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Internal branding
Within a Swedish non-profit organization

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Abstract

The aid sector has received a lot of attention the recent years whereas the public has recognized the societal situation in developing countries. As many people has become more generous with their donations, an increasing number of non-profit organizations (NPO) has emerged which has created a competitive environment in the non-profit sector. As a result, many NPOs has started to adapt business-like qualities such as implementing a marketing strategy and building a brand.

The purpose of this study was to explore how NPO manage their internal brand and if it is in accordance to for-profit literature; it will be explored from both the management perspective as well as from employees' perspective. This dissertation is based on literature about internal branding in the for-profit sector. For the theoretical framework a postulated model describing the relationship between employees' skills and knowledge, brand attitude, and brand performance was presented emerging from the theoretical framework.

The findings indicates that the studied NPO, IM, is becoming more business-like concerning internal branding, though more in the managements the amongst the employees. Hence, a NPO specific modified theoretical framework is desired, depicting internal branding. Two surprising findings are the influence of external brand communication on employees' brand attitude and brand performance, and that brand leadership emerged as a precursor to the other factors influencing employees' skills and knowledge concerning the internal brand.

Keywords: internal brand, brand attitude, internal brand communication, external brand communication, training, brand leadership, work environment, and non-profit organizations.

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1. Background

This chapter presents the background and problem statement, which ultimately ends in a research question, in addition, the premise and purpose, is also presented. Finally, an outline is presented to give the reader an overview and contributions of this dissertation.

The aid sector is receiving more attention from the public and the interest to donate is increasing, this is in line with the increasing number of non-profit organizations (NPOs) which has led to a fierce competition in the non-profit market (Dhanani & Connolly, 2012; Ewing & Napoli, 2005; Sato, et al., 2013; Pope, Sterrett Isely, & Asamoah-Tutu, 2009) Furthermore, in 2013 there was a record in donations to organizations with a 90-account (TT, 2014; Sandin, 2014; Myhrén, 2014; Sida, 2014). An organization with a 90-account meets the demand that at least 75 % of total revenues goes to the cause of the organization (Myhrén, 2014). A survey also shows that the majority of the Swedish population is interested in keeping the level of aid to other countries as it is or even increasing it which indicates that the public are noticing that their contributions to aid organizations are beneficial to the society (Sida, 2014).

This increased interest from the Swedish population has led to a pilot study exploring internal communication within a Swedish humanitarian NPO, *Individuell Människohjälp* (IM), with the intention to be the antecedent for this dissertation. One emerging theme from the interviews of that pilot study is the importance of creating a “we”-feeling amongst the employees (see appendix 3). It is important that the employees are gathered around the same idea. When asking the employees’ about their perception, attitude, and behavior concerning the internal communication, some respondents articulated that internal communication and internal brand is closely related. Due to the organization being in a brand building process, the respondents expressed the importance of starting within the organization with the internal brand; to build a successful brand the organization needs to start from the core of the organization (*ibid.*). Hence, it is relevant to explore how the internal brand is managed in a Swedish humanitarian NPO.

As the brand building process starts with the internal brand and as the employees emphasizes the importance of starting from within the organization to create a “we”-feeling (see appendix 3), it is relevant to conduct a qualitative study exploring the internal brand factors within a Swedish humanitarian NPO.

1.1 Problem statement

A common assumption about NPOs is that there are differences compared to for-profit organizations in terms of organizational objectives, generating revenues, and scarce resources (Moore, 2000). Thus, there is a difference in how these organizations develop a strategy; the private sector has a strategy focused on market, customers, and competition whilst NPOs develop a strategy focused on creating social value and achieving social objectives (*ibid.*). However, the turbulent and increasingly competitive environment has urged the NPOs to become more “business-like” and NPOs have recognized the value of marketing in order to gain competitive advantage (Henley, 2001; Ewing & Napoli, 2005; Sato, et al., 2013). Although, NPOs still have a tendency to avoid the term marketing since it is considered to be a business term used by for-profit organizations, instead action plan is used when talking about marketing (Sato, et al., 2013; Tabaku & Mersini, 2014). This can be due to NPOs having limitations in their marketing efforts in terms of financial constraint and lack of time and expertise (Sato, et al., 2013). Hence, there are contradictions in theory regarding NPOs relation to marketing. On one hand there are theories stating that the differences in strategy requires the NPOs to develop their own marketing strategy due to various limitations (Moore, 2000; Sato, et al., 2013). On the other hand, several other studies show that NPOs are becoming more business-like and is developing strategies more focused on the market and competition (Henley, 2001; Ewing & Napoli, 2005). It is therefore relevant to test for-profit literature regarding marketing into the context of NPO.

As the NPOs have recognized the value of marketing, researchers have examined the roles, practices, and transferability of marketing literature to NPOs, one concept that has been adopted from for-profit literature is branding (Ewing & Napoli, 2005). An organization’s brand has been recognized as one of the most important assets of NPOs’. More importantly, a non-profit brand orientation is contributing to the organizations performance in terms of serving stakeholder needs and achieving long-term and short-term objectives (*ibid.*). It is important to have a consistency between the external and internal brand to strengthen the brand; coherence in employees’ brand understanding will contribute to the delivery of brand externally (Laidler-Kylander & Simonin, 2009). Internal branding plays a crucial role in marketing; an internal brand is the mirror of the organization which shapes the employees’ ideas and beliefs (*ibid.*). A strong internal brand has shown to have a positive effect on the employees’ delivery of brand promise (Punjaisri & Wilson, 2007; Punjaisri, Evaschitzky, & Wilson, 2009). The promotion of the brand internally will generate a congruent view between

the external and internal constituencies about the brand promise, which is the messages from the organization that are conveyed to the external constituencies and are transformed into reality by employees (Punjaisri, et al., 2009). The delivery of brand promise is one of the most important aspects of an organization's success; one way to achieve a strong brand is to start with promoting an internal brand in order to create a shared view of the organization amongst all the employees (Wallström, Karlsson, & Salehi-Sangari, 2008).

The existence of differences between the for-profit and non-profit literature is prevalent in the internal branding theory as well. One factor that differs is brand leadership which is supposed to encourage employees to incorporate brand values into everyday action. According to Du Preez and Bendixen (2015), for-profit researchers, brand leadership is not a significant component in regard of the internal brand. However, according Liu *et al.* (2015), who conducted a non-profit study, brand leadership plays an essential role in the implementation of the internal brand. By fostering brand leadership, there is a possibility to influence the employees' decision to embrace the brand values, in addition to creating an environment in which the internal branding process may take place (*ibid.*). As brand leadership is a factor in internal branding, there might be other factors influencing internal brand differently in the non-profit context. It is therefore relevant to test other factors of the internal brand from the for-profit literature in the non-profit context. Hence, the following theories regarding internal brand are retrieved from the for-profit literature. Although a number of studies have addressed the phenomenon of internal branding in the non-profit context, the insights have been acquired from either the senior management or the employee perspective. It is therefore desirable to conduct a study including both perspective to gain an overall view of internal brand within an NPO which is the focus of this dissertation. Existing research in the non-profit context have not considered the various factors that has been proven to have an impact on the internal brand in the for-profit literature in addition to exploring the effect it has on the brand attitude. Thus, the research question addressed in this dissertation is:

How does a humanitarian NPO manage the internal brand and how do the employees perceive the internal brand?

1.2 Premise and purpose

The premise for this dissertation is that for an internal brand to be successful an organization need have a holistic perspective when building an internal brand (De Chernatony & Cottam, 2006; King & Grace, 2008). A holistic perspective takes all the brand elements into

consideration when managing a brand; the employees' skills and knowledge about the brand and their brand attitude. On one hand, the employees' skills and knowledge about the brand are necessary for them to be able to carry out their roles and responsibilities that are in line with brand promise (King & Grace, 2008). It includes several factors that an organization can exploit in order to influence the employees' perception of the internal brand (*ibid.*). On the other hand, the employees' brand attitude involves their emotional attachment to the brand (Punjaisri & Wilson, 2011). The organization can, therefore, achieve long-term benefits through implementing a holistic perspective, which takes the employees' skills and knowledge and brand attitude into consideration, to internal branding in terms of delivering brand promise in accordance with brand values (King & Grace, 2008; Punjaisri, et al., 2009; Punjaisri & Wilson, 2011). Based on the discussion above the research purpose is:

To explore how an NPO manage the internal brand and to explore employees' perception of the internal brand in terms of their skills and knowledge and their brand attitude.

1.3 Outline and contribution

The purpose of this dissertation is fulfilled through following steps. First, the theoretical method with the research design is presented along with the choice of theory and source criticism. Second, the theoretical framework is presented which results in a postulated model depicting the factors of employees' skills and knowledge and their brand attitude as well as describing the relationship in between. Third, the empirical method is presented explaining the empirical research design where the data collection and analysis methods are defined, along with the site and participant selection, followed by reflections concerning method criticism, validity, reliability, societal, and ethical considerations. Fourth, the empirical findings are presented along with the data analysis. Last, the discussion and conclusions are presented along with the managerial and practical implications as well as suggestions for future research.

This dissertation contributes to the theoretical knowledge of the management of the internal brand, more specifically the relationship between the employees' skills and knowledge and their brand attitude, and brand performance within NPOs. In addition, a contribution to the empirical knowledge of what factors are considered to be important concerning the internal brand is also made. Finally, the practical knowledge of which of the factors of skills and

knowledge are considered the most essential when managing the internal brand within a Swedish humanitarian NPO is developed.

2 Theoretical method

When evaluating the theoretical research design we need to consider the following elements: research philosophy, research strategy, research method, choice of theory, and source criticism. Hence, this chapter will discuss the above mentioned elements.

2.1 Research philosophy

The research philosophy clarifies from what perspective the researcher views the world, either the perspective of natural science or social science (Bryman & Bell, 2011). The chosen philosophy for this dissertation is interpretivism, which has a social science epistemological position. This philosophy advocates an understanding of the social world through the interpretation of the participants' experience. It features an ontological position where reality is a social construction that is observed through human interaction termed constructionist. As the purpose of this dissertation is to gain a deeper understanding of the phenomenon of internal brand through interpreting primary data, interpretivism deem as an appropriate philosophy. Especially since this study is seeking to understand the specific context of NPOs (Carson, et al., 2001). Furthermore, branding and internal branding is highly a social construct since it is up to each individual to interpret the meaning from the information they are presented, thus, to investigate this phenomenon it is desirable to have an interpretivist approach. Interpretivism has the potential to achieve a high level of validity since it advocates the analysis of primary data; data gathered directly from the participant or source is deemed more trustworthy and honest. However, it is deficient in reliability since interpretivism is prone to bias due to researchers' personal attachment to the study and the interactive and participative role they have towards the respondent (*ibid.*).

2.2 Research strategy

The research strategy for this dissertation is proceeding from an abductive strategy. An abductive strategy is a mixture of empirical and theoretical reasoning; proceeding from the theories, the empirical data is gathered and tested, thereafter, the theories might be modified or progressed accordingly (Alvehus, 2013). The abductive strategy is also applicable since this dissertation is developed from two pilot studies we conducted about external and internal communication within the Swedish humanitarian NPO, namely IM (will be explained in the empirical method). This dissertation is proceeding from theories regarding internal branding which is summarized in a postulated model. The model is operationalized through the theoretical framework and an interview guide and a questionnaire whereas data is gathered

accordingly. An interpretation and analysis of the data is executed and depending on the result, a revisit to the theories will occur for possible modifications.

2.3 Research method

Since the purpose of this study is to explore the internal brand and the employees' perception of the brand, a qualitative research method was selected in order to gain a deeper understanding on the internal brand in a NPO (Bryman & Bell, 2011). This is generated through an interpretative analysis of interviews rather than a quantification analysis of data. Qualitative method has a preference of an abductive relationship between theory and empirics and a social science approach which is coherent with this study (*ibid.*).

2.4 Choice of theory

The theories-in-use in this dissertation concerns internal branding and are within the field of marketing, more specifically the paradigm of branding. The internal brand plays an important role when an organization tries to build a strong brand; it is important that there is consistency between the external and the internal brand to achieve improved brand performance (Stride & Lee, 2007; Laidler-Kylander & Simonin, 2009; Chapleo, 2013). Furthermore, it is important to have a holistic view of the brand for it to be successful; to focus on the employees' skills and knowledge about the brand as well as their brand attitude towards the internal brand (De Chernatony & Cottam, 2006; King & Grace, 2008).

