals and objectives of companies (Doole & Lowe, 2001).

If companies want to become successful, their brands must be true to their identity. The brands may represent the companies towards their consumers. Because of this it is important that the identity of the brands is mutual to the corporate identity (Kapferer, 1997).

4.4.1 Corporate Identity

There is much written about corporate identity but some of it is not academic. A large problem in this area is that the different literature is not very similar regarding the concept corporate identity. It seems to be a concept suitable to use in different situations, from designing a new logo and all the way to changing the corporate culture (van Renkom, 1997). Many writers refer to corporate identity as something, which symbolises the company as a whole. Van Renkom (1997) speculates if it is possible to represent a company only with a symbol.

It becomes more difficult when the information has to be communicated on what the company is about and if a certain degree of correspondence between the symbol and the company is needed. Then the focus of interest changes from the symbol to the content of the symbol, what the company is. This is equal to the word identity: who a person is or what a thing is.

The expression identity refers to “the individual characteristics by which a person or thing is recognised” (Markwick & Fill, 1995). This explanation refers to individuals. But in the same way as persons have an identity; organisations and companies also have one (Bernstein, 1984 cited in Markwick & Fill, 1995). Corporate identity is how the companies present themselves to their stakeholders. This means how they separate themselves from their competitors. Corporate identity is how the companies’ show what the organisation is, what it does and how it does it and also how it is linked to how the business goes and which strategy it adopts (Ohlins 1990; Topalian, 1984 cited in Markwick & Fill, 1995).

Corporate identity is shown to the stakeholders through different planned signals, which show how the companies would like to be perceived. These signals can be dress codes for the staff, particular ways to talk to the customers, the visual identity that is the form of logos or design of the symbols.

4.4.1.1 Determining the Desired Characteristics of a Corporate Identity

Determining the desired corporate identity requires a positioning of the entire company. Some authors describe this as corporate branding (Balmer, 1995 cited in Van Riel & Balmer, 1997) or vertical brand image transfer (van Riel & Maathuis, 1993 cited in van Reil & Balmer, 1997). The problem many companies may meet when positioning themselves is that many of the methods used for positioning are developed for product brands rather than the identity of an entire organisation.

4.4.1.2 Role of Corporate Identity in Corporate Communication

When companies want to communicate something about themselves they have to take the corporate identity into consideration. Corporate communication is described as “ *the instrument of management by means of which all consciously-used forms of internal and external communication are harmonized as effectively and efficiently as possible, so as to create a favourable basis for relationships with the groups upon which the company is dependent*” (van Riel, 1995 cited in van Renkom, 1997, 411).

Every form of communication a company does should be well planned. Everything the company does, makes, and sells and everything it says, writes down or displays should agree with the identity of the company (Olins, 1989 cited in van Renkom, 1997). The fit between a company's actual corporate identity and its communicated corporate identity is an important factor when evaluating the effectiveness of the communication (van Riel, 1995 cited in van Renkom, 1997). The restrictions the corporate identity may have on the communication are important in the short run. If the communication does not end up successfully, it is easier to “repair” the identity in the long run.

The values and beliefs of a company which can be seen in the actions of the employees are a good inspiration, when designing and inventing the corporate communication which should be sent to the stakeholders. (Van Renkom, 1997).

4.4.1.3 Corporate Identity Mix

In the area of corporate identity three main developments have been done in the area. This development is called the corporate identity mix and it includes graphic design, for examples the logo of the company, corporate communication and the behaviour of the organisation or company (van Riel & Balmer, 1997).

4.4.1.4 Corporate Identity Management (CIM)

The purpose with corporate identity management is to establish a positive reputation with the stakeholders of the company.

It is hoped that this reputation will affect those stakeholders and affect them to buy the products or services of the company. Many researchers have proved that a favourable corporate reputation gives a company or an organisation competitive advantage (Beatty & Ritter 1986, Caves & Porter, 1977, Fombrun & Shanley, 1990, Greyser, 1996, among others cited in van Riel & Balmer, 1997).

When the corporate identity management is discussed, the historical roots of a company, the personality of a company, the corporate strategy of a company and the three parts of corporate identity mix needs to interact to get a favourable corporate reputation which results in an improved performance of the company. The reputation can also be influenced by developments in the external environment such as the behaviour of the competitors and also by the stakeholders of the company, for example customers, employees and government (van Riel & Balmer, 1997).

4.4.2 Corporate Image

The way the stakeholders perceive the companies' identity signals are called corporate image (Bernstein, 1984; Margulies, 1977 cited in Markwick & Fill, 1997).

The image is "*the set of meanings by which an object is known and through which people describe, remember and relate to it*" (Dowling, 1986 cited in van Renkom, 1997, 411). Corporate image can be said to be all the perceptions the stakeholders get from the way a company presents itself. It can be through planned activities (for example dress code) or accidentally (for example comments made by staff in media).

Every company has many stakeholders. They all have different backgrounds, goals and levels of dependency. Because of this, a single, similar image does not exist. Every stakeholder has a different image of the same company.

Dowling (1993 cited in Markwick & Fill; 1997, 398) says that this difference in perceptions of images is the “*fundamental principle on which the management of corporate image is built*”. The desired image may differ from the actual image the company has. One way to manage the corporate image is through the employees of the organisation. It is important to establish a consistent image among the employees because this hopefully sends out positive signals about the image to the different stakeholders.

4.4.3 Corporate Reputation

Reputation and image are often used as if they had the same meaning and this may confuse. Corporate image is the total impression somebody makes and corporate reputation is the evaluation in which a company's image is held (Dowling, 1994 cited in Markwick & Fill, 1997). Image and reputation are two close factors and one is necessary for the other one to be developed.

Markwick & Fill (1997) means that reputation is the accumulated impacts on earlier observed identity signals. Reputation is more long-lasting than images. In a situation when the reputation is positive it is an advantage for the companies. Image can change rather quickly through organisational changes but reputation requires longer time to change (Markwick & Fill, 1997).

4.4.4 Corporate Personality

Another factor in the management of corporate identity is the corporate personality. Identity and personality are related to each other. It is important that the companies are clear over their personality before they want to manage their identity.

The corporate personality is built upon the total sum of the characteristics of the company and from these are the identity generated (Bernstein, 1984 cited in Markwick & Fill, 1997).

Abratt & Shee (1989 cited in Markwick & Fill, 1997) agree with Bernstein's opinion but they mean that the characteristics can be regarded as the totality of the behavioural and intellectual characteristics of the company. These characteristics are shown in the special combination of product such as: offering, facilities culture values and beliefs, staff, structure.

Corporate personality is what the organisation actually is. Markwick & Fill (1997) suggest that it is important to examine two aspects to understand the personality of a corporation. First, the mission, strategies and philosophy of a company and secondly the culture. This examination will show how the company operates and why their behaviour is the way it is which in other words is the corporate personality.

4.4.5 Corporate Identity Models

This part will explore the existing models of corporate image formation and corporate management. The models that will be examined are Kennedy's model (1977), Dowling (1986), Balmer (1997), Markwick and Fill (1997), and Stuart (1998). The models will be explained in chronological order (Stuart, 1999)

4.4.5.1 Kennedy's Model

Kennedy's model has its main focus on how companies' images were formed. Kennedy's model focused more explicitly on corporate image and that is an elemental of the corporate identity. Nowhere in Kennedy's model is the concept corporate identity used. An important factor in Kennedy's model was the part that concerned the employee's perception of the company. Kennedy also comments on the importance of employees in the process of companies' image formation. The primary contribution with this model was that Kennedy was aware of the need for company policy to be based on the reality of the company, which could create an effective company image formation (Stuart, 1999).

4.4.5.2 Dowling's Model

This model is similar to Kennedy's model. The principal improvement was that Dowling put a great importance to communication, including internal communication, interpersonal communication and marketing media communication. According to Dowling (Dowling, 1986 cited in Stuart, 1999) interpersonal communication represented 'companies' image, and mass media communication represented companies' perception about themselves. Dowling also included organisational culture of companies in his model.

4.4.5.3 Abratt's Model

Abratt's model differs from earlier models, according to Abratt his model took a new approach. Based on literature from earlier researchers such as Ohlins, 1978 (cited in Stuart, 1999) was the concept corporate personality introduced in Abratt's model. This concept had not been widely used. Abratt thought that management might explore the corporate personality and further develop a corporate philosophy that personified the core values and the assumption of companies. Abratt called this corporate culture and he also defined corporate identity as a communication mechanism.

4.4.5.4 Markwick and Fill

Markwick and Fill developed a model, which determined that corporate strategy was of great importance. Markwick and Fill determined that both organisational and marketing communications were important forms of communication between identity and image. Management communication shaped the link between corporate personality and corporate identity.

4.4.5.5 Balmer's Model

Balmer's development took a different approach; he referred to total corporate communication. Balmer thought, "... *everything the organization does will in some way communicate the organization's identity*" (cited in Stuart, 1999, 204).

4.4.5.6 Stuart's Model

Stuart's model is a revision of an earlier model explored by Abratt. The model was originally formed in 1994 and then updated in 1998. The principal changes from Abratt's model were that Stuart's model included corporate culture and corporate symbols under the concept corporate identity (Stuart, 1999).

4.4.6 Operational Model

The operational model was created to guide senior executives to think in terms of their companies' image and reputation (Gray & Balmer, 1998).

The model suggests that the basic parts of the process are corporate identity, corporate communication, corporate image and reputation. If these components interact successfully it may result in competitive advantages, see figure 2.

4.4.6.1 Corporate Identity

Corporate identity is the personality of an organisation. It refers to the typical characteristics of an organisation, in other words, "what the organisation is". Its fundamental components are a company's strategy, philosophy, culture and organisational design (Gray & Balmer, 1998). The chosen strategy may result in activities through which the company creates value for its customers. The business values and beliefs of the company management refer to the corporate philosophy.

Culture is the values, beliefs and assumptions, which are accepted throughout the whole organisation. Organisational design is based on the structure of the company, for example number of hierarchical levels or degree of centralisation. A good interaction among these factors: strategy, philosophy, cultures and organisational design may put companies in a differentiated position.

Even if these components are important for the corporate identity, the most significant connection is the one between the corporate and the product. It is essential that these two parts of the corporate identity is going in the same direction.

4.4.6.2 Corporate Image and Reputation

Corporate image is the picture that the target group has of an organisation. Corporate reputation, on the other hand, shows a value judgement about the company's distinct characteristics. Typical for corporate reputation is that it evolves over time. This may be a result of effective communication.

It is often spoken that abstract components like image and reputation are managed with two primary objectives in mind. The first objective is to create a "hypothetical image" in the minds of the principal constituents. The second objective is to pass the hypothetical image further on to the companies' important stakeholders (Gray & Balmer, 2001).

4.4.6.3 Corporate Communication

As demonstrated in figure 2 below, corporate communication is an important link between the corporate identity and the corporate image and reputation in a company. Different methods and communication channels are necessary to reach out to all stakeholders because they are influenced in different ways. It contains all communication to the company's stakeholders who in turn communicate through their social network. This might influence a company's image and reputation (Gray & Balmer, 1998).

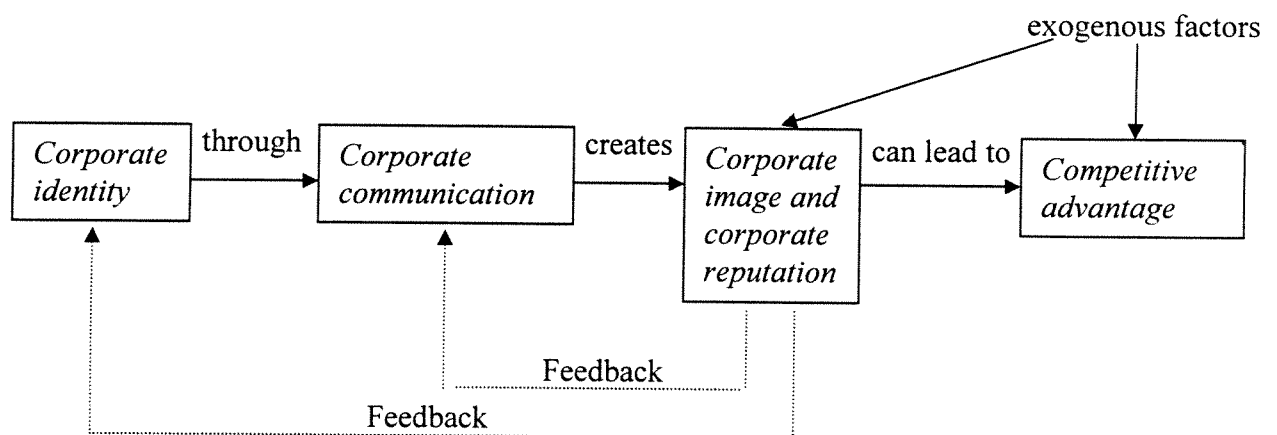


Figure 2. Operational Model (Gray & Balmer, 1998, 696)

4.4.7 Bernstein's Spiderweb

If companies want to reveal their corporate identity, they can do this with help of Bernstein's Spiderweb method (cited in Van Riel & Balmer 1997). This is a qualitative method based on a group of discussions between managers. First the respondent group has to describe its company in general, and then further a more accurate description that gives concrete characteristics of the company. The outcome will probably consist of a large amount of attributes. Next step in this method will be that the respondent group has to choose again individually, the eight most important attributes. The method is completed when the respondent group has rated the eight selected attributes regarding the perceived corporate identity. This gives a picture of the ideal attributes of a corporate identity. The result will be presented in a wheel with eight spokes se figure 3. A rating scale is used with zero in the centre and ten at the end of each spoke. The purpose is that the figure will look like an octagon (van Riel & Balmer, 1997).

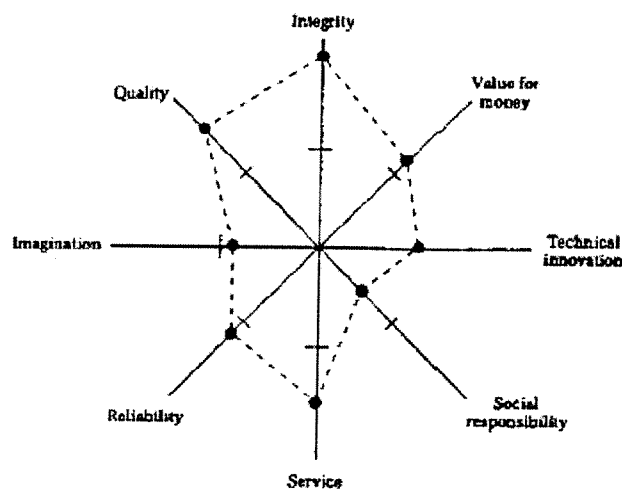


Figure 3. Bernstein's Spiderweb method (van Riel & Balmer, 1997, 349)

4.5 Summary

This chapter includes a rather wide range of marketing concepts, it starts with more general concepts of marketing and further more detailed, regarding the area corporate identity. The push and pull model shows how products are moving over the market.

The corporate identity may be explained in different ways but one is the how the company is symbolised as a whole. Corporate communication, corporate image and corporate reputation are also developed and explained how they may interact and result in competitive advantages. The spiderweb from Bernstein shows how corporate identity may be placed on a spiderweb for a more visual picture of a company's corporate identity. An overview of researchers in the corporate identity area also presented.

Chapter 5

An attempt to develop a model

5.1 Introduction

This chapter concerns the development of a new model based on Bernstein's Spider Web. The purpose is to give a clear and truthful picture of the perceived attributes of Ifö in the corporate movie.

5.2 Evaluation

To establish a desired corporate identity entails a positioning of the whole company. The problem that companies struggle through when they establish their corporate identity is that there are few models that measure the entire corporate identity of a company (Markwick & Fill).

The purpose of the research is to explore Ifö's corporate identity and if its stakeholders perceives it in favour for Ifö. Therefore it was important to create a model which purpose was to give a trustworthy picture of Ifö's corporate identity perceived in the reality.

In both qualitative and quantitative research it is of great importance to analyse and present the data so the reader gets a clear overall picture of the field that has been explored. The difference in analysing methods between qualitative and quantitative data is that qualitative data is operationalised and categorises before interpretation. When creating the questionnaire this concept should already exist (Andersen, 1998).

5.3 Determining the Attributes

The attribute chosen for this particular research were selected by considering the statement made by Ms Larsson at Ifö and by its home page. After a discussion and evaluation of the most important attributes for Ifö was nine attributes selected and defined as Ifö's corporate identity.

All attributes were not measurable so five adjectives were chosen to represent the corporate identity shown in the corporate movie. By choosing these attributes and applying them in to the model it might be possible to determine how the selected respondent group of stakeholders really perceived Ifö. Since the attributes chosen for this research were specific for Ifö it is not possible to directly adopt this model for other companies to measure their corporate identity.

The attributes that Ifö might regard as its most important, which represent it in the corporate movie are Nordic, traditional, security, high tech and finally high quality.