2.5 Source criticism

Concerning source criticism, a majority of the scientific articles used in this dissertation are ranked in the Association of Business School's (ABS) *Academic Journal Quality Guide* which gives them a stamp of quality (Harvey, et al., 2010). Furthermore, all articles in the literature review except two are double blind peer reviewed which indicates that they have a high level of independency and tendency of freedom. The two articles that are not double blind peer reviewed are both published in *the Journal of Brand Management* and are originally peer reviewed which also indicates a certain level of independency and tendency of freedom. Most articles presented in the literature review are published within the 21th century to assure a certain actuality. However, there are older articles as well presenting the origin of the theories, such as Aaker (1996) with frequent citations. The empirical sources will be evaluated in the empirical method under the section of method criticism.

3 Theoretical framework

This chapter presents the theoretical framework that operationalizes the theories-in-use, proceeding within the paradigm of marketing, continuing with branding and then internal branding. The theoretical framework culminates in a postulated theoretical model depicting the relationship between the various factors of the internal brand and the outcome of a strong internal brand.

3.1 The concept of marketing

The concept of marketing is about meeting and exceeding the customers' expectation better than the competitors (Fahy & Jobber, 2012). For the concept of marketing to apply there are three conditions that need to be met. The first is customer orientation, where it is essential for an organization to focus on providing customer satisfaction rather than on production. The second is integrated effort which refers to that the entirety of the organization, not only marketing but all departments, should accept the objective of providing customer satisfaction. The third and final condition is goal achievement which entails the management believing that the organizations objectives can be met if customer satisfaction is achieved (*ibid.*). Marketing has become more common in the context of NPOs because of the increased competition (Henley, 2001; Ewing & Napoli, 2005; Sato, et al., 2013) and marketing in the non-profit sector is more concerned with the achievement of donor satisfaction (Andreasen & Kotler, 2003). An important aspect that needs to be considered for marketing managers of NPOs is that the employees that have an interactive role with the donors are considered internal marketers; they are marketing the organization through their interactions with the donors. It is therefore, highly essential that the employees have the right knowledge about the brand in order to correctly convey it to external constituencies as well as having the motivation to deliver the brand values. Therefore, before striving for the provision of donor satisfaction the organization need to set donors expectation which can be achieved by building a brand (*ibid.*).

3.2 Branding

Branding is a way for an organization to build an identity and to effectively express that identity to create awareness in the target audience. A brand is often termed the most valuable asset in the organization and should be viewed as a symbol, an emotion, and a partner (Aaker, 1996). It can provide the customers with a sense of community, reduce costs in terms of marketing and advertising, provide a seal of approval of customer expectation, as well as create a common ground across cultures (Hatch & Schultz, 2001); these benefits will increase

the organization's competitive advantage (Aaker, 1996; Hatch & Schultz, 2001). In order to build a successful brand the focus should not only be on the external aspects but it needs to be consistent with the internal aspects as well (Hatch & Schultz, 2001; Laidler-Kylander & Simonin, 2009). In addition, all the employees need to share the same perception of the brand and know the brand's core values (Lagergren, 2002; Liu, et al., 2015). One way of achieving consistency between the internal and external aspects of a brand, as well as reaching a coherence in employees' knowledge about brand values, is through a strong internal brand (Stride & Lee, 2007; Laidler-Kylander & Simonin, 2009; Chapleo, 2013). An internal brand within the non-profit sector can be used to pinpoint the parameters of the organization's activities, to simplify the messages communicated internally and externally, to bring people together behind a common purpose, and to increase loyalty amongst employees (Hankinson, 2004).

Some researcher claims that the for-profit theories are transferable to the non-profit context (Ewing & Napoli, 2005), while other claims that there is a need for non-profit specific theories (Moore, 2000; Sato, et al., 2013). In addition, Du Preez and Bendixen's (2015) for-profit research, has found contradicting empirical evidence in comparison to Liu's *et al.* (2015) non-profit research. Hence, it would be relevant to explore the internal brand in the non-profit context, to see if the for-profit theories are applicable or if there is a need to develop non-profit specific theories.

3.3 Internal branding

Internal brand is a concept describing the activities an organization is taking to ensure that the employees' are enacting and delivering the brand promise (Punjaisri & Wilson, 2011). The brand promise is reflecting the brand values which is a precursor to customer expectation. Internal brand is therefore essential in an organizations objective of fulfilling customer satisfaction, the pinnacle of marketing (Fahy & Jobber, 2012). By building an internal brand an organization has the ability to align itself around a set of values and beliefs which in turn facilitates the delivery of the external brand experience (Vallaster & Lindgren, 2013). For the internal brand to be successful and achieve long-term benefits, there needs to be a holistic approach to the internal brand (De Chernatony & Cottam, 2006; King & Grace, 2008). A holistic view takes the employees' skills and knowledge as well as their brand attitude into consideration when building an internal brand (King & Grace, 2008; Punjaisri, et al., 2009; Punjaisri & Wilson, 2011). Employees' skills and knowledge about the internal brand refers to the various factors that have an effect on the internal brand and brand attitude refers to

employees' emotional attachment towards the internal brand (*ibid.*). If an organization takes these two brand elements into consideration whilst managing the internal brand, it will generate an improved brand performance in terms of employees' delivery of brand promise in accordance with the brand values.

3.3.1 Skills and knowledge

The organization need to consider the factors that will enhance the employees' skills and knowledge about the brand that is necessary for them to appropriately carry out the organization's mission and vision in alignment with the brand values (Punjaisri & Wilson, 2011). The various factors includes: internal brand communication, external brand communication, training, work environment, brand leadership, and market and customer information. These have proven to be positively associated with the internal brand of the organization (Punjaisri, et al., 2009; Punjaisri & Wilson, 2011; Du Preez & Bendixen, 2015), which refers to the employees' ability to live the brand and incorporate it into their everyday actions (Du Preez & Bendixen, 2015).

Internal brand communication refers to brand-related information communicated amongst the employees and has the role of informing the employees about the key aspects of the brand (Punjaisri & Wilson, 2011). Whereas *external brand communication* refers to brand-related information communicate by the organization to external constituencies, which in the context of internal branding affects the employees' brand attitude (Du Preez & Bendixen, 2015). Limited research has been conducted about external brand communication in relation to the effects it has on employees' brand attitude and the organization's internal brand. It suggests that employees' brand attitude is increased when employees are approach externally by the organization's brand; a sense of pride is positively associated with the internal brand (*ibid.*). Even though external brand communication has not been widely studied as a factor that affects the employees brand attitude, it has been proven that employees of an NPO are intrinsically motivated by external recognition (Liu, et al., 2015).

Internal brand communication can be divided into verbal and non-verbal internal communication channels where the verbal refers to meetings and mailings whilst non-verbal refers to employees living the brand values and showing commitment towards the brand (Vallaster & De Chernatony, 2005; Burman, Zeplin, & Riley, 2009). Depending on the employees' characteristics they react differently to different mediums and it is up to the organization to create an internal communication strategy that is appealing to the employees

(Vallaster & De Chernatony, 2005). De Chernatony and Cottam (2006) found that behind a successful brand, employees are well-informed and well-educated about the brand; such employees have a higher chance of recognizing how their behaviour influences the brand delivery. This is achieved through a clear and open internal communication which, in addition to generating educated employees (De Chernatony & Cottam, 2006), has the possibility to create engagement and commitment amongst the employees (King & Grace, 2008) which leads to positive employee brand relationships due to loyalty (Vallaster & De Chernatony, 2005). Both internal and external brand communication has been indicated to be factors that affect the employees' brand attitude positively, and in turn affecting the brand performance (Punjaisri & Wilson, 2011; Du Preez & Bendixen, 2015). Internal brand communication is observed through how they communicate brand-related information internally and how they ensure that all employees take part in sharing the same information (Vallaster & De Chernatony, 2005). External brand communication is observed through how a NPO manages their external brand communication to build a strong internal brand and if the information is distributed internally as well (Du Preez & Bendixen, 2015). The impact the external brand communication has on the employees can be gathered through feedback to the managers from the employees as well as in the internal communication between employees (*ibid.*).

As the internal brand communication is a way to inform the employees about the key aspects of the brand, an organization also needs to implement training programs as a way to further educate the employees about the brand values and promises (Punjaisri & Wilson, 2011). By coordinating internal brand communication and training in the internal brand building process, the employees are able to absorb the brand values and deliver the brand promise more consistently. *Training* is, therefore, another factor that will enhance the employees' skills and knowledge about the brand (*ibid.*). Training has the ability to improve the employees' delivery of the brand promise in coherence with the brand values and includes education programs, courses, development, and orientation (Punjaisri & Wilson, 2007; King & Grace, 2008; Punjaisri, et al., 2009; Punjaisri & Wilson, 2011). Training is immensely important for the employees to be successful at their job; it is mainly provided to ensure that the employees have the right skills and knowledge to fulfil brand promise (King & Grace, 2008). It is a long-term process to align the employees' personal values with the organization's brand values which can be achieved through coherent training (Sharma & Kamalanabhan, 2012). By investigating the human resource department, where the training is often managed, different training programs can be identified (Punjaisri & Wilson, 2011). The

human resource department needs to actively work with training programs not only to ensure that the employees understand the brand values but to encourage them to deliver brand promise in accordance to these values. The employees' skills and knowledge about the brand, as an effect from training, can therefore be observed in the human resource department; whether they are actively working with training to strengthen the internal brand (*ibid.*).

Employees that are exposed to training gain a clearer image of what is expected of them in order to become productive; this should be combined with a good work environment to further improve the employees' productivity (King & Grace, 2008). The *work environment* is a factor that also takes place in the human resource department, which has an effect on the employees' skills and knowledge about the brand (*ibid.*). Work environment is perceived to help employees to execute their job; coworkers play a significant role in helping the socialization process of new employees, from being a new employee to becoming a productive employee (King & Grace, 2008). Internal branding has a stronger effect on employees' brand attitude if the work environment is to their satisfaction; employees' that are dissatisfied with their work environment is in a greater need of a strong internal brand (King & Grace, 2008; Punjaisri & Wilson, 2011). The components that affect the work environment are the employees' relationship with colleagues and leaders, the recognition for their work, and perceived autonomy in terms of freedom of choice in their work (Punjaisri & Wilson, 2011). Hence, satisfaction in their work environment is positively associated with employees' brand attitude. Work environment is observed through information from the human resource department, the feedback they receive from employees regarding the work environment as well as inquiries the human resource department send out about the employees' well-being (King & Grace, 2008; Punjaisri & Wilson, 2011).

Even though the work environment is mainly managed from the human resource department it is an issue that needs to be considered from the leader perspective (Liu, et al., 2015). The leader of an organization has the task to create a work environment that helps the employees to easily assimilate and understand the organizations brand values; they are therefore crucial in the creation of an environment that is thriving for an internal brand (*ibid.*). *Brand leadership* has proven to be an essential factor in the building of an NPO's internal brand (Chapleo, 2013). The leader has the responsibility of taking the brand promises and translates them into actions, and to provide the organization with resources such as information, knowledge, and network (*ibid.*). The leader of the organization should strive to live the brand and the brand values since it will induce motivation in the employees to do the same

(Vallaster & De Chernatony, 2005). Once the employees have embraced the brand they become the drivers and each employee is a representative of the brand values (De Chernatony & Cottam, 2006; Vallaster & De Chernatony, 2006). In addition, when the leader live the brand, the brand values feels more genuine in the eyes of the employees, which in turn affects their attitude towards the brand and their delivery of brand promise. When the leader stands for clear values, it also simplifies the employees' identification to the brand since the leader will then become a living example of the internal brand (*ibid.*). By fostering brand leadership at all levels, the organization can encourage the employees to live the brand, and hence, influence their brand attitude (Burman, et al., 2009; Liu, *et al.* 2015). However, Du Preez and Bendixen (2015) did not find any empirical support for brand leadership to be an emerging component in internal brand management. Though, Du Preez and Bendixen (2015) conducted their study within the for-profit context, while Liu, *et al.* (2015) conducted their study within the non-profit context. Brand leadership is observed through the top manager's actions in bringing the brand values into their everyday actions; the leader's ability to live the brand and how they ensure that their actions are appreciated by the employees (Chapleo, 2013; Liu, et al., 2015).