The selected respondent group was asked via structured quantitative questionnaires to indicate how they perceived important attributes about Ifö in the corporate movie. To reach a high quality and truthful picture of the respondent's underlying thoughts about Ifö five opposite attributes applied. This resulted in five pair of opposite adjectives on a rating scale that consisted of a scale from 1-7, the preferred attributes were 7 and the opposite attributes were number 1 on the scale.

Ifö's attributes:

Nordic

Traditional

High-tech

Secure

High quality

Opposite attributes.

Foreign

Trendy

Low-tech

Insecure

Low quality

5.4 Modification of Bernstein's Spiderweb

The inspiration source for this model is Bernstein's Spiderweb (van Riel & Balmer, 1997). In Bernstein's model are ten attributes first chosen and further eight of these ten are selected and then are they measured and the mean are presented in a hexagon.

The perceived image in the respondent group will be presented in a pentagon. The five most important attributes are placed at the edge and the opposite attributes are in the centre of the pentagon. After this, calculations of each scale closer further towards the edge the attributes appear to be, the more positive is the image. In other words the respondent has perceived Ifö, as Ifö wants to be perceived.

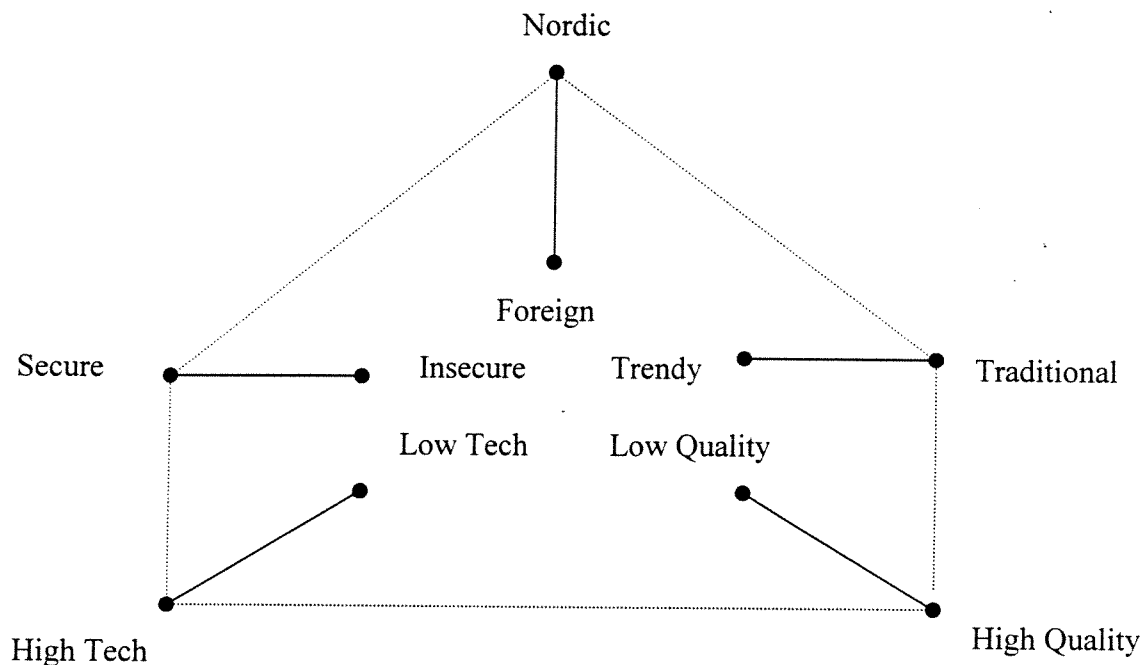


Figure 4. Modified Spiderweb

It is of great importance to notify that there might be differences between respondent groups and this might occur due to different relations to Ifö. In view of the fact that image might pass on from one stakeholder to another may the same research but in a different respondent group result in a different outcome. It is also important to take in to consideration that certain attributes might obtain biased responses.

5.5 Summary

The purpose of the research is to explore Ifö's corporate identity and if its stakeholders perceives it in favour for Ifö. After a discussion and evaluation of the most important attributes for Ifö was nine attributes selected and defined as Ifö's

corporate identity. All attributes were not measurable so five adjectives were chosen to represent the corporate identity shown in the corporate movie. To give a representative result a modified model was developed based on Bernstein's spider web. Since the attributes chosen for this research were specific for Ifö it is not possible to directly adopt this model for other companies to measure their corporate identity. The selected respondent group was asked via structured quantitative questionnaires to indicate how they perceived important attributes about Ifö in the corporate movie. To reach a high quality and truthful picture of the respondent's underlying thoughts about Ifö were five opposite attributes applied. The perceived image in the respondent group will be presented in a pentagon. The five most important attributes are placed at the edge and the opposite attributes are in the centre of the pentagon. After this, calculations of each scale closer further towards the edge the attributes appear to be, the more positive is the image.

Chapter 6

Empirical Methodology

6.1 Introduction

This chapter will describe the empirical methodology chosen for this dissertation. The research strategy and both the questionnaire and interview will be discussed. This chapter will also contain the validity, reliability and generalisability of the dissertation

6.2 Research Strategy

6.2.1 Our Approach

Our dissertation is based on Ifö a international company in Sweden in the business of gren heating, ventilation and sanition and our research was designed to determine how Ifö's stakeholders perceived its corporate identity. One specific group of stakeholder was selected on the basis of their potential impact on Ifö. The respondent group contained of 150 gren heating, ventilation and sanition assemblers, consults and retailers.

The respondent group saw Ifö's corporate movie and afterwards answered a structured questionnaire, to indicate which attributes they perceived about Ifö in the corporate movie.

6.2.2 Survey

The dissertation is based on a survey strategy, as this form of strategy is often associated with a deductive approach. Survey strategy is obtained by use of a standardised questionnaire, which simplifies the procedure to comparison between different variables or respondents. This research strategy is often used when investigating attitudes among a group. However the data collection through this research might not be as wide ranging as collected data by other research strategies (Saunders, Lewis& Thornhill, 2003).

6.2.3 Sample

When a questionnaire is used a sample is necessary. A sample is a subgroup or a part of a larger population (Saunders, Lewis & Thornhill, 2003). A population is the entire group of, for example, people. If it is not possible to use the whole population when a research is done it is necessary to choose a sample out of the entire group. It is possible to draw a conclusion about a whole population by only examining a sample.

A convenience sampling is used in this research. The sample selection process will continue until the required sample size has been covered. Even if this form of sampling is a common sampling method it is an inclination of bias and influences, which might be difficult to control.

This form of sample method allows people to be in favour of Ifö to answer the questionnaire. Due to this the result might not give an objective result.

6.2.4 Response Rate

The questionnaire was handed out at a meeting in the green heating, ventilation and sanitation business. The design of the questionnaire was simple and we only had 10 questions to increase the response rate because of the short limit of time the respondents had. We left them with restrictions to the supervisors from Ifö at the meeting and they were responsible for the distribution of the questionnaires. At the beginning 150 questionnaires were supposed to be handed but only 70 were. 17 of these were non-usable since they were not answered completely. 53 of these questionnaires were usable for us in our dissertation. This gives a response rate at 35.3%.

6.2.5 Questionnaire

A questionnaire is often shaped as the form of questions used in a standardised interview. A questionnaire can be used for a descriptive or explanatory research (Saunders, Lewis & Thornhill, 2003).

Our form of questionnaire is called delivery and collection questionnaire. Our purpose was that through our questionnaire collect usable information about how the respondent group perceived Ifö in the corporate movie.

The questionnaire (see appendix 1) is constructed in a way to make it easier to understand for the respondent and further to reduce misunderstandings. If the respondent group does not understand the questions the survey might be misleading and do not give a truthful picture of reality. The respondent group consisted of Swedish people, therefore we chose to have the questionnaire in Swedish.

This particular questionnaire was designed for this special occasion. The questionnaire consists of ten questions concerning the subject. It begins with three open questions (Saunders, Lewis & Thornhill, 2003), where we wanted to know detailed facts that might be different for each respondent. For example did we ask how long they had had a business relation with Ifö? Further rating questions were used to collect opinion data, and we used the most common approach, Likert-style rating scale, where we asked the respondents if they agreed or disagreed (Saunders, Lewis & Thornhill, 2003).

The interview with Ms Larsson resulted in five attributes that Ifö is supposed to deliver to the viewer through its corporate movie.

To get a more objective assessment of the result, we have chosen a semantic differential rating scale. Through this scale it might be possible to determine the respondents underlying attitude about Ifö in the corporate movie. The respondents should rate an attribute on a bipolar rating scale; a pair of opposite adjectives describes each bipolar scale. The attributes are mixed so it would not be too predictable for the respondent to tick the attribute the corporate movie is supposed to deliver.