A factor that has not been widely investigated in terms of internal branding is *market and customer information*. Market and customer information is defined as employee-relevant brand information and refers to the organization's offer of customer and market related information (King & Grace, 2008). This includes mainly customer feedback, customer initiatives, and competitors' activities, to carry out the roles and responsibilities in line with the organization's brand promise. The level of customer and market information has a significant impact on employees' ability to carry out the brand promise. The effect market and customer information has on the employee's skills and knowledge about the brand is mainly observed through investigating the information that the organization offers as well as the employees contentment with the amount of information offered. Employees exposed to market and customer information, in combination with training and a good work environment leads to a deeper brand knowledge necessary to deliver brand promise (*ibid.*). Within the non-profit sector the donors are the equivalent to the customers since they are the main constituencies that are providing resources to the organization (Moore, 2000). However, one difference between a customer and donor is that the donor does not expect to receive anything, apart from the organization achieving its social purposes (*ibid.*). Hence, market and

customer information might be a more influential factor in the non-profit sector than in the for-profit sector (Moore, 2000; King & Grace, 2008).

All of the above factors has been indicated to have a positive influence on brand attitude, and play a significant role when buidling an internal brand. Though, each factor has not been proven to have the same influence, hence, the next section introduces the concept of brand attitude and the relationship it has to employees skills and knowledge about the internal brand.

3.3.2 Brand attitude

Brand attitude has shown to further motivate employees to deliver brand promise (Punjaisri, et al., 2009; Punjaisri & Wilson, 2011) and in turn achieve customer satisfaction (Fahy & Jobber, 2012). Employees are highly important in the delivery of customer satisfaction (*ibid.*), especially for a NPO since they are highly dependent on individuals and their contributions (Andreasen & Kotler, 2003).

Employees account for an essential asset for the organization (Du Preez & Bendixen, 2015); the attraction and retention of competent and valuable employees is highly important (King & Grace, 2008). Employees' delivery of brand promise in alignmenet with brand values can be achieved through a strong internal brand which is affected by the employees' emotional attachment to the brand, namely brand attitude (Punjaisri & Wilson, 2011). It is defined as what the employees feel about the brand and what they are doing (King & Grace, 2008). By determining the brand attitude, an organization can ensure that the employees deliver the brand promise consistently in addition to creating a sense of oneness amongst the staff (Punjaisri & Wilson, 2007; Punjaisri & Wilson, 2011). Brand attitude involves brand identification, brand commitment, and brand loyalty (Punjaisri & Wilson, 2007; King & Grace, 2008; Punjaisri, et al., 2009; Punjaisri & Wilson, 2011; Du Preez & Bendixen, 2015).

Brand identification is defined as the employees' sense of belonging and this will induce a behavior that strives to improve the external perception of the organization (Punjaisri, et al., 2009; Punjaisri & Wilson, 2011). By identifying with the organization the employees perceive the successes and failures of the brand as their own and thus brand identification encourages brand-supporting behavior (Vallaster & De Chernatony, 2005). *Brand commitment* is perceived as the employees' attachment to the brand and affects the employees' willingness go above and beyond in order to achieve organizational objectives. Brand commitment is a large contributor to the retention of valuable employees (Du Preez & Bendixen, 2015). *Brand loyalty* is a measurement of the employees' willingness to stay with the current organization

which is closely related to brand commitment (*ibid.*). Although these three factors have shown to be part of the employees' brand attitude, a study has shown that brand identification positively influences brand commitment which is a precursor to brand loyalty (Punjaisri, et al., 2009). Hence, it is important to have a high level of identification, commitment, and loyalty towards the brand since they are all interlinked to each other, to achieve employees' delivery of brand promise (Punjaisri & Wilson, 2011). However, employees need to have the right skills and knowledge in order to gain a higher level of emotional attachment towards the brand. Therefore, the organization need to take measures to implement activities that enhances the employees' skills and knowledge about the brand. This will enable the employees to embrace the brand and develop an emotional attachment to the brand which helps them to incorporate the brand values in their everyday actions (Du Preez & Bendixen, 2015).

Both employees' skills and knowledge and brand attitude can have a positive influence on brand performance, however, brand attitude has the strongest influence (Punjaisri & Wilson, 2011). The next section introduce the concept of brand performance, and the outcomes of a strong internal brand.

3.4 Brand performance

Internal branding has been proven to have a positive influence on brand performance which is defined as employees' delivery of brand promise (Punjaisri & Wilson, 2011). Both from employees' skills and knowledge directly, but mostly indirectly through brand attitude (*ibid.*). It is therefore important that the employees have the knowledge about what is expected from the brand, values and promises. This can be observed through the employees' skills and knowledge about the brands promises and the means they are taking to achieve them. Furthermore, the employees also need the motivation to perform according to these values (brand attitude); by investigating which factors affects their attitude towards the brand (Punjaisri & Wilson, 2011). There are limited research regarding the internal brand in an NPO and even less studies investigating their brand performance. Since an NPO has more objectives than that of for-profit corporations, the performance measures might also be different than just revenues. The definition of brand performance in an NPO is therefore mainly observed in the top management team where the brand building process starts. In addition, the employees of an NPO might be driven differently compared to those of for-profit organizations which might lead to other factors influencing their brand performance. Brand performance is observed through what a strong internal brand is expected to result in as well

as what influences the brand performance. Previous research has presented mixed results regarding what affects brand performance (Punjaisri & Wilson, 2007; King & Grace, 2008; Punjaisri, et al., 2009; Punjaisri & Wilson, 2011).

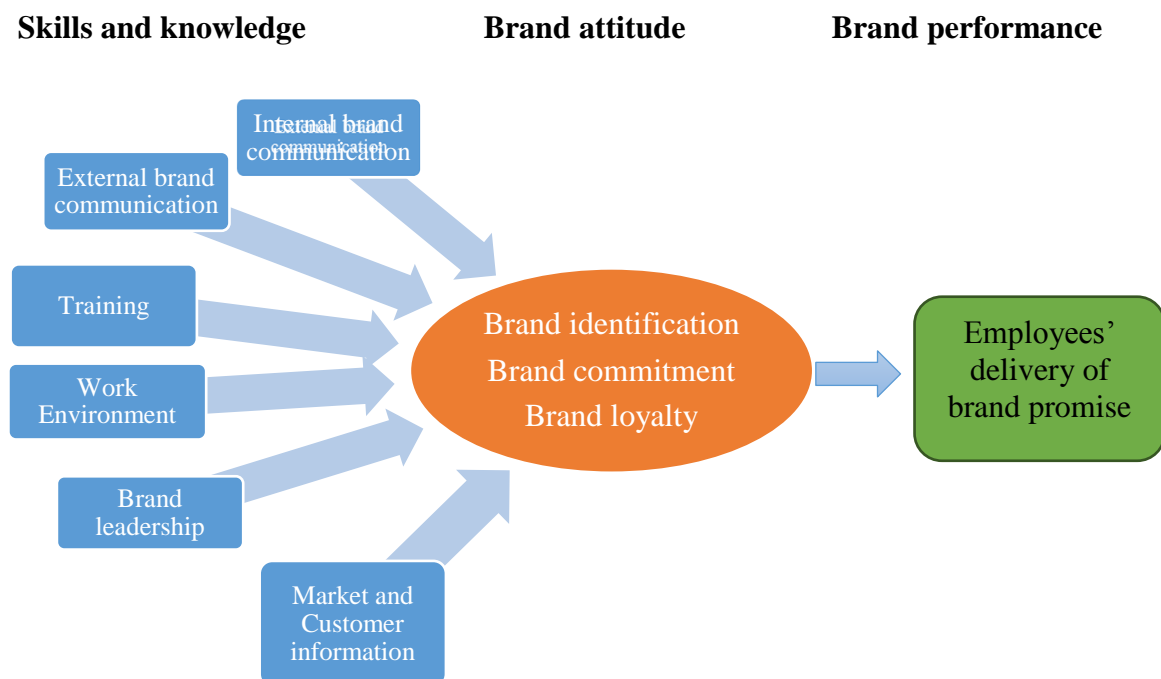
Internal brand communication, training, and brand leadership has shown to have a limited direct influence on brand performance (Punjaisri & Wilson, 2007). Internal brand communication has been indicated to have a stronger influence than training, while brand leadership is regarded as a significant factor influencing brand performance. The leader needs to translate the brand values into daily activities with which the employees can then associate and enact the brand values. Training influences brand performance mostly through employees' brand attitude. Brand leadership can also influence internal brand communication and training, and in turn brand performance (*ibid.*).

Internal branding has a positive impact on brand identification, brand commitment, and brand loyalty, which in turn influences brand performance (Punjaisri & Wilson, 2011). Brand identification and brand loyalty influences brand performance, while no relationship were found between brand commitment and employees' delivery of brand promise, brand performance (*ibid.*). This is contradicting to a previous study which indicated that all brand attitudes, identification, commitment, and loyalty, all have a positive influence on brand performance, where brand loyalty has the weakest influence (Punjaisri & Wilson, 2007). In addition, employees' brand identification has been found to have a positive influence on employees' brand commitment, which in turn has been found to have a positive effect on employees' brand loyalty (Punjaisri, et al., 2009). Though, brand commitment did not have a significant relationship with delivered the brand promise, brand performance, the other brand attitudes had (*ibid.*). Furthermore, according to King and Grace (2008) brand commitment has a strong influence on brand performance in terms of the employees being motivated to go above and beyond their tasks in order to achieve a the organizations' goals.

The next section presents the theoretical model depicting the relationship between the factors that affect the employees' skills and knowledge and their brand attitude. As there are contradicting results concerning what aspects of brand attitude affect brand performance, and about the relationship between the different aspects of brand attitude, a further motivation to how the modelis constructed is also presented in the next section.

3.5 Theoretical model

Research has indicated that the internal brand is holistic and consists of both the employees brand attitude and their skills and knowledge about the brand, whereas both are important in order to build a strong internal brand (De Chernatony & Cottam, 2006; King & Grace, 2008). Employees' skills and knowledge are necessities to make the employees understand and embrace the brand, in order to deliver the brand promise (King & Grace, 2008). It also influences the brand attitude, which is the employees' emotional attachment towards the brand. The factors that enhance employees' skills and knowledge will further improve the employees' brand performance through the employees' brand attitude. The postulated model used in this dissertation is visualized in figure 1.



1. Figure 1. Postulated model of internal branding

A positive relationship has been found between the internal brand communication and employees' brand commitment, brand loyalty, and particularly brand identification (Punjaisri & Wilson, 2011). Internal brand communication influences the employees' identification to the brand in different ways; it provides clarity to the employees in their understanding of the brand values, as well as a sense of pride of their employment (Sharma & Kamalanabhan, 2012). While positive external communication has proven to have a positive association with brand commitment and job satisfaction; when approached by positive external information

employees feel sense of pride and gains an increased incentive to perform to the fullest (Du Preez & Bendixen, 2015). Job satisfaction is a precursor to employees' intention to stay, which is the definition of brand loyalty (Punjaisri & Wilson, 2011).

Training was found to have a positive influence on employees' brand commitment and brand loyalty (Punjaisri & Wilson, 2007). In addition, training also has a positive impact on the employees brand identification, since it aligns the employees' personal values with the organizations' values (Sharma & Kamalanabhan, 2012). Employees that are satisfied with their work environment have a positive brand attitude regarding all aspects.

Brand leadership has also proven to be important in building of the internal brand since leaders that stand for a clear value will enhance the employees' brand identification, and a leader that strives to live the brand further motivates the employees to commit to the brand (De Chernatony & Cottam, 2006). The leaders need to show the internal brand's touch points, that the brand is not intangible, this will result in the employees develop an emotional attachment towards the internal brand, namely brand attitude (Vallaster & De Chernatony, 2006). If the leader shows how employees can become representatives of the brand values, they can easily develop a commitment to the brand (*ibid.*).

According to King and Grace (2008) insufficient market and customer information has a negative impact on employee satisfaction, and their ability to carry out their roles and responsibilities. Satisfaction has a positive impact on brand commitment, which results in the employee being aligned to the organization and its brand (*ibid.*).

Brand identification, brand commitment, and brand loyalty has all been found to have a positive influence on brand performance, though there are contradicting research as well (Punjaisri & Wilson, 2007; King & Grace, 2008; Punjaisri & Wilson, 2011). Though, since a positive influence has been found it is also indicated in the postulated model presented in figure 1.

Research, mostly quantitative, has proven that there exist positive associations between employees' skills and knowledge and brand attitude, and in turn brand performance; it is therefore relevant to explore the positive associations further through a qualitative study. In the next chapter, the empirical method is presented.