6.2.6 Semi-Structured Interview

When we started working with our dissertation we went to Ifö in Bromölla to meet Ms Larsson. Our choice was to do a semi-structured taped interview with her. A semi-structured interview is when you have a theme or questions, which the respondent can answer, and talk freely about (Saunders, Lewis & Thornhill, 2003). We had prepared questions and when Ms Larsson answered the questions she sometimes came into nearby subjects, which she was allowed to do.

6.3 Scientific Approach

6.3.1 Our Approach

Our research contains two elements; a questionnaire and a semi-structured interview. The major part of the dissertation is based on a positivistic approach due to the fact that the survey made by questionnaires constitutes the base for our research. The collected data will further be modified to measurable quantitative data.

To make it possible to measure and compare different variables among each other a quantitative approach is important. A qualitative approach will also be explored through an interview with Ms Larsson. Some parts in the questionnaire are based on the facts received in this interview.

6.3.2 Exploratory, Descriptive and Explanatory

Exploratory studies are used to investigate and are often used in fields, which are relatively unknown, and there is a lack of information about the phenomenon. The purpose is to collect as much information as possible about a specific situation, problem or area.

Descriptive studies can be explained to give an accurate overall picture of persons, events or different situations.

A descriptive study occurs when accurate collections are made about all individuals in a group and further will be described in different aspects.

Descriptive studies can be used as statistic and therefore can the explored situation be described in numbers.

Explanatory studies occur when the researcher investigates a situation or a problem to explore the relationship between two variables. The explanative study is similar to the deductive approach due to the fact that the research is based on already existing theories.

Our research strategy is a descriptive study, as we have used attitude and opinion questionnaires in our survey, which we further have quantified and analysed in SPSS, which is a statistic computer program.

6.3.3 Deductive Approach

Our research is of a deductive approach. A large amount of literature consisted of books, e-journals and models were reviewed and further evaluated and then the most relevant theories were selected to constitute the base for this dissertation.

Different theories and models have been selected to give a clear picture of Ifö's corporate identity and how this picture is passed on to the recipient and if it is perceived in favour for Ifö.

This research is based on a survey due to the fact that the purpose of our research has the ability to generate answers to the questions *what* and *how* do matters stand in this particular situation. (Saunders, Lewis & Thornhill, 2003).

The result of the questionnaire will, among other things, be presented in a model that has been developed during the time frame of this particular dissertation. The developed model is based on Bernstein's spiderweb. The purpose of this model is to show a truthful picture of what the respondent group really thinks about Ifö in the corporate movie.

6.4 Reliability

6.4.1 Reliability of Questionnaire

The reliability of a dissertation states how much the results from a measuring method are affected by occasions. The results should give the same results every time the same measurement is done.

The reliability is a problem when a study is done where people are involved since the behaviour of people can differ from time to time. Threats for the reliability are the occasion when a survey or questionnaire is delivered, participants' bias, observer errors and observer bias. The way the data is coded and registered should also be in a correct way (Andersen, 1998, Saunders, Lewis & Thornhill, 2003).

We chose to deliver the questionnaire on an occasion, which was the only suitable during the time frame. The participant's bias is hard to eliminate since they might have talked to each other when they answered the questionnaires. The respondent group might also been influenced by the information about Ifö during the meeting. The corporate movie was shown at the end of the meeting. Therefore there is a possibility that the representatives from Ifö have exposed information about the corporate movie, which has made it easy to fill in the questionnaire in favour for Ifö.

The risk of observer errors was something we thought were very small since the questions were asked from a questionnaire, which made the questions, formulated exactly the same every time a participant read them.

Since the participants of the questionnaire were in a stressful situation we developed the questions for this and this might be an observer bias. Ifö did not affect us when we developed the questions except from the advice's we got from them.

6.4.2 Reliability of Semi-structured Interview

One fact about the reliability is that an interview or questionnaire, which is repeated, should give nearly the same answers every time it is done.

When a semi-structured interview is used it is difficult to get the same interview situation more than one time.

When semi-structured interviews are used, as in our case, there are often complex questions to explore (Saunders, Lewis & Thornhill, 2003). One problem with interviewing a person in a leading position of a company may be that they are biased (Andersen, 1998). In the interview we used open questions and probing questions. These two kinds of different question allow the interviewed person to explain and develop their answers.

6.5 Validity

6.5.1 Validity of the Questionnaire

Validity is whether the result from a study or survey agrees with the reality. It is important that the authors of a dissertation secure that the intention of the measurement also is measured. Validity examines the causal relationship between two variables and shows if the findings are what they appears to be (Saunders, Lewis & Thornhill, 2003).

The chosen sample method for this occasion was a convenience sample. As mentioned before is this a common sample method but it has its weaknesses, which in this particular case might have allowed the respondent group to be more optimistic about Ifö than the general attitude among other people in the green heating, ventilation and sanitation business. Therefore may the result of the questionnaire be biased and further give a misleading picture of the research.

6.5.2 Validity of the Semi-Structured Interview

The validity of a dissertation should guarantee what should be measured also is measured (Saunders, Lewis & Thornhill, 2003). We wanted to see what characteristics and believe Ifö represent and by doing a semi-structured interview with Ms Larsson was this explored. We are aware of the fact that she might not be objective and an interview with somebody outside Ifö could have been favourable for the validity and us.

6.6 Generalisability

Generalisability is sometimes described as external validity. If the result of a survey can produce a theory useably in other surveys it is generalisable (Saunders, Lewis & Thornhill, 2003). Since we made a survey specified for Ifö, the result of our dissertation is not generalisable.

6.7 Summary

The respondent group saw Ifö's corporate movie and afterwards answered a structured questionnaire, to indicate which attributes they perceived about Ifö in the corporate movie. When a questionnaire is used a sample is necessary. A questionnaire is often shaped as the form of questions used in a standardised interview. A questionnaire can be used for a descriptive or explanatory research (Saunders, Lewis & Thornhill, 2003). Our form of questionnaire is called delivery and collection questionnaire. Our purpose was that through our questionnaire collect usable information about how the respondent group perceived Ifö in the corporate movie. The questionnaire consists of ten questions concerning the subject. A semi-structured interview is when you have a theme or questions, which the respondent can answer, and talk freely about (Saunders, Lewis & Thornhill, 2003). In this chapter is also the reliability and validity of the questionnaire and interview discussed.

Chapter 7

Result of Questionnaire

7.1 Introduction

In this chapter the result of the questionnaires will be presented. Each question will be explained and calculated. The results are shown in different tables.

7.2 Result of Questionnaire

In questions 5,6,7 and 9 a scale from 1 to 7 is used, where number 4 allows the respondent to have a neutral opinion. The scale in each question will be explained below.

Question number 1.

Table 7.1

To what extent is Ifö your supplier of toilet and bathroom equipment?

		Frequency	Percent	Cumulative Percent
Valid	0%-25%	8	15,1	15,1
	26%-50%	16	30,2	45,3
	51%-75%	18	34,0	79,2
	76%-100%	11	20,8	100,0
Total		53	100,0	

If alternative 51%-75% and 76%-100% are chosen we have assumed that Ifö is their main supplier. 29 persons (54.8 %) of the respondent group have answered that Ifö is their main supplier of bath and toilet equipment. Therefore the major part of the respondent group represented companies that used Ifö as their supplier to a great extent.

Question number 2.

Table 7.2

How many employees work at your company/ the company you are employed at?

		Frequency	Percent	Cumulative Percent
Valid	0-20 employees	34	64,2	64,2
	21-100 employees	7	13,2	77,4
	101-500 employees	4	7,5	84,9
	501< employees	8	15,1	100,0
	Total	53	100,0	

The group of participants, which was most representatives at the meeting, was persons that owned a company or worked at a company with no more than 20 employees (34 persons or 64.2%).

Table 7.2.1

		Frequency	Percent	Cumulative Percent
Valid	0-100 employees	41	77,4	77,4
	101 < employees	12	22,6	100,0
	Total	53	100,0	

We divided the respondents into two parts where we considered 0-100 employees as a small company and 101< as a large company. The statistics in the table shows that the major part of the respondents worked at small companies.

Question number 3

Table 7.3

How many years have you had a business like relation with Ifö?

		Frequency	Percent	Cumulative Percent
Valid	0-10 years	20	37,7	37,7
	11-20 years	18	34,0	71,7
	21-30 years	11	20,8	92,5
	31 < years	4	7,5	100,0
	Total	53	100,0	

- Alternative 1: 0-10 years
- Alternative 2: 11-20 years
- Alternative 3: 21-30 years
- Alternative 4: 31< years

The respondent frequency was similar between 0-10 years and 11-20 years of businesslike relations with Ifö. Alternative 3 and 4 we have defined as a long businesslike relationship. Even if we put together alternative 3 and 4, will alternative 1 be most common choice.

Question 4.

The major part of the respondent group consisted of green heating, ventilation and sanitation consultants, assemblers and plumbers.

Question number 5.

Table 7.4

Do you think this is a good way for Ifö to profile itself?

		Frequency	Percent	Cumulative Percent
Valid	2	1	1,9	1,9
	4	12	22,6	24,5
	5	16	30,2	54,7
	6	8	15,1	69,8
	Agree	16	30,2	100,0
	Total	53	100,0	

A scale of seven has been used where 1 is disagrees and 7 is agrees totally with the statement.

The result of this question is rather scattered. If we draw the conclusion that persons that have chosen number 5,6 and 7 on the scale have an optimistic view of this form of profiling itself. The result of this question will be that the majority agrees on this way of profiling.

Table 7.5

Do you think this is a good way for Ifö to profile themselves? * How many years have you had a businesslike relation with Ifö?

		How many years have you had a businesslike relation with Ifö?				Total
		0-10 years	11-20 years	21-30 years	31 < years	
Do you think	2	0	0	1	0	1
this is a good	4	4	4	3	1	12
way for Ifö to	5	8	4	3	1	16
profile	6	4	2	2	0	8
themselves?	Agree	4	8	2	2	16
Total		20	18	11	4	53

A comparison has been made between question 3 and 5. The amount of respondent frequency in each alternative in question number 3 is ignored due to the total amount of answers in each alternative differ too much. It is possible to see that the respondent group consisting of 0-10 years relationship with Ifö is in general more positively inclined to this form of profiling (question 5), if number 5,6 and 7 on the scale are assumed to be more positive.

It is important to point out that the respondents in each alternative in question 3 have answered the different alternatives in question number 5 rather similar.

Question number 6a.

Table 7.6

How do you perceive Ifö in the movie?

		Frequency	Percent	Cumulative Percent
Valid	Foreign	1	1,9	1,9
	2	5	9,4	11,3
	4	3	5,7	17,0
	5	6	11,3	28,3
	6	20	37,7	66,0
	Nordic	18	34,0	100,0
	Total	53	100,0	

Number 1 on the scale represents foreign and number 7 stands for Nordic.

Ifö is perceived as Nordic in the corporate movie due to the fact that the majority of the respondent group has chosen number 6 and 7 on the rating scale.

Question number 6b.

Table 7.7

How do you perceive Ifö in the movie?

		Frequency	Percent	Cumulative Percent
Valid	Trendy	9	17,0	17,0
	2	11	20,8	37,7
	3	8	15,1	52,8
	4	12	22,6	75,5
	5	7	13,2	88,7
	6	4	7,5	96,2
	Traditional	2	3,8	100,0
	Total	53	100,0	

Number 1 stands for trendy and number 7 represent a traditional picture of Ifö in the movie.

The picture given about Ifö in the movie, if it was trendy or traditional might have been unclear. This table shows that the opinions regarding this characteristic are scattered. There is insecurity among the respondent group due to the respondent frequency on number 4 on the scale.

Question number 6c.

Table 7.8

How do you perceive Ifö in the movie?

		Frequency	Percent	Cumulative Percent
Valid	Insecure	2	3,8	3,8
	2	3	5,7	9,4
	3	3	5,7	15,1
	4	6	11,3	26,4
	5	13	24,5	50,9
	6	13	24,5	75,5
	Secure	13	24,5	100,0
	Total	53	100,0	

Number 1 stands for insecurity and 7 for security. As the table shows has Ifö succeed to deliver a secure picture of them in the corporate movie.

Question number 6d.

Table 7.9

How do you perceive Ifö in the movie?

		Frequency	Percent	Cumulative Percent
Valid	Low-tech	1	1,9	1,9
	2	3	5,7	7,5
	3	4	7,5	15,1
	4	15	28,3	43,4
	5	10	18,9	62,3
	6	10	18,9	81,1
	High-tech	10	18,9	100,0
	Total	53	100,0	

Number 1 on the rating scale represent low-tech and 7 high-tech.

Among the respondents 15 have chosen number 4 on the scale. A possible reason may be that the question and the two opposite adjectives can be misunderstood. The question is regarding the production of the products and not the product itself. However it is important to take into consideration that 30 of the respondents have chosen alternative 5, 6 or 7 on the scale.

Question number 6e.

Table 7.10

How do you perceive Ifö in the movie?

		Frequency	Percent	Cumulative Percent
Valid	Low quality	2	3,8	3,8
	3	2	3,8	7,5
	4	4	7,5	15,1
	5	6	11,3	26,4
	6	18	34,0	60,4
	High quality	21	39,6	100,0
	Total	53	100,0	

Number 1 on the scale represents low quality and number 7 represents high quality.

A majority of the respondent group associates Ifö with the characteristics of high quality. It can be considered that the corporate movie has succeeded in sending out a high quality picture of Ifö.

Question 7.

Table 7.11

Have your opinion about Ifö changed since you have seen the movie?

		Frequency	Percent	Cumulative Percent
Valid	2	1	1,9	1,9
	4	19	35,8	37,7
	5	9	17,0	54,7
	6	12	22,6	77,4
	Positive	12	22,6	100,0
	Total	53	100,0	

Number 1 on the scale stands for negative and number 7 represent positive.

Among the respondents 19 have chosen to have a neutral opinion on this question. The highest response frequency on the scale had 5, 6 and 7, and they represent a more positive opinion about Ifö after the corporate movie has been shown. One reason to the high amount of neutral opinions may be the time pressure the respondent group had which might have made it difficult to go deeper into the question.

Question number 8.

Table 7.12

What do you think the purpose of the movie is?

		Frequency	Percent	Cumulative Percent
Valid	Increase the sale	11	20,8	20,8
	Increase the awareness of Ifö?	42	79,2	100,0
	Total	53	100,0	

It is clear that the majority of the respondents believe that the purpose with the corporate movie is to increase the awareness about Ifö. One reason may be that the corporate movie reflects an overall picture of the company, which aims to convey the spirit of Ifö.

Question number 9a.

Table 7.13

Do you think it is a trustworthy picture of Ifö shown in the movie?

		Frequency	Percent	Cumulative Percent
Valid	2	2	3,8	3,8
	4	9	17,0	20,8
	5	16	30,2	50,9
	6	17	32,1	83,0
	Very trustworthy	9	17,0	100,0
	Total	53	100,0	

Number 1 on the scale stands for not trustworthy and number 7 on the scale stand for very trustworthy.

The largest amounts of respondents have answered number 5, 6 and 7 on the scale, which constitutes a majority of the whole group. However, only 9 persons believed it was a very trustworthy picture Ifö sends out in the corporate movie.

Question number 9b.

Table 7.14

Do you think it is a realistic picture of Ifö shown in the movie?

		Frequency	Percent	Cumulative Percent
Valid	2	4	7,5	7,5
	3	2	3,8	11,3
	4	6	11,3	22,6
	5	21	39,6	62,3
	6	11	20,8	83,0
	Realistic	9	17,0	100,0
	Total	53	100,0	

Number 1 on the scale stands for unrealistic and number 7 represents realistic.

There are some similarities with question 9a, however a higher part of the respondent group was not totally convinced that the corporate movie was realistic. The explanation of the similar result of question 9a and 9b may be deduced to the fact that one question were divided into two.

Question number 10.

Table 7.15

Do you advertise Ifö in your own business?

		Frequency	Percent	Cumulative Percent
Valid	Yes	26	49,1	49,1
	No	19	35,8	84,9
	Do not know	8	15,1	100,0
	Total	53	100,0	

It is important to be indulgent with this question since the respondent group has answered very differently regarding the definition of marketing. Another important factor is also the different professions that are represented in the respondent group.

Chapter 8

Analysis

8.1 Introduction

This chapter begins with a general analysis of Ifö's hypothetical positioning in the green heating, ventilation and sanitation market. The defined problem will be explored and the result will be presented in different models.

8.2 Positioning

The green heating, ventilation and sanitation business contains a large amount of producers; some of them are Ikea, Ido, Gustavsberg, Villeroy & Boch, Svedbergs and Ifö. Each of these companies has probably their own specific and detailed positioning strategy. These companies might sell and market their products in different ways. There is also a possibility that new operators will enter the market in time, therefore the positioning strategy is of great importance for each company to keep its position in the market. While the final consumer only buys bath and toilet equipment every twenty years it might be important to focus specifically on the retailer.