4 Empirical method

When evaluating the empirical research design we need to consider the following elements: site and participant selection, data collection method and technique, operationalization, data analysis method, method criticism, validity and reliability of this dissertation, and finally, ethical considerations when collecting the empirical data. Hence, this chapter will discuss the above mentioned elements. But first, the precursor to this study is presented.

The chosen empirical method in this dissertation, as stated in the theoretical research design, is a qualitative research method with an exploratory purpose. This is due to the nature of the research question which strives towards explore how the employees' skills and knowledge influences the brand attitude which in turn influences the employee's delivery of brand promise. Furthermore, this dissertation uses a cross-sectional design where the data is collected on one sample on one occasion (Bryman & Bell, 2011). The purpose is not to explore the progression of their work with internal branding but rather to investigate and analyze how they are currently working with it. The precursor to this dissertation is two pilot studies concerning the external and internal communication, which is presented in the following section.

4.1 Pilot study

This increased interest from the Swedish population has led to two pilot study exploring internal communication within a Swedish humanitarian NPO, IM, with the intention to be the antecedent for this dissertation. It is a continuing research from two pilot studies, one concerning the internal communication and one concerning the external communication of IM. We chose to conduct these studies since it was apparent from previous research that congruence between the internal and external aspects of an organization is a way to achieve competitive advantage (Hatch & Schultz, 2001; Laidler-Kylander & Simonin, 2009). The reason communication was chosen as a subject in these pilot studies is because it has been proven to have an essential impact on the brand (Sharma & Kamalanabhan, 2012). The intention of studying the brand was already prevalent during the pilot studies and we began the gathering of data relevant for this dissertation, which should then be amplified with further empirical data. The purpose of the pilot study concerning the internal communication was to gain knowledge about IM's internal communication in terms of how they manage it and the employees' perception of their internal communication. The empirical data was gathered from 12 semi-structured interviews and 3 questionnaires by e-mail with respondents representing

both the communication department, the management of the internal communication, but also employees of IM, in order to capture the employees' perception. The findings shows that IM is in a brand building process, and that it is important to start from within the organization in order to build a strong brand (see appendix 3). The pilot study concerning the external communication was mainly conducted to gain knowledge about the external market communication and how the organization and its employees are affected by it. The data was gathered from 10 semi-structured interviews with the employees in the communications department as well as employees from each department of IM in order to gain a congruent perception of the external communication. The findings suggest that there is a lot of pressure from the public and that marketing in an NPO is about finding a balance between satisfying the internal and external constituencies. We explored further with these pilot studies, and what was perceived was the importance of having a clear brand and that the process starts within the organization; the subject of internal branding within NPO's is therefore developed further in this dissertation. The abductive research strategy continued, as we went back to theories about internal branding and found that more factors are included in the building of an internal brand. The theories as well as the data presented in the pilot studies were therefore in need of development.

The 25 interviews comprises as a part of the empirical data for this dissertation, however, to develop the analysis further, additional data is gathered through the methods and techniques presented in the following sections, but first, the participant selection will be presented.

4.2 Site and participant selection

The chosen NPO for this dissertation is IM which is also the organization that participated in our pilot studies. IM is a Swedish nonprofit and non-governmental humanitarian organization which fights and expose poverty and exclusion within the world, and is operating in eleven countries worldwide (IM, 2015a). They work internationally with children's right to attend school, to prevent diseases, and to help families to become self-supporting. In addition, they also have a Swedish aid where they work towards integrating immigrants into the Swedish society (*ibid.*).

The respondents who are chosen for the semi-structure interviews are selected through a purposive strategic sampling; they are chosen depending on their position within the organization and the relevance they have to the skills and knowledge factor of internal brand (Bryman & Bell, 2011). All respondents are relevant regarding the brand attitude.

Table 1. Participant selection - interviews

Factor	Position	Type of interview
Internal brand communication	Manager of Communications	Postal
External brand communication	Press Secretary	Face-to-face
Training + work environment	Manager of HR	Face-to-face
Brand leadership	Secretary General	Postal

The respondents who are chosen for the qualitative questionnaires are selected through a convenience sample selection; all the employees at the head office in Lund and the local offices in Sweden that are available were asked to participate. The questionnaire is sent out through e-mail to each respondent with the attached questionnaire. The questionnaire is comprised in a Word-document where the answers can be filled out directly and then sent back. This is to make it as easy as possible for the respondents to answer to ensure a higher response rate. After selecting the participant, the data collection method and technique is being evaluated and chosen, which the next section presents.

4.3 Data collection method and technique

Due to the chosen research design, the chosen data collection method deemed appropriate for this dissertation is case study. Case study is customary when focusing on the existence of a specific phenomenon in the intention of gaining a deeper understanding of relations, incidents, processes or experiences (Denscombe, 2009). This data collection method is prevalent when studying a specific context and is associated with experiential research of how or why a social phenomenon exists. Since the purpose of this dissertation is a deeper analysis of the phenomenon internal branding in one organization in the context of NPO, case study is deemed appropriate as a data collection method. When the data collection method has been chosen, we need to evaluate and decide which data collection technique is appropriate.

One of the most common data collecting techniques for a qualitative research is interviews. The goal of an interview is to generate a deeper understanding of a phenomenon. An interview is a good choice for this dissertation since it has an explorative purpose (Christensen, et al., 2010); it wants to examine the underlying reasons to the internal brand appears the way it is. In addition, interviews have a personal connection element which is desired when investigating a complex problem area; it is easier to produce full answers with human interaction between researcher and participant. This also facilitates the opportunity to ask follow up questions depending on the nature of the subject, if it is complex or simple. The concept of internal branding is seemingly complex in this context since most of factors that

have an impact on the employees' skills and knowledge have other definitions depending on the situation. As this dissertation is focused on the skills and knowledge of the employees in relation to the internal brand, this needs to be clearly conveyed to the respondents which are most easily done through face-to-face or postal interviews. Therefore, we believe that it is suitable to apply this data collection technique to gather information about how an NPO is using employees' skills and knowledge about their internal brand to influence brand attitude which in turn influences the employee's delivery of brand promise. We chose to use a semi-structured type of interview where we have an interview guide depicting the topics and questions that need to be answered (Denscombe, 2009; Bryman & Bell, 2011). However, these do not dictate the flow of the interview and the questions do not need to be answered in order; the respondent has room to develop their own opinions and is able to answer more thoroughly. Furthermore, we have the ability to determine to opt out or add questions depending on the direction the interview is taking; semi-structured interviews are therefore, a more flexible way to gather data (*ibid.*).

The preferable type of interview is face-to-face since there is a higher possibility of gaining thorough data by asking follow up questions and a minimized risk of confusions regarding the questions and topic (Robson, 2011). However, due to unavailability of the respondents some interviews were sent out by e-mail in agreements with the respondent. The respondents were encouraged to contact us if they had any concerns regarding the interview questions and we could ask follow up questions if any emerged after receiving the answer. The questions were the same as if it would have been a semi-structure interview. Thus, the postal interviews are also regarded as semi-structured since we made the decision to opt out questions depending on the respondents' position within the organization as well as being open and keeping a dialogue with the respondent through e-mail. Furthermore, in order to achieve empirical data depicting experiences and feelings, the questions are kept rather open and the respondent is encouraged to develop their answers about a topic. The interviews were conducted with the managers of different departments within IM and, as we decided to investigate this subject from both the perspective of the management and the employees, a second technique is used to collect data from the employee perspective.

A small-scale qualitative questionnaire is therefore used as a second data collection technique. Questionnaires are not commonly used in qualitative studies however it has the advantage of reaching a wider range of respondents than with interviews. Since internal branding concerns all the employees and studies have shown the importance of a "we"-feeling and a sense of

oneness amongst the employees we believe that it is highly relevant to include them in this dissertation. The questionnaire are self-completion where the respondents are ask to fill in the answers themselves and consists entirely of open-ended questions where the respondents are free to answer as they wish.

All in all we have gathered data from 24 semi-structured interviews and 2 interviews through e-mail, and 12 questionnaires.

4.3.1 Interview guide

The interviews consist of questions regarding the skills and knowledge and brand attitude of their internal brand, and brand performance. Depending on their position within the organization they will receive questions accordingly; the questions concerning brand attitude and brand performance are the same for all respondents whilst the questions concerning skills and knowledge will vary. The interviews is therefore semi-structured since there will be a need to omit some of the questions as well as add follow-up questions if needed (see appendix 1); the interview questions are therefore more of a guidance (Denscombe, 2009).

The interview consists of five parts: introduction, skills and knowledge, brand attitude, brand performance and a concluding part. First, the introduction part has the purpose to warm up the respondent. Second, the purpose of the questions concerning skills and knowledge is to gain an understanding of how the organization is using the different factors to build a strong internal brand. Hence, all the factors are in relation to the internal brand. Since previous studies are quantitative, the purpose of these questions is to generate a discussion regarding the subject, thus, functioning as guiding questions. Third, the purpose of the questions regarding brand attitude is to gather information about what influences the employees brand identification, brand commitment, and brand loyalty. Prior study has shown that brand identification is observed through the employee's sense of belonging to the brand and their sense of pride and ownership; brand commitment reflects the employee's emotional attachment to the brand; brand loyalty is measured through the employee's intention to stay with the brand (Punjaisri, et al., 2009). The respondents are to reflect on their own definition of these factors as well as relate to how they can be influenced. Fourth, the purpose of the questions concerning brand performance is to gain an understanding about how the respondents think about brand performance and what the outcome of a strong internal brand should be. And fifth, the concluding part has the purpose of thanking the respondent for their participation as well as giving them the opportunity to add more information.

However, due to unavailability some interviews questions were sent out by e-mail in agreements with the respondent. The respondents were encouraged to contact us if they had any concerns concerning the interview questions and we could ask follow up questions if any emerged after receiving the answer. The questions were the same as if it would have been a semi-structure interview. The ramifications this might have for this dissertation is that the responses gathered from e-mail might be shorter and that we do not have the advantage of discussing the questions with the respondent. We still believe that the data is valid since it is from a primary source.

4.3.2 Questionnaire

This questionnaire is mailed to the respondents employed at the head office of IM in Lund. It consists of questions concerning employees' skills and knowledge and brand attitude and brand performance within their organization (see appendix 2). They are asked about the state of each factor; their perception and experience with it. In addition, they are asked about how the employee's perception of the internal brand can be influenced as brand attitude. Lastly, they are asked about the outcome of a strong internal brand. All questions should be answered in relation to the internal brand which is made clear to the respondent through an introductory paragraph in order to avoid miscommunications. The purpose of the questionnaire is to attain information about the employees' perception of the internal brand which is a way to further gather data from the employees' perspective. When gathering experiential data rather than factual data through a qualitative questionnaire it is important to have unstructured and open ended questions. Thus, questions will be asked concerning the different factors; however, the brand attitude is not mentioned due to giving the respondents the opportunity to thinking outside the box; the factors might influence other factors than the ones mentioned in the literature review. Finally, the respondents are asked to give their perception of brand performance; what should a strong internal brand lead to.

4.4 Data analysis method

The selected method for data analysis is meaning condensation, meaning categorization, and meaning interpretation. The first step in the data analysis process is to transcribe the interviews in order to, later, condense it into shorter statements, meaning condensation, and categorize them according to emerging themes, meaning categorization (Kvale, 2008; Bryman & Bell, 2011). The transcriptions and meaning condensations are presented in a separate document, due to numerous pages, though, the meaning categorizations are presents ass appendix 3-6 in this dissertation and are the main data used for the analysis. Thereafter, we

conducted an analysis by evaluating and interpreting the condensed and categorized data (meaning interpretation) in order to generate information regarding the relationship between skills and knowledge factors and brand attitude. In addition, we also interpret from the data how these factors, skills and knowledge, and brand attitude relate to brand performance (*ibid.*).

4.5 Method criticism

There are several criticisms concerning case study as a method for data collection. A case study has a tendency of research bias since it is a fairly personal research method. However, we can avoid the bias by actively paying attention during interviews and analysis to not let our personal opinions affect how we ask the questions and interpret the responses. Another criticism is the inability to generalize the findings from a case study since all the factors need to be the same in order to replicate a study which is hard to do in a complex method such as a case study. However, the purpose of a case study is often to gain a deeper understanding of a subject and not to create a generalizable theory which is the case for this dissertation. Nonetheless, the findings of this dissertation can be the base for a quantitative research which can then be more generalizable (Yin, 2014).