Each of the above mentioned companies in the green heating, ventilation and sanitation business might have distinguishing characteristics that differ from each other. For an example, Ikea might position itself as the company with the lowest price and brands like V&B might stand for a very good, innovative but yet simple. In other words the companies might satisfy different needs and target groups.

8.3 Ifö's Positioning Strategy

The semistructured interview with Ms Larsson at Ifö resulted in information regarding its hypothetical positioning in the green heating, ventilation and sanitation market. The idea is to give an impression of a secure choice to the final consumer.

Ifö's purpose is to give the customer products that works, such as good quality, form and the ability to bring a product into line with consumer needs, provide a variety of services for the consumer such as spare parts and guarantees and offer a modern design rather than too trendy.

Ms Larsson expressed two valuable words for Ifö, knowledge and security. Ifö wants to be understood as a knowledge company, which offers a safe choice in the gren, heating, ventilation and sanitation business.

Ifö does not market its products in a large scale to the final consumer due to the fact that bath and toilet equipment are a seldom purchase. Ifö makes every effort to promote its products to the retailers.

8.4 Ifö's Marketing Communication

Ifö use three types of communication with the purpose to make the audience more aware about Ifö. This research will only contain of a valuation of the corporate movie due to the fact that our research is based on the corporate movie.

Ifö have chosen to use a type of communication that reminds of public relation, which is called employee relations. There are some similarities between the employee relation and Ifö's way of communicating its company and products. Ifö gives priority to informing and educating its employees to create a homogeneous company. To cover the whole process with its concept of knowledge different tools are used to inform its stakeholders so they can pass on the corporate identity to its costumers.

Ifö also use advertising to promote its products. This is a common way to communicate a company or brand to further influence and make its stakeholders aware of Ifö. This is carried out through different ads etc.

8.5 Applicable Communication Model

8.5.1 Ifö's customers

A large part of the customers who buys from Ifö are not the final users. Ifö divides its customers like this:

1. Retailer → green heating, ventilation and sanitation companies → Final consumer
2. Retailer → real estate owners, constructing companies → Final consumer
3. Industries → Final consumers

In number 1 Ifö uses the media, advisers and different exhibitions to affect every part in the chain, even the final consumer. In number 2 and 3 Ifö uses the media, advisers and exhibitions which in turn are focused on the companies in the chain since Ifö itself does not do any marketing towards the final consumer.

8.5.2 How does Ifö use the Push and Pull Model

Earlier in this dissertation we have explained the push and pull model. Companies may use this model when promoting and marketing their products or services.

An important part of this is what kind of product it is and in the case of Ifö where it is more expensive products, and products, which the final consumers do not buy very often. In the interview with Ms Larsson we were informed that the common man invests in a new toilet or bathroom about every 20 years. Because of this Ifö does not market its products directly to the final consumer.

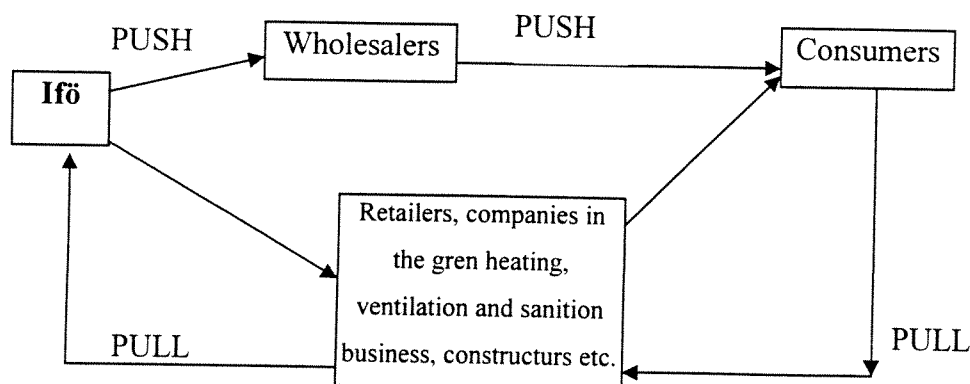


Figure 5. Push and Pull model applied on Ifö

8.5.2.1 Push

As a result of the category of products Ifö is selling, it might not market the products to the final consumers. The marketing Ifö does is directed towards wholesalers and retailers.

There is available information to consumers about Ifö in the situations where the consumers actively seek the information by themselves, such as persons, which are renovating a bathroom. In these circumstances Ifö pushes its products in the direction of the entire business and the retailer in their turn pushes the products of Ifö towards the consumers.

8.5.2.2 Pull

When the push strategy has started, a pull strategy should hopefully also start up. The communication from Ifö towards the wholesalers and retailers, which in turn communicate with the consumers, is supposed to make the consumers interested in the products. In this way the consumers pull the demand of the products through demanding it in the stores, which in turn demands it from Ifö. Ifö builds up a relation through the wholesaler or retailer.

8.6 An application of the Operational model on Ifö

The result of the questionnaire and semi-structured interview will be evaluated through the operational model below.

8.6.1 Corporate identity

Ifö has been on the market for many years. Therefore it might have built up an identity, which may have been improved over the years. Today it is possible to relate the corporate identity to the entire company. During this year Ifö has developed three different communication methods to mediate their corporate identity. Through the corporate movie a feeling of Ifö's identity in the audience is supposed to appear. This particular feeling may be described as the corporate identity.

The philosophy in the company can be described in two words: knowledge and security. The purpose with this philosophy is that it should pervade the entire company. Some constantly recurring values are the environment, water, pure material, traditional, security, knowledge, Nordic, high-tech and high quality.

Ifö believes that it is important that every part of the chain share its values. The reason for this might be the fact that Ifö has no contact with the final consumer. As shown in the result of the questionnaire in question 6 and 10, is a relatively large part of the respondent group aware of the values.

8.6.2 Corporate Communication

Ifö communicate its identity through different channels. Some of the stakeholders are presented in figure 6 below.

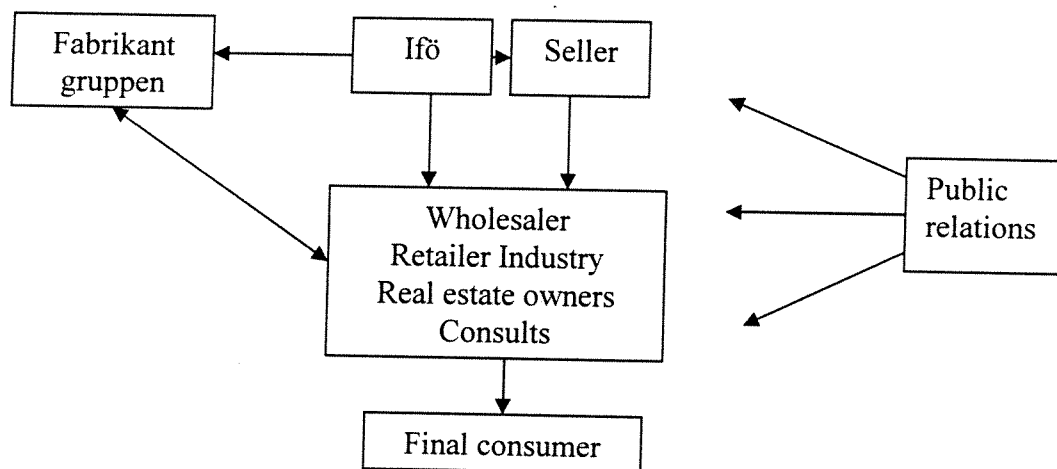


Figure 6. Ifö's corporate communication

Ifö is the carrier of the corporate identity and the stakeholders may be seen as messengers of the corporate identity. The sellers from Ifö may be seen as the extended arm to mediate the corporate identity because the sellers might use the corporate movie to strengthen the "feeling" Ifö wants to communicate. The role of the sellers is important since they often have contact with the retailers, which further on have the contact with the final consumer.

The Fabrikantgruppen is an organisation, which consists of seven leading gren, heating, ventilation and sanitation manufacturers and its purpose is to frame the spread of information about the companies' activity and to increase the knowledge within the branch. This is done for example through information meetings where stakeholders in the gren heating, ventilation and sanitation business are welcome. This organisation has made it possible for Ifö to show the corporate movie on one of these meetings and in its turn send out the corporate identity of Ifö.

Wholesalers and retailers play an important role though they might have relations with both Ifö and different customers. One of these customers may be a real estate owner. They indirectly market Ifö by using its products in their real estates, which may influence a tenant to a later purchase of bath and toilet equipment made by Ifö.

8.6.3 Corporate Image Reputation

Ifö has tried to create a hypothetical image through the corporate movie. Ifö has tried to convey a feeling of its corporate identity through different attributes. The image the respondents have perceived is based on 10 different attributes.

A large part of Ifö's success might be related to its Scandinavian image. In Russia and the Baltic States Ifö is selling a lot of products with the help of the image it has created through the label "made in Sweden", which Ifö deliberately has taken advantage of. This image must be relatively impressed also in Sweden since the majority of the respondent group imagined Ifö as Nordic.

Ifö wants to communicate an image of being a stable, timeless and traditional company. This picture is not a natural choice for the respondents due to the fact that the result is very scattered. Many of the respondent's perceive Ifö as trendy in other words, Ifö has delivered an unclear impression about being traditional.

Ifö attempt to be both a secure choice for the customers and in the same way deliver high quality products. This includes an availability of spare parts, customer service with educated personnel and also products with high quality resistible for many years. With the help of the questionnaire it is possible to see that Ifö has succeeded to reach the respondents with this image.

The production of bath and toilet equipment might be a high-tech industry and this is also the picture Ifö wants to send out. The majority of the respondents are connected to the green heating, ventilation and sanitation business therefore the majority of the respondents knew that Ifö has a high tech production. The above mentioned distinct characteristics for the corporate identity regarding Ifö are not only communicated towards the stakeholders. Ifö tries to implement this “feeling” to all its employees.

When the stakeholders and the employees share their philosophy about Ifö a corporate reputation might be spread. The employees play an important role in creating the reputation since everybody is representing Ifö.

When the corporate identity, corporate communication, corporate image and corporate reputation interact this may lead to competitive advantages for Ifö.

8.7 An Attempt to Apply the Modified Spiderweb

To apply this modified model the mean value of each question from 6a to 6e was calculated (see appendix 3). If the respondent group perceived Ifö in the same way as the company is profiling itself, the mean value should be high and be placed at the edge of the outer spoke. The outer spokes represent number 7 and the inner spokes represent number 1. The result from question 6a to 6e is presented below in figure 6.

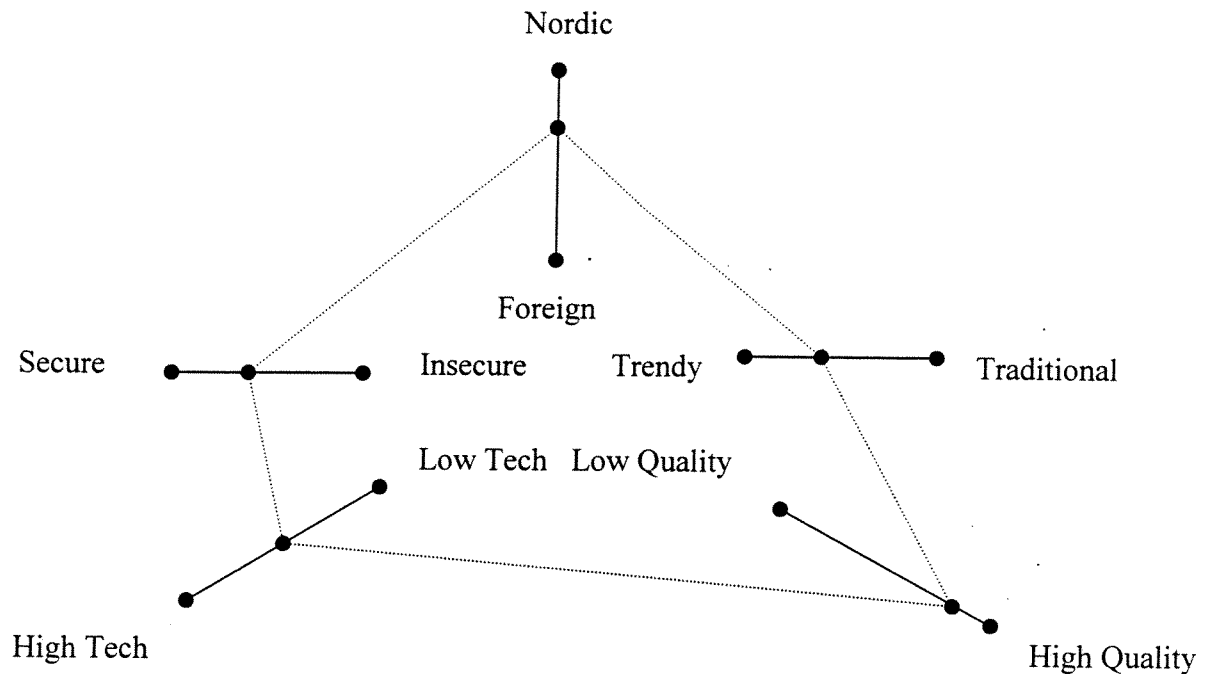


Figure 7. Modified Spiderweb adapted on Ifö

Ifö has succeeded to send out an image of being Nordic, this can be derived to the high mean value, 5.64.

Trend-traditional, the major part of the respondent group had a neutral opinion if Ifö was trendy or traditional. 20.8% thought that Ifö was trendy rather than traditional. Only 3.8% got the idea that Ifö was traditional. The mean value of this question is 3.32. The mean value shows that the approach Ifö has chosen may be confusing for the perceiver.

I distinguish attribute for Ifö is high quality, 39.6% of the respondent group agrees that Ifö represents high quality and only 3.8% disagreed. The mean value 5.83 strengthens the statement that Ifö represents high quality.

According to the model has the respondent group divided opinions concerning the attributes high tech and low tech. The mean value is 4.89 and that gives indications of a neutral opinion among the respondents.

As mentioned before, the question may have been confusing since the attributes concern the production and not the products Ifö delivers.

Secure- insecure, the respondent group perceived Ifö as a secure choice and only 3.8% thought that it was an insecure choice due to the fact that the mean value is 5.18.

If all attributes, Nordic, traditional, secure, high tech and high quality may be considered as the corporate identity Ifö wants to send out to its stakeholders. It may be possible to calculate an overall mean value of the five attributes. The result will be 4.97 (see appendix 3). The general picture of Ifö indicates as if its corporate identity is indistinct. It is important to point out that it is only the corporate identity in the corporate movie that has been measured. When all attributes are evaluated together the general picture is more neutral than if each attributes are evaluated separately.

8.8 Summary

Two valuable words for Ifö is mentioned, knowledge and security. Ifö use three types of communication with the purpose to make the audience more aware about Ifö. There are some similarities between the employee relation and Ifö's way of communicating its company and products. Ifö gives priority to informing and educating its employees to create a homogeneous company. Ifö uses the push and pull model. As a result of the category of products Ifö is selling, it might not market the products to the final consumers. The marketing Ifö does is directed towards wholesalers and retailers. Ifö has tried to create a hypothetical image through the corporate movie. Ifö has tried to convey a feeling of its corporate identity through different attributes. A large part of Ifö's success might be related to its Scandinavian image. Ifö wants to communicate an image of being a stable, timeless and traditional company. Many of the respondent's perceive Ifö as trendy in other words, Ifö has delivered an unclear impression about being traditional. When the corporate identity, corporate communication, corporate image and corporate reputation interact this may lead to competitive advantages for Ifö. The result of the questionnaire is presented in the modified model. If all attributes, Nordic,

traditional, secure, high tech and high quality may be considered as the corporate identity Ifö wants to send out to its stakeholders. The general picture of Ifö indicates as if its corporate identity is indistinct. When all attributes are evaluated together the general picture is more neutral than if each attributes are evaluated separately.

Chapter 9

Conclusion

9.1 Introduction

In this chapter will we summarise the outcome of our dissertation. Conclusion and criticism will be presented.

9.2 Conclusion

The conclusion of this dissertation is an outcome of an evaluation of the questionnaire and interview survey. The result has been measured through two different models, one existing and one modified.

The concept corporate identity is an abstract subject and is sometimes difficult to measure though it contains the philosophy of the entire company.

The conclusion concerning the corporate identity Ifö wants to convey to the stakeholders in the corporate movie may be described through the chosen attributes. One of the attributes, secure, we believe is more of a reputation than a perceived corporate identity due to the fact that the corporate movie does not immediately give the connection to a secure choice. This reputation may also be biased because the respondent group already had the knowledge about Ifö's products.

The most common perceived image among the respondent group is unanimous to the hypothetical corporate identity created by Ifö. This statement is based on the assumption that number 5, 6 and 7 on the bipolar scale are considered to be more in line with Ifö's corporate identity. This result may be due to the fact that the respondent group already possess the knowledge in this line of business.