The main concern when conducting a face-to-face interview is the risk of interview bias (Robson, 2011). Since this technique of data collection is highly personal, there is a risk of the researcher being influenced by their own personal feelings when conducting the interview. Furthermore, the researcher may also have the tendency to ask leading questions; where the respondents feel that they are urged to answer a certain way (*ibid.*). Since case study already is a rather personal data collection method, we need to further be careful and pay attention to not let personal feelings interfere with the interview. Before and during the interview we made sure that the interview guide did not consist of leading questions that might affect the respondents answer.

The main criticisms regarding interviews by e-mails and questionnaires are problems with the response rate. It has been proven that an interview through e-mail is less intriguing and thus will generate a lower response rate. Since we decided on a qualitative questionnaire we are not bound by a requirement on the response rate to ensure a certain level of validity of our results; the aim of our analysis is not to generalize but to gain a deeper understanding. Furthermore, an e-mail interview usually takes longer than a face-to-face interview since it is up to the respondent when they have the ability and the time to answer thus making it hard for

us to determine the deadline and whether or not to exempt an unanswered interview (Robson, 2011). This is an issue we encountered with the qualitative questionnaires and we countered it by planning an early deadline for the first dispatch and thereafter planning the time for a reminder and a second deadline. Another criticism is the impersonality to an e-mail interview; by not interactive directly with the respondent the interview might not generate the correct data since misunderstandings may occur with the questions. However, the interview conducted by e-mail was mainly with respondents we have already met during our pilot study which mitigates the problem of impersonal interactions.

4.5.1 Empirical source criticism

Regarding the empirical sources, the interview respondents were strategically selected based on their position in the organization. All respondents have a managerial position, and thus they are expected to have reliable information about managing the internal brand. The respondents of the questionnaire were conveniently selected based on their availability of their contact information. As the employees are influenced by the internal brand and their performance is affected as well, it is relevant to involve their perspective which is most reliable from a primary source. If the employees' perspective is only investigated through data retrieved from management it will only reflect the managers' assumptions of the employees' perspective; by asking the employees' we receive their actual perception.

4.6 Validity and reliability

A qualitative study, particularly a study with the data collection method of case study, has a low level of external validity which is also known as transferability (Bryman & Bell, 2011). The results from a case study are not generalizable in the sense that it is hard to replicate the exact same study. The internal validity on the other hand is higher in a qualitative study since there is a personal involvement in the gathering of data and the data is often from a primary source. Internal validity is also referred to as credibility and concerns the empiric's coherence with the theory (*ibid.*). As interviews are the most common data collection technique of a qualitative study, there are several aspects that needed to be considered in order to ensure a higher level of validity (Kvale, 2008). Interviews have a tendency to generate a low level of validity since it includes a personal involvement and we needed to pay attention to not let personal feeling interrupt the interview session. We also needed to ensure that the respondent understood the questions correctly in order to achieve a higher level of validity, which is harder to do in a questionnaire (*ibid.*). We encouraged the respondents to contact us if there were any questions that were unclear in order to minimize the risk of misunderstandings. The

validity of questionnaires also concerns the response rate received, although, due to the qualitative nature of the questionnaires we conducted the aim is just to compare the employees' perspective with the managements' perspective. The validation of questionnaires also concerns the measurement instruments for a subject (Robson, 2011), since we use a qualitative questionnaire the observing instruments are operationalized in the theoretical framework and not taken from existing quantitative research.

Reliability is another term that needs to be considered when conducting a qualitative research. When there is more than one researcher, internal reliability becomes relevant since there is a risk that an inconsistency between the researchers emerges. By actively and consistently discuss the issues between us a higher consistency can be achieved and thus a higher level of internal reliability (Bryman & Bell, 2011). To ensure the reliability of the interviews, however, we need to construct the interview guide to not include any leading questions which might affect the respondents answer. Leading questions should only be included to check the reliability of respondents answer (Kvale, 2008). The reliability of our questionnaire is not relevant to take into consideration since the aim of this data collection technique is not to gain enough data for generalization but to gain data for a deeper analysis; the reliability of questionnaires is whether it will generate the same answers when administered again (Robson, 2011).

4.7 Ethical considerations

The ethical considerations that need to be considered when conducting a research are plagiarism and falsifying information (Yin, 2014). Respect needs to be paid to previous researchers as well as the participants of the study. When referring to previous study the source always need to be present as long as it is not our own thoughts and analysis or else the study will lose its reliability and be stamped as plagiarism. Falsifying information is also a risk with qualitative study and case studies since there is a personal involvement in these methods. It is not necessarily intentional however if contradicting findings emerge there is a risk of being bias towards the result (*ibid.*). As there is often a personal interaction between researcher and participant in a qualitative study, there are several conundrums that need to be considered. We need to have the respondents' permission to publicize the data and material and they should also be offered to be anonymous, which will also generate more genuine answers since they do not have to restrain themselves in the fear of speaking out of turn. The selection of participants is also important from an ethical standpoint; we cannot exclude a

potential participant due to their gender, age or origin, if it is not specifically explained why in the research methodology (Thomas, 2011).

5 Findings and analysis

This chapter presents the empirical findings along with interpretations of the data. The findings are presented interwoven with the empirical data, compartmentalized according to the theoretical model: in employees' skills and knowledge, brand attitude, and brand performance. The analysis is culminating in concluding remarks of the findings of internal brand within a NPO, which is the base for next chapter.

What emerged from the findings is that the NPO did not use the term brand other than in the communications department where the brand building process is taking place. The terms the respondents used to describe the internal brand are “what unites them” and “working towards a common goal”. This is in accordance with the theories stating that an NPO is averse to using marketing terms even though their efforts are much like those of marketing (Sato, et al., 2013; Tabaku & Mersini, 2014). Sato *et al.* (2013) pointed out that this is due to NPOs still wanting to distinguish themselves from the for-profit corporations by not using terms such as marketing and branding. Although, there is a development in the transition to a more business-like approach to non-profit strategy since the organization is working with these terms in the communications department (see appendix 4 and 5). This entails that the organization has realized the importance of marketing which can be due to recognized competitive pressure from large international NPOs (see appendix 4), and is moving towards integrating marketing efforts with the communication and brand building.

The findings show that even though they are not using marketing terms in their daily work they are still working with the concept of marketing, indirectly and informally. They are using terms that are more applicable to the non-profit sector such as referring to the internal brand as the factors that “unites us” (see appendix 5 and 6); the reason can be because the organization is bound by institutional and public audits to not use their resources frivolously (see appendix 4). This indicates that they are working actively with trying to build a strong brand both internally and externally. The respondents have recognized the important relationship between the internal and external brand in the following statements:

An internal and external brand strengthens each other

*If we have a good external brand and a bad internal brand it becomes
rather hollow*

*If you do not have a good internal brand then the employees do not feel
good in the long-term*

An organization can have it good internally, people are proud to work there but if you cannot reach out externally then it is not worth as much, the brand is not as strong since only a few people know that we do good things

A strong internal brand should lead to a strong external brand

This indicates that they are beginning to embrace the concept of marketing. These statements are from the management perspective which entails that they have to involve the employees in the process of building a branding since there seems to be an aversion towards marketing terms amongst the employees (see appendix 5). The next section is analyzing the employees' skills and knowledge about the brand and how the organization is working to improve them.

5.1 Skills and knowledge

The findings indicate that the skills and knowledge has a major impact on the internal brand (see appendix 5 and 6), which is in coherence with previous research (Punjaisri & Wilson, 2011; Du Preez & Bendixen, 2015). However, the managing of each factor might not be the most efficient, there are improvements to be made; the organization is working to improve the employees' skills and knowledge in order to build a strong internal brand, though, there might be more efficient or more accurate ways of managing it (*ibid.*). None of the explored factors (internal brand communication, external brand communication, training, work environment, brand leadership, or market and customer information) were considered by the employees to be complete; they stated that they were well-functioning but there were room for improvement (see appendix 6). What needs to be noted is that when asked about the internal brand communication and external brand communication, almost all respondents answered that it is all communication internally and externally (see appendix 5 and 6) which entails that they view the organization as the brand and all communication reflects the brand. In the following section, when referring to the internal and external communication, it is indirectly referring to the brand communication.

The internal and external aspects of an organization need to be consistent in order to achieve a strong brand (Hatch & Schultz, 2001; Laidler-Kylander & Simonin, 2009). This was prominent in findings which stated that a strong internal brand has a positive impact on the external brand; the external brand should be mirrored in the internal brand within the organization (see appendix 3, 4, 5, and 6). The way to reach a consistency between employees' view on brand values and goals throughout the entire organization is to have a strong and open *internal brand communication* (De Chernatony & Cottam, 2006) . In addition to gaining a coherent staff, the employees' knowledge about the brand also increases which is

the antecedent to a successful brand (*ibid.*). This is reflected in our findings which state that according to the respondents there is a wide range of goals for the internal communication (see appendix 3). The purpose of the internal communication is directed inwards as well as to reach organizational outcomes. Furthermore, the internal purpose is to distribute the same information to all employees in order to achieve a unanimous staff regarding the brand values (see appendix 3). This indicates that the organization has recognized the value of uniting the employees, which is coherent with Wallström, *et al.* (2008) who states that a shared view amongst the employees is necessary in order to achieve brand performance. This is recognized in the findings which can be seen in the following statements (see appendix 6):

Improvements to be made, especially between the field offices around the world and the head office in Sweden, our intranet is the only communication channel that all employees have access too, but a lot of the communication is in Swedish which makes the employees abroad reluctant to use it

Some challenges are that we are spread throughout the world and in Sweden and that we speak different languages

This indicates that the organization has some challenges regarding the internal communication; however, they are working to develop a solution where all communication is in English even if the information is only directed towards the Swedish speaking part of the organization (see appendix 3). The mainly used communication channels internally are intranet, e-mail, and different kinds of meeting (*ibid.*). This entails that they are actively working with their internal communication in order to improve the communication and ensure that all employees feel involved.

The external purpose is to reach the organizational objective to increase funding but also to ensure that the employees pass on the right information about what the organization does to the public, the external communication (*ibid.*). This indicates that the internal communication should precede the external communication in order to ensure that they distribute the same information about the brand inwards and outwards. *The external brand communication*, in relation to the internal brand, is defined as the brand-related information communicated to the public that has an influence on the employees' motivation and their emotional attachment to the brand (Du Preez & Bendixen, 2015). However, this is not the definition that the employee respondents had regarding external brand communication in relation to the internal brand (see appendix 6). As they perceived it, external brand communication is the information about the brand that the organization communicates to external constituencies. The difference is that the

respondents did not articulate any effect of the external communication on their own brand attitude but described the organizations efforts to communicate externally. However, the respondent who is responsible for the external communication mentioned that the employees are motivated by positive communication about the organization; that they feel a sense of pride when approached by external recognition which can be seen in the following statements (see appendix 5):

Employees as well as donors see that we make a difference; how much I want to be seen and associated with the brand; if you are proud to work for an organization then you will be loyal to it; to be loyal one must feel that they are valued and appreciated; loyalty comes from status as well

This is coherent with the theories which state that external brand communication should have a positive influence on employees' motivation and emotional attachment towards the brand (Du Preez & Bendixen, 2015). This indicates that the employees' perception of external brand communication in relation to the one responsible of the external brand communication perception correlates with the theories; the external brand attitude has a positive influence on the employees' brand attitude. Although, there is a need for more alignment between the one responsible and the employees about external brand communication, this to achieve a holistic perception of it, to take both the practical attributes as well as the emotional aspects of the external brand communication. A complementary factor to internal communication in order to build a strong internal brand is training (Punjaisri & Wilson, 2011).

Training is essential for the organization since it has the purpose to further educate the employees about the brand's values and promises (Punjaisri & Wilson, 2011). The human resource department needs to actively work with training for the internal brand to be successful (*ibid.*); aligning the employees' personal values with the organizational values is a long-term process that is facilitated by training (Sharma & Kamalanabhan, 2012). The majority of the findings indicate that the employees of IM do not perceive to have any training concerning the building of internal brand (see appendix 6). However, according to the human resource department, the newly recruited employees receive an introduction with general information about the organization, as well as an introduction related to their own department (see appendix 5). This can be interpreted as some sort of education about the organization, in other words the internal brand, even though the employees do not perceive it likewise, the organization offers some training about the internal brand. Furthermore, the findings state that the organization has employee days where they meet up for two or three days to discuss what unites the organization (*ibid.*). Hence, the employees may not perceive it

as IM is actively working with training to strengthen the internal brand, which Punjaisri and Wilson (2011) emphasizes as important, though the organization still takes measure to ensure that the employees are united and working towards the same goal. The human resource department educates the employees from the beginning of their employment, giving them an introduction, and organizes follow-up meetings, in terms of employee days (see appendix 5), which indicates that the human resource department, despite all, is actively working with training to strengthen the internal brand. This entails that, once again, there is a need for better alignment between the human resource department and the employees, to achieve a common understanding of both the purpose of the training activities, such as employee days, but also the internal brand.

Another factor essential for newly employed is the *work environment* since it plays an important role in the socializing process (King & Grace, 2008). The work environment is important to help the employee execute their job and helping new employees become more productive (*ibid.*). According to the respondents, the work environment is perceived as fairly good, the negative comments are due to the dissatisfaction about existing systems and that a lot of resources are needed if the organization wants to further educate the employees (see appendix 6). One respondent also stated that a strong internal brand can lead to a better work environment (*ibid.*), which is contradicting to the literature which states that a good work environment, in combination with other factors, can lead to a strong internal brand (King & Grace, 2008; Punjaisri & Wilson, 2011). This is also mentioned by the human resource department, which is where the issues of work environment is usually brought up, where the respondent stated that the internal brand and work environment is closely interlocked. This can be seen in the following statement (see appendix 5):

That is alpha and omega, if the employees perceive that there is a common goal then the work environment is better and if there is a bad work environment then it means that the goal is a vague

This indicates that the organization is aware of the effect work environment has on the internal brand and vice versa. To ensure that there is a high-level of well-being amongst the employees both physically and psychologically, the organization have employee surveys that are conducted regularly. Previous research observed that a good relationship between colleagues and between employee and manager has a positive effect on the work environment (Punjaisri & Wilson, 2011). The human resource department perceived the relationship between colleagues as good; however, there is a gap between employees and the management

(see appendix 5). The respondent explained it as the employees considered the management to be blurry since they are not on the same level which makes them seem further away than their colleagues. However, the organization recognized the value of a good work environment and is actively working to achieve it. When relationship problems emerge they try to solve it which is indicated by introducing a work environment representative, facilitating whistleblowing and breaking down employee surveys to the accurate departments (*ibid.*). According to Punjaisri and Wilson (2011), perceived autonomy in terms of freedom of choice in their work has a positive influence on a good environment. According to the human resource department the employees at IM have a high level of autonomy since they have goal-oriented objectives; as long as they have a dialogue with their supervisor they have the ability to decide themselves their working hours and such (see appendix 5). This indicates that IM has understood the importance of having a good work environment, and that the organization is striving towards achieving it. Another observation of the findings is that the employees request a more professional physical work environment, with more effective systems (see appendix 6). This indicates that they have a desire to be more efficient in this competitive environment which requires a more business-like approach; this is in coherence with Sato, et al's (2013) findings. According to the human resource department, they differ from the for-profit sector since they have a commitment that catches on to the work environment (see appendix 5); however, this is contradictory to the employee respondents. They state that, even though the work place is nice, they have to work harder to reach the terms that a for-profit corporation has; the reason being that the public considers the employees at NPOs should be content with just working for a higher purpose, and not focus on physical attributes (see appendix 6). This indicates that there is a inconsistency between the human resource department and the employees' expectations of the NPO's work environment. As a respondent states, the internal brand is mainly implemented by the employees (see appendix 3), the organization needs to take this into consideration. A good work environment is highly dependent on a strong brand leadership since the leader is responsible for creating an environment in which the internal brand can thrive (Liu et al., 2015).

Research has stated that *brand leadership* is highly important in the building of an internal brand (Liu et al., 2015). The leader has the responsibility to take the brand values and translate them into actions. This is achieved through a creating a good work environment (*ibid.*) and by providing information, knowledge and network (Chapleo, 2013). This can be interpreted as brand leadership being important in all other factors that affects the employees'

skills and knowledge about the brand. This can also be seen in the findings, when asking about the other factors the top management team has always been mentioned. For example, about internal brand communication, the respondent stated that the management team is responsible for the internal communication (see appendix 3). Regarding the external brand communication, the respondent answered that the top management team is responsible for developing the strategy for being seen and heard in order to gain external recognition (see appendix 5). As for training, the respondents stated that the top management team is responsible for uniting the employees and providing them with a common goal to work towards. Concerning the work environment it is important that there is a dialogue between the employees and the management team (*ibid.*). This indicates that the importance of a strong brand leadership is recognized within IM as well as within the literature.

As for the leader in IM, the employees have a positive attitude towards the present leader of IM. It is indicated by:

She [the Secretary General] has initiated the work with the brand and has support from the board of directors, which I welcome

I think our Secretary General has got it right when dealing with IM's brand, she has consequently driven that we should be "one" IM

The organization has a new secretary general which has started a brand building process with the purpose of introducing IM as "one" organization, including IM fair trade (see appendix 4). The introduction of a brand indicates that IM is becoming more business-like, which is coherent with Sato *et al.*'s (2013) study.

Market and customer information has received limited attention within previous research, though it is defined as employee-relevant brand information which include customer feedback, customer initiatives, and information about competitor activities (King & Grace, 2008). However, the findings suggest that the respondents view this factor as information that the organization distributes externally, not unlike external brand communication. This can be seen from the statement from one respondent:

We have worked with developing marketing and customer information quite a bit the last years, it is about finding a personal appeal so that our donors, members, volunteers, and customers feel like individuals that are valuable for IM and IM's operations

This indicates that market and customer information is mainly a for-profit term that is not widely used in the non-profit sector. There is confusion about what market and customer information is, and why it would benefit the organization's internal brand.

This section has dealt with the factors that affect the employee's skills and knowledge about the brand. IM has shown to include all the factors to some degree where the factors influence the employees' perception of the internal brand. The next section presents the employees' emotional attachment to the brand

5.2 Brand attitude

The findings suggest that the respondents view brand identification and brand commitment, and brand loyalty as closely related concept, as they had difficulties in distinguishing one concept from another (see appendix 5 and 6). Furthermore, a high level of brand identification and brand commitment is believed to result in a high level of brand loyalty. Hence, brand identification and brand commitment can be viewed as precursors to brand loyalty (*ibid.*). This is in coherence with previous research which states that brand identification leads to brand commitment which in turn leads to brand loyalty (Punjaisri, et al., 2009). The definitions from the respondents are presented as follows:

According to various statements brand identification is defined as (see appendix 5):

...it is about our mission - our mission is our brand; parallels to loyalty; create a feeling of "I am IM"; understand, like, wanting to be seen with the brand; important to create and catch the feeling of "I want to be a part of that"

According to various statements brand commitment is defined as (see appendix 5):

Loyal to the brand; if identified with organization you are committed; closely related to brand identification; high level of identity will lead to commitment; to live the brand

According to various statements brand loyalty is defined as (see appendix 5):

Loyal towards the organization; loyalty, identification, and commitment are adjoining concepts; high level of trust and faith instead of questioning it; stick with the brand's ups and downs; if you have a problem solve it within the organization; to be very loyal and focused on living and driving the brand

As can be seen from these statements, these concepts are usually used interchangeably. The findings suggest that brand identification and brand commitment both lead to loyalty; however, brand identification also leads to brand commitment. This entails that it is hard to

analyze these concepts separately; we will henceforth refer to these three concepts as brand attitude. Hence, even if previous research has proven that some factors that affect the employees' skills and knowledge about the brand have influence on one of these concepts (Punjaisri & Wilson, 2007; King & Grace, 2008; Punjaisri, et al., 2009; Punjaisri & Wilson, 2011; Du Preez & Bendixen, 2015), the findings indicate that they then indirectly influence the other two.

One surprising factor that has emerged as having influence on employee's brand attitude is external brand communication (see appendix 5). The respondents mentioned that it is important how family and friends, the public, the donors, and the media perceive the organization, which is affected by the external brand communication. The external recognition is, therefore, essential for the employee's self-confidence and their pride in working for the organization (*ibid.*), which is coherent with the previous studies which claim that external brand communication has an influence on employee's brand commitment and brand loyalty (Du Preez & Bendixen, 2015). However, as the findings suggests, there is also an influence on employees brand identification (see appendix 5). This entails that external brand communication is more important for brand attitude than previous research has indicated.

Brand attitude has been recognized as being important for the organization since it has a positive impact on employees living the brand. However, the employees need to be critical as well since the organization benefits from employees who want to drive the organization forward and who are positive to changes (see appendix 5). Since this section has analyzed the brand attitude, which in theory has a positive impact on employees' delivery of brand promise, the next section deals with the brand performance.

5.3 Brand performance

The employees' skills and knowledge about the brand and their brand attitude has proven to have a positive impact on the brand performance (Punjaisri & Wilson, 2011). Theory defines brand performance as employees' delivery of brand promise (*ibid.*); however, the findings are contradictory since the respondents gave different answers when asked what brand performance was for their organization (see appendix 6). When asking the respondents about what a strong internal brand might lead to, in other words the brand performance, none of the respondents answered delivery of brand promise. Instead they claimed that a strong internal brand can lead to strengthening the external brand, employee commitment to the organization

(which is closely related to brand attitude), and, in particular, a more united organization (see appendix 5 and 6). The respondents answered as follows:

Unity within the organization, a clear direction for the organizations work

Better coherence; better internal flow; a united work group with a high work moral

Can contribute to the creation of unity and motivation and a pride to be working here

Efficiency since everybody is working towards the same goal, unity, a feeling that we are doing this together, a will to tell others and in the end, a stronger external brand

Increased awareness externally and thus gaining more supporters for the organization

This indicates that when talking about brand performance, it differs between the for-profit and non-profit sector where the NPO is more focused on internal outcomes such as unity while in the for-profit sector they are more focused on external outcomes such as employees' delivery of brand promise (Punjaisri & Wilson, 2011). However, the management perspective also takes the external aspects into consideration where a strong internal brand leads to a strong external brand since the internal brand will eventually lead to external recognition (see appendix 5). Hence, the definition of brand performance needs to be adapted to the non-profit context.

5.4 Concluding remarks about the findings

In order to build an internal brand, it is important to be united around a common goal and for it to be broken down into tangible parts (see appendix 6). In addition, it is essential for the employees to understand the brand values as well as including the entire organization in the process (*ibid.*).

What was interpreted from the findings is that the organization has the right tools to have a well-functioning internal brand communication; however, they might not have the right skills or knowledge to manage it most efficiently. Some of the respondents claim that the organization is up to date with their internal communication, but it is not used in the best way (see appendix 3 and 6). Some important information is distributed through the wrong forum on the intranet is one example on misusing the internal communication (*ibid.*). It is important to have a well-functioning internal communication to assure coherence between the different departments; a united organization striving towards the same mission and vision, which is the

most articulated definition of brand performance (see appendix 6). Internal brand communication is important for the other factors in the sense that it ensures the entirety of the organization shares the same knowledge and understanding of the brand (Punjaisri & Wilson, 2011). Even though the other factors are positively associated with the employees' skills and knowledge they are still dependent on internal communication to let the same brand values permeate throughout the organization.

External brand communication is indicated by the findings to have an emergent role when building a strong internal brand (see appendix 4, 5, and 6). The respondents stated that when employees of the NPO are approached externally with information about the organization, it strengthens the brand attitude amongst the employees (*ibid.*). In addition, the ones responsible for the external communication within the organization mentioned that negative external communication might even strengthen the internal brand if met and managed properly (see appendix 5). It is therefore perceived as a more prominent factor than previous research has suggested, this might be due to the nature of the non-profit sector. NPOs have a mission of creating social value (Moore, 2000), which entails that it strengthens the organization when they are appreciated for their efforts and achievements.

The findings indicate that all factors have a positive influence on the employees' skills and knowledge about the brand, particularly external brand communication which proved to be more important than previous research suggested. However, market and customer information did not emerge as an important factor influencing employees' skills and knowledge; this might be due to that the concept is not familiar to the respondents. In contradiction, the work environment emerged as an important factor within a NPO and coheres with the for-profit theories. Both workplaces should have the same prerequisites; both encounter the same difficulties, such as rumors, envy, dislike, and so on. Hence, it is important to actively work against attaining a good work environment where the employees are satisfied with their work environment. Brand leadership emerged as a factor that permeates the entire organization by influencing the other four factors (internal brand communication, external brand communication, training, and work environment). These four factors then have an impact on the employees brand attitude which, in the theory is divided into brand identification, brand commitment, and brand loyalty. Although, as the findings suggest, it is hard to separate these concepts; there are indications that brand identification and brand commitment have influence on the employees' brand loyalty. Regarding brand performance, the findings suggest that the non-profit sector perceives it to be different than what was presented in the theories, which is

the employees' delivery of brand promise. The respondents suggest non-profit brand performance to concern the unity of the organization as well as working towards a common goal.

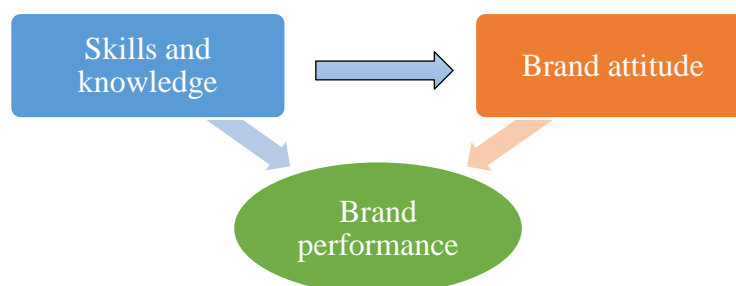
The next chapter presents a discussion and conclusions of the findings and analysis, along with a modified theoretical model of the internal brand of an NPO, depicting the relationship between the employees' skills and knowledge and their brand attitude and what a strong internal brand lead to, brand performance.

6 Conclusion

This chapter is presenting a discussion and conclusions about the finding, which culminates in a modified theoretical model of internal branding within NPOs. Theoretical and practical contributions are also presented, along with suggestions for future research and limitations of this dissertation is presented.

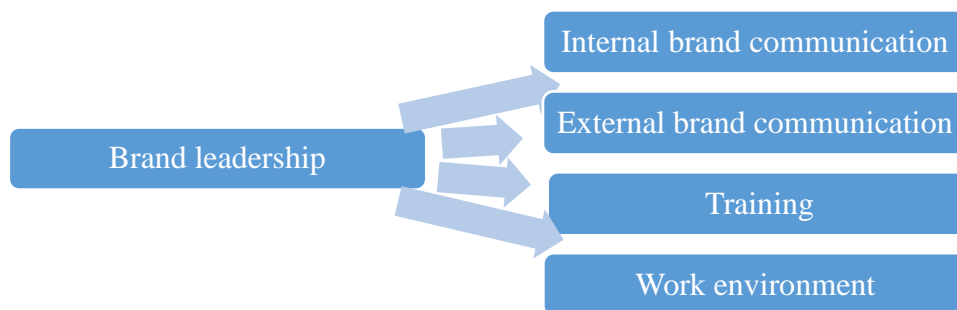
6.1 Discussion

Due to the purpose of working in the organization, there might not be a major demand for actively working with building a strong internal brand. The reason might be because the organization recruits employees that already have the same value as the organization stands for, whereas it is easier to work towards a common goal (see appendix 3, 4, and 5). This is coherent with Moore's (2000) research; however, the findings show that the organization is working with some of the factors that affect the employees' skills and knowledge about the brand (see appendix 5 and 6). Nonetheless, there are differences between the for-profit literature and the findings. Hence, a modified model is presented depicting the relationship between employees' skills and knowledge and their brand attitude and what a strong internal brand should lead to, brand performance. Previous research gave different result regarding how the skills and knowledge factors affect the different concepts of brand attitude (Punjaisri & Wilson, 2007; King & Grace, 2008; Punjaisri, et al., 2009; Punjaisri & Wilson, 2011; Du Preez & Bendixen, 2015). The findings indicate that the employees' skills and knowledge have an impact on their brand attitude and in turn brand performance, but also an impact on their brand performance directly; hence the relationship between employees' skills and knowledge, brand attitude, and brand performance is modified as presented in figure 2.



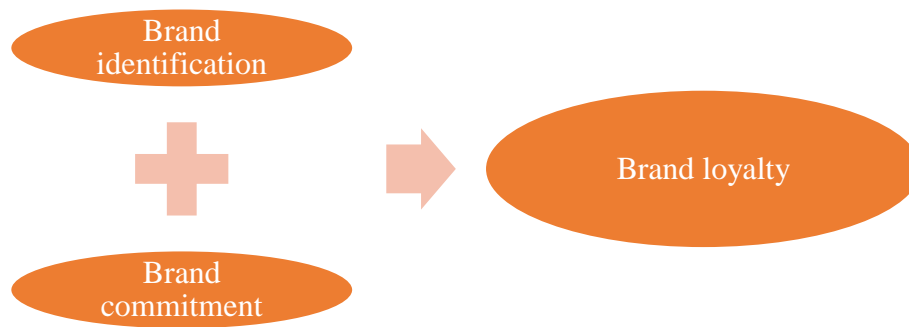
2. Figure 2. Modified theoretical model of internal branding within the non-profit sector

The constellation of the employees' skills and knowledge differs from the for-profit literature and a modification is needed which leads to figure 3. Market and customer information did not emerge as an important factor that influences the employees' skills and knowledge about the internal brand (see appendix 6). Hence it is omitted from the original postulated model. Brand leadership emerged as a highly important factor in the building of the internal brand; it has a positive influence on the other factors that affects the employees' skills and knowledge as well, namely internal brand communication, external brand communication, training, and work environment (see appendix 5 and 6). Brand leadership is therefore perceived as a precursor to the above mentioned factors and together they all influence the employees' brand attitude.



3. Figure 3. Detailed visualization of the relationship of employees' skills and knowledge

The concepts within brand attitude, namely, brand identification, brand commitment, and brand loyalty, proved to be used interchangeably in practice (see appendix 5). However, the respondents' answers indicate that brand commitment and brand identification leads to brand loyalty (see appendix 5). This is in contrast to the theories which state that brand identification leads to brand commitment which in turns leads to brand loyalty (Punjaisri, et al., 2009). What is similar is that these three concepts are not all on the same level, the difference is that that brand identification and brand commitment is perceived to lead to brand loyalty; hence, the relationship between brand identification, brand commitment, and brand loyalty is modified as presented in figure 4.



4. Figure 4. Detailed visualization of the relationship within brand attitude

What the for-profit literature considered to be the outcome of a strong internal brand differs from what emerge from the findings. The outcome of an internal brand according to the literature is the employees' delivery of brand promise (Punjaisri & Wilson, 2011). The findings indicate that NPOs are more focus on achieving unity (see appendix 6) within the organization but also to gain a stronger external brand (see appendix 5).

The findings indicate that there are differences between the for-profit and the non-profit sector regarding internal branding. This can be due to several reasons where one might be that NPOs are taking special measures when recruiting employees (see appendix 5). They prefer employees that are not motivated by monetary incentives, the organization attains employees with a desire to create social value, and the internal brand is "managing itself". There is no essential need for a strong management of the internal brand compared to the for-profit sector since the employees has the same values as the organization, and indirectly as the brand. Although, there are indications that they are becoming more business-like since they are developing and discussing these marketing attributes within the top management team and they are in the process of building a brand. Nonetheless, this is not embraced by all employees since there is still skepticisms regarding marketing which is specific for the non-profit sector (*ibid.*).

6.2 Conclusions

The purpose of this dissertation was to explore how a NPO manage the internal brand and to explore employees' perception of the internal brand in terms of their skills and knowledge and their brand attitude. The analysis indicates that the management of the internal brand within a NPO is similar to for-profit literature. There are few differences concerning the factors in which they manage the internal brand, mainly they are not considering market and customer information as an important factor, whereas the external brand communication emerged as a more prominent factor in the non-profit sector. Concerning employees' perception of the

internal brand, they did not embrace the term internal branding; there were an aversion for marketing amongst the employees, while in the management team they has begun to embrace the concept of marketing.

One conclusion that emerged from the analysis is that the NPOs are becoming more business-like by implementing marketing attributes; however, one challenge is to encourage the employees to embrace the change. Not all respondents could define internal brand although they had some knowledge what their brand stands for (see appendix 6). This entails that the employees have accepted the concept of marketing since they have knowledge about branding however the organization has not yet embraced the entirety of marketing since some employees cannot fathom internal branding. This indicates are becoming more business-like as Sato *et al.* (2013) however at the moment they are not using marketing terms even though they are working towards implementing them into their operations starting from the top management team (see appendix 5). Marketing is not the only aspect in which the NPOs are becoming more like the for-profit sector. The analysis indicates that the employees request the same prerequisites as a for-profit corporation, which means that they should be able to put aside resources to improve their workplace without the constant questioning if it is not preferable to use it in their aid operations.

Brand performance emerged as a concept that is not perceived the same in the for-profit and the non-profit literature. This can be related to the purpose of the organization which is to achieve the mission and vision to create social value. This might lead to NPOs having a strong internal unity since most of the employees are recruited because of their shared values and their enthusiasm about humanitarian aid (see appendix 3 and 5).

In conclusion, NPOs are becoming more business-like however, due to the nature of the non-profit sector which is creating sustainable social value (Moore, 2000), they will never be equivalent to for-profit corporations. There is therefore a need for non-profit specific literature to be further developed not only related to internal branding.

6.3 Theoretical and practical contributions

The theoretical contribution of this dissertation is to the management of the internal brand in the context of NPOs. This dissertation has developed a deeper understanding of the relationship between the employees' skills and knowledge and their brand attitude, as well as their perception of the internal brand. Previously, there was a lack of research regarding the

internal brand in the context of NPOs, this dissertation therefore, contributed with a modified model of the internal brand within an NPO to the theory of internal branding

The practical contributions of this dissertation are what factors are considered the most essential for a strong internal brand. All the explored factors, except market and customer information, emerged as important factors when managing and building a strong internal brand. Though, the most essential factors are brand leadership as a precursor to the other factors and external brand communication is important in the motivation of employees. Due to including both the managers and the employees' perspective these contributions are useful for NPOs in their building and management of an internal brand, acting as guidelines for a successful internal brand.

6.4 Suggestions for future research

There are both similarities and differences between for-profit literature and the findings in this dissertation, hence, there needs to be further studies exploring internal branding within the non-profit sector. Since the findings indicates that the management is becoming more business-like, one suggestion for future research is to study the management of various NPOs and create a deeper discussion of internal branding within this sector. With the purpose to attain more knowledge about how the management work with internal branding and if they are actively working with trying to include the employees in the marketing efforts, to help them embrace the change. Another suggestion is to explore the employees' perception of the change of becoming more business-like, what motivates them and what is considered a challenge in this change.

A further suggestion for future research is to conduct a quantitative study examining internal branding within the non-profit sector to gain a generalizable theory. As this dissertation has generated a modified model of the internal brand within the non-profit sector, it is desirable for future research to test the applicability of it in a quantitative study and thus investigate if this knowledge is generalizable.

6.5 Limitations

The limitation of this dissertation is that we only studied one NPO. Although a deeper understanding of the internal brand within an NPO was achieved, due to only investigating one organization in one geographical region, the results are not generalizable. In addition, volunteers was not considered as employees; some respondents' said that volunteers could be considered to be employees, belong to the internal part of the organization, though there were

a difference in what kind of information was distributed to the paid employees and the volunteers (see appendix 3). This dissertation did not consider volunteers as employees, and they did not take part in this dissertation.

The theoretical limitations concerning internal branding is that there are more research conducted concerning each factor separately, for example numerous studies has examined leadership as an important factor when building a brand, internal corporate communication as well. Since this dissertation is a first step to map the non-profit literature concerning internal branding and striving towards presenting a theoretical model, we wanted to cover as many factors possible, we actively chose not to use literature only focusing on one factor. We wanted to use a holistic view.

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8 Appendices

8.1 Appendix 1: Interview guide

This interview will be conducted with employees of a Swedish NPO: manager of communications, press secretary, manager of human resources, and the general secretary. It consists of questions regarding skills and knowledge and brand attitude of their internal brand. Depending on their position within the organization they will receive questions accordingly; the questions concerning brand attitude are the same for all respondents whilst questions concerning skills and knowledge will vary. The interviews is therefore semi-structured since there will be a need to omit some of the questions as well as add follow-up questions if needed; the interview questions are therefore more of a guidance (Denscombe, 2009). The interview will be recorded for transcribing. In addition to recording the interview, I will take notes describing the manners and actions of the respondent during the interview (Denscombe, 2009; Alvehus, 2013).

Introduction

Motivation: The purpose of these questions is to warm up the respondent; to make them feel comfortable and relaxed. These questions will mostly make the respondent describe their organization and their position in the company. The question here will be more concrete and will not force the respondent to give their own opinion before they are ready (Denscombe, 2009).

1. What attracted you to work here? (Vad lockade dig till att arbeta här?)
2. For how long have you been working here? (Hur länge har du arbetat här?)
3. What is your academic background? (Hur ser din akademiska bakgrund ut?)
4. What does your brand stand for? (Vad står ert varumärke för?)

Skills and knowledge

Motivation: the purpose of these questions is to gain an understanding of how the organization is using the different factors to build a strong internal brand. Hence, all the factors are in relation to the internal brand. Since previous studies are quantitative, the purpose of these questions is to generate a discussion regarding the subject, thus, functioning as guiding questions.

Internal brand communication

1. How do you communicate brand related information within the organization? (Hur kommunicerar ni varumärkesrelaterad information inom organisationen?)
2. How often do you communicate brand related information within the organization? (Hur ofta kommunicerar ni varumärkesrelaterad information inom organisationen?)
3. Do you take any measures in order to give the employees the same view of the organization's brand? (Tar ni några åtgärder för att alla medarbetare ska ha samma bild av organisationens varumärke?)
4. How do you think the internal brand related information affect the employees' perception of the internal brand? (Hur tror du den interna varumärkeskommunikationen påverkar de anställdas uppfattning om det interna varumärket?)

External brand communication

1. How do you use external communication in order to build your internal brand? (Hur använder ni er av extern kommunikation för att bygga ert interna varumärke?)

2. Are there incidents where the employees approach you with information about the organization that they received externally? (Händer det att medarbetare kommer till dig och pratar om information om organisationen som de har fått extern?)
3. The information you send out externally, is it the same information you share internally? Or do you encourage the employees to check it out on their own? (Det som du skickar ut extern delar du samma information intern också? Eller uppmuntrar du medarbetarna att kolla upp det på egen hand?)
4. How do you think the external brand related information affect the employees' perception of the internal brand? (Hur tror du den externa varumärkeskommunikationen påverkar de anställdas uppfattning om det interna varumärket?)

Brand leadership

1. What is it that your brand promises? (Vad är det ert varumärke utlovar?)
2. What are the brand's values and what do you do to live them? (Vilka är varumärkets värderingar och vad gör du för att leva dem?)
3. How do you deliver the brand internally? (Hur gör du för att förmedla varumärket internt?)
4. How do you think your leadership affects the employees' attitude towards the brand? (Hur tror du ditt ledarskap påverkar medarbetarnas attityd gentemot varumärket?)

Training

1. Do you have any training programs for the employees? Education, courses, orientation etc. (Har ni några träningsprogram för medarbetarna? Utbildning, kurser, orientering etc.)
2. How often is brand related information brought up during those instances? (Hur ofta tas varumärkesrelaterad information upp vid dem tillfällena?)
3. Are you actively working with the internal brand in the HR department? (Arbetar ni aktivt med det interna varumärket inom HR-avdelningen?)
4. How do you think the internal brand related activities are affecting the employees' perception of the internal brand? (Hur tror du de interna varumärkesrelaterade aktiviteter påverkar de anställdas uppfattning om det interna varumärket?)

Market and customer/donor information

1. Does everybody within the organization take part of the same information about the market and the donors? (Får alla inom organisationen ta del av samma information om marknaden och givare?)
2. Do receive any request from the employees that they want more information about the market and the donors? (Får ni förfrågan från medarbetare att de vill ha mer information om marknaden och givare?)
3. How do you think the amount of market and donor related information affects the employees' perception of the internal brand? (Hur tror du mängden marknads – och givar relaterad information påverkar de anställdas uppfattning om det interna varumärket?)

Work environment

1. Do you continually measure the factor of well-being at the office? (Mäter ni kontinuerligt trivselfaktorn på kontoret?)

2. Have you received any feedback about an employee that did not enjoy the work environment? How did you handle that information? (Har ni fått någon feedback där det var någon anställd som inte trivdes? Hur hanterade ni den informationen?)
3. Do you have a special procedure that needs to be followed when you have a new employee? (Har ni någon procedur som ska följas när ni har en nyanställd?)
4. How is the relationship between colleagues? (Hur är relationen mellan kollegor?)
5. How is the relationship between employee and manager? (Hur är relationen mellan medarbetare och chefer?)
6. Do you have any remuneration in the organization? (Har ni några belöningsystem inom organisationen?)
7. Do you have strict routines in your daily work or is it up to each employee to decide? (Har ni fasta rutiner i ert dagliga arbete eller är det upp till var och en av medarbetarna?)
8. How do you think the work environment affects the employees' perception of the internal brand? (Hur tror du arbetsmiljön påverkar de anställdas uppfattning om det interna varumärket?)

Brand attitude

Motivation: the purpose of these questions is to gather information about what influences the employees brand identification, brand commitment, and brand loyalty. Prior study has shown that brand identification is observed through the employee's sense of belonging to the brand and their sense of pride and ownership; brand commitment reflects the employee's emotional attachment to the brand; brand loyalty is measured through the employee's intention to stay with the brand (Punjaisri, et al., 2009). The respondents are to reflect on their own definition of these factors as well as relate to how they can be influenced.

Brand identification

1. What is brand identification according to you? (Vad är varumärkesidentifiering enligt dig?)
2. What can affect how you identify yourself with the brand? (Vad kan påverka hur du identifierar dig med varumärket?)
3. What do you think a high level of brand identification might lead to? (Vad tror du en hög nivå av varumärkesidentifiering kan leda till?)

Brand commitment

1. What is brand commitment according to you? (Vad är varumärkesengagemang enligt dig?)
2. What can affect how committed you are to the brand? (Vad kan påverka hur engagerad du är till varumärket?)
3. What do you think a high level of brand commitment might lead to? (Vad tror du en hög nivå av varumärkesengagemang kan leda till?)

Brand loyalty

1. What is brand loyalty according to you? (Vad är varumärkeslojalitet enligt dig?)
2. What can affect how loyal you are to the brand? (Vad kan påverka hur lojal du är till varumärket?)
3. What do you think a high level of brand loyalty might lead to? (Vad tror du en hög nivå av varumärkeslojalitet kan leda till?)

Brand performance

Motivation: The purpose of these questions is to gain an understanding about how the respondents think about brand performance and what the outcome of a strong internal brand should be.

1. What should a strong intrnal brand lead to? (Vad borde ett starkt intern varumärke leda till?)
2. What can affect how you build a strong internal brand? (Vad kan påverka hur ni bygger upp ett starkt internt varumärke?)
3. How do you perceive the relationship between the internal and external brand? (Hur ser du på kopplingen mellan det externa och interna varumärket?)

Concluding part

Motivation: The aim of this section is to ensure the respondent that I value their contribution and that we are thankful for their participation. The end of an interview should be conducted in a way to show the respondent that they have said everything they wanted and not only answered our questions (Denscombe, 2009). We have saved this section for any follow-up questions that we have not thought of beforehand, thus there are no questions.

Thank you for participating in this interview. Is there anything you would like to add? Of course, you have the opportunity to take part in the result so if you want I can send the finale report to you! (Tack för att ni har deltagit i den här intervjun. Är det något som du vill lägga till? Ni har självklart möjlighet att ta del av resultatet så om ni önskar kan jag skicka det till er när det är färdig!)

8.2 Appendix 2: Questionnaire to employees of IM

This questionnaire is handed to respondents employed at the head office. It consists of questions concerning skills and knowledge and brand attitude within their organization. They are asked about the state of each factor; their perception and experience with it. In addition, they are asked about how the employee's perception of the internal brand can be influenced as brand attitude. Lastly, they are asked about the outcome of a strong internal brand. All questions should be answered in relation to the internal brand.

1. What does your brand stand for according to you? (Vad står ert varumärke för enligt dig?)
2. Describe in a couple of sentences what internal communication is and how it works in your organization? (Beskriv i några meningar vad intern kommunikation är och hur tycker du att den fungerar i er organisation?)
3. Describe in a couple of sentences what external communication is and how it works in your organization? (Beskriv i några meningar vad extern kommunikation är och hur tycker du att den fungerar i er organisation?)
4. Describe in a couple of sentences what training is and how it works in your organization? (Beskriv i några meningar vad utbildning om ert varumärke är och hur tycker du att den fungerar i er organisation?)
5. Describe in a couple of sentences what leadership is, in the building of an internal brand, and how it works in your organization? (Beskriv i några meningar vad ledarskap är i byggandet av ett internt varumärke och hur tycker du att det fungerar i er organisation?)
6. Describe in a couple of sentences what market and customer information is and how it works in your organization? (Beskriv i några meningar vad marknads- och kundinformation är och hur tycker du att den fungerar i er organisation?)
7. Describe in a couple of sentences what work environment in the building of the internal brand, is and how it works in your organization? (Beskriv i några meningar vad arbetsmiljö är i byggandet av ett internt varumärke och hur tycker du att den fungerar i er organisation?)
8. How much do you think the above mentioned factors affect your perception of your internal brand? (Hur tycker du att ovannämnda faktorer påverkar din uppfattning om ert interna varumärke?)
9. Are there more factors that can affect your attitude towards your internal brand? (Finns det fler faktorer som kan påverka din attityd gentemot ert interna varumärke?)
10. What does a strong internal brand lead to according to you? (Vad leder ett starkt internt varumärke till enligt dig?)

8.3 Appendix 3: Meaning categorization of interviews concerning internal communication (Pilot study)

Organizational attractiveness

Attracted by a higher purpose

Warm and human organization, always have had an interest for human rights.

I had been a volunteer for IM in Gothenburg during two periods of time: 1993-1997 and 2001-and forward, before they had a local office there. Then I got hired when they established, I wanted that job.

I was committed to non-profit work in the organization and wanted to work with these issues

Had the interest from the beginning, active in the Africa group as a volunteer

It felt good to something useful as I work and to be working with something so meaningful

Have been a dream to work for an international organization

To be able to work with a combination of commercial connected to sustainability

Joined randomly as a freelancer

I like feeling of travelling without the need to travel, interested in aid issues and global issues

on the side to communication

I am attracted to these kinds of jobs

I have been working with aid the biggest part of my life

Education

In line with my education

No non-profit experience

New employee, previous experience from for-profit

Theme 1: Employee perception, attitude and behavior concerning the internal communication

General comments

Internal communication is a way to lead and run an organization, what you chose to convey/mediate.

We have comparatively a lot of resources to communicate different questions, and there is a limit what is defensibly.

Message board is most popular on the intranet.

It shapes the external picture of the organization.

We have started to build our brand.

It is important with we-feeling and transparency, which is achieved with a well-functioning internal communication

A lot of oral communication, meetings, compared to other workplaces.

It has been improved during the recent years; it has been developed.

Positive

Well-working in relation to other employments.

The corporate culture of IM is meetings, which is good.

Positive, since it is being developed.

Information-rich organization, due to having a job involving collecting funds, and to attain good funding we need to communicate what we are doing.

The internal communication is quite well-working today.

Improving

It has improved over the years.

Constantly developing: forum and internet presence.

Varies

Depending on where your position within the organization.

Depending on who you are as an individual, if you have the time and interest to participate in internal communication, if you have the language to participate, if you know people. The response and use of internal communication varies.

Personal perception and attitude depending on your position within the organization, and location.

The situation determines the chosen channel.

Improvements needed

The intranet could be more fruitful, did some miscalculations but are evaluating it now.

The intranet could be used in a more correct way, e.g. the different forums and flows, improving the calendar.

We are a member organization, working towards becoming a representative democratic. It is quite hard to find out what our members think. Since we are a member organization, it is quite fair that the members have an influence in some questions. And if you are not a representative democracy, it is quite hard to attain that information.

The information brought up at the Monday meeting is not forwarded to the local offices, which are expected to be aware of what is brought up.

There is room for improvements, but is quite well-working.

There are always improvements to be made.

There is a doorstep to overcome in terms of writing in English, which will enable them to involve the international part of the organization.

Uses mostly e-mail, however, it is inadequate due to not receiving answers in time.

The telephone is underestimated; it could be exploited much more if everyone started to use it more efficiently.

We at the local offices do not receive information enough information.

Well working nowadays, however, more people should use the intranet more and writing English since we are an international organization.

Not using the intranet enough.

There are always improvements