The evaluation of the operational model indicates that Ifö is on the right track. Some modification needs to be done due to the fact that the respondent group did not perceive important attributes as characteristic for Ifö in the corporate movie. For an example is traditional an important attribute that has been misunderstood. One reason of this misunderstanding may be that the design, which is characteristic for Ifö is in fashion today. Therefore might Ifö's design be perceived as trendy instead of traditional. The definition of trendy and traditional may also be individual. The scattered answers in the questionnaire may be the result of lack of interest among the respondents in the field of business we investigated.

The application of the modified model has been successful to give a clear picture of the perceived corporate identity of Ifö. We think it increase the possibilities to give a more correct picture because it measures the attributes even more. By using statistics, in this case the mean value, the result may be more secure than the result shown in the operational model. We are aware of the fact that this modified model is not general applicable to all companies in the green heating, ventilation and sanitation business. Even if the response rate was rather low we think the result gives a good overview of how Ifö's corporate movie was perceived by the respondent group.

The corporate movie is an informative way of sending out an important message. This particular corporate movie is short and concise and it's imagined thought of delivering the spirit of Ifö feels relevant. The common man may not be convinced with this type of communication through a corporate movie and therefore it is possible that they accept it with reservations. The opinion might be that the company is glorifying itself.

9.3 Criticism

9.3.1 Theory

The theory chapter may be too extensive but an explanation of basic marketing areas felt important to include due to the fact that the reader might not be well read in the field.

9.3.2 Questionnaire and Semi-structured Interview

The chosen attributes consisted of five opposite adjectives may be misleading in some case. We have based some parts of the questionnaire on the interview with Ms Larsson, which may be biased because Ms Larsson is included in the development of the corporate movie.

9.4 Future research

It would be interesting to enlarge this survey to a wider range of Ifö's stakeholders. The reason for this might be to see if the outcome would have been the same as in this dissertation. Another interesting factor would be to compare if there are any differences if you have a small or large company and/or how long the relationship with Ifö has lasted. A future research can be to look at the whole industry since this dissertation only look at one single company. Since the result of this research may be a foregone conclusion it might have been more interesting for Ifö to do the same investigation on a respondent group without any knowledge and bias in this field of business.

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Interview:

Interview with Birgitta Larsson, Marketing Director at Ifö, 2004-10-19.

Appendix 1

Enkätundersökning av Ifös profilfilm 2004

1. I vilken omfattning är Ifö Din huvudleverantör av bad- och toalett inredning?

☐ 0%-25% ☐ 26%-50% ☐ 51%-75% ☐ 76%-100%

2. Hur många anställda arbetar på Ditt företag/det företag Du är anställd på?

Antal _____ st.

3. Hur många år har Du haft en affärsmässig relation med Ifö?

Antal _____ år.

4. Vilken relation har Du till Ifö? (Yrke)

5. Anser Du att detta är ett bra sätt för Ifö att profilera sig?

Kryssa för på skalan 1-7 där 1 = instämmer inte och 7 = instämmer helt.

Instämmer inte 1 2 3 4 5 6 7 Instämmer helt

6. Hur uppfattar Du Ifö i filmen?

Kryssa för på skalan 1-7 hur Du uppfattar Ifö.

Nordiskt	-	-	-	-	-	-	-	Utländskt
Trendigt	-	-	-	-	-	-	-	Traditionellt
Tryggt	-	-	-	-	-	-	-	Osäkert
Högteknologiskt	-	-	-	-	-	-	-	Lågteknologiskt
Låg kvalitet	-	-	-	-	-	-	-	Hög kvalitet

7. Har Din uppfattning av Ifö ändrats efter att ha sett filmen?

Kryssa för på skalan där 1= Din uppfattning har ändrats till det negativa och 7= Din uppfattning har ändrats till det positiva.

Negativt 1 2 3 4 5 6 7 Positivt

8. Vad tror Du filmens syfte är?

Kryssa för max ett alternativ.

- ☐ Öka försäljningen
☐ Öka medvetenheten om Ifö
☐ Övrigt _____

9. Anser Du att det är en trovärdig och realistisk bild av Ifö som förmedlas

i filmen? Kryssa för på skalan 1-7 där 1= Inte trovärdig/orealitisk och 7=Mycket trovärdig/realistisk.

Inte trovärdig	1	2	3	4	5	6	7	Mycket trovärdig
Orealistisk	1	2	3	4	5	6	7	Realistisk

10. Gör Du reklam för Ifö i din verksamhet?

☐ Ja ☐ Nej ☐ Vet ej

Om ja, hur då? _____

Vi Tackar för Din medverkan!

Elisabeth Andersson & Maria Hansson

Studenter vid Internationella Ekonomiprogrammet vid Högskolan i Kristianstad.

Appendix 1a

Questionnaire Survey of Ifö's corporate Movie 2004

1. To what extent is Ifö your supplier of bath and toilet equipment?

☐ 0%-25% ☐ 26%-50% ☐ 51%-75% ☐ 76%-100%

2. How many employees work at your company/the company you are employed at?

Amount _____

3. How many years have you had a businesslike relation with Ifö?

Amount _____ year.

4. What is your relation to Ifö (profession)

5. Do you think this is a good way for Ifö to profile itself?

Tick on the scale 1-7, 1 = disagrees and 7 = agrees

Disagrees 1 2 3 4 5 6 7 Agrees

6. How do you perceive Ifö in the movie?

Tick on the scale 1-7, how you perceive Ifö.

Nordic	-	-	-	-	-	-	-	Foreign
Trendy	-	-	-	-	-	-	-	Traditional
Secure	-	-	-	-	-	-	-	Insecure
Hi Tech	-	-	-	-	-	-	-	Low Tech
Low Quality	-	-	-	-	-	-	-	High Quality

7. Has your opinion about Ifö changed since you have seen the movie?

Tick on the scale 1-7, 1= negative and 7= positive

Negative 1 2 3 4 5 6 7 Positive

8. What do you think the purpose of the movie is?

Tick only one alternative

- ☐ Increase the sale
☐ Increase the awareness about Ifö
☐ Other _____

9. Do you think it is a trustworthy and realistic picture Ifö shown in the movie?

Tick on the scale 1-7, 1= not trustworthy/unrealistic and 7=very trustworthy/realistic.

Not trustworthy	1	2	3	4	5	6	7	Very trustworthy
Unrealistic	1	2	3	4	5	6	7	Realistic

10. Do you advertise Ifö in your own business?

☐ Yes ☐ No ☐ Do not know

If yes, how? _____

Thanks for your participation

Elisabeth Andersson & Maria Hansson

Students at the Department of International Business, Kristianstad University.

Appendix 2

Birgitta Larsson 19/10-2004

- Vad står företaget Ifö för?
- Varför valde ni att göra en företagsfilm?
- Vem riktar den sig till?
- Är tanken att betraktaren av filmen ska ha någon kunskap/vetskap om Ifö tidigare?
- Har ni använt er av denna form av marknadsföring tidigare?
- Vad står filmen för, vad ska den förmedla?
- Ska den kunna användas internationellt?
- Var ska filmen visas?
- Är det känslan av vad Ifö står för (miljö, natur, svenskt etc.) som ska förmedlas eller är det varumärket Ifö som ska förmedlas?
- Varför valde ni ej vanlig reklamfilm? (typ kortare TV-film)
- Hur har ni gjort för att mäta ifall filmen uppfyller rätt syfte?
- Vad är målet med filmen – ökad försäljning el. – öka medvetenheten om Ifö?
- Hur lång tid ska det ta att uppnå målen?
- Är andra kampanjer ihop med filmen planerade?
- Tips på hur vi ska lägga upp undersökningen?
- Har Ifö något de vill ha svar på?
- Har Ifö önskemål om målgruppen som experimentet ska utföras på?
- Årsredovisning

Appendix 3

Mean value question 6a

How do you perceive Ifö in the movie?

N	Valid	53
	Missing	0
Mean		5,6415
Sum		299,00

Mean value question 6b

How do you perceive Ifö in the movie?

N	Valid	53
	Missing	0
Mean		3,3208
Sum		176,00

Mean value question 6c

How do you perceive ifö in the movie?

N	Valid	53
	Missing	0
Mean		5,1887
Sum		275,00

Mean value question 6d

How do you perceive ifö in the movie?

N	Valid	53
	Missing	0
Mean		4,8868
Sum		259,00

Mean value question 6e

How do you perceive ifö in the movie?

N	Valid	53
	Missing	0
Mean		5,8302
Sum		309,00

Total mean value

Nordic - Foreign	5,64
Traditional - Trendy	3,32
Secure - Insecure	5,19
High tech - Low tech	4,89
High quality - Low quality	5,83
Sum	24,87
Total mean value of question 6a-6e	4,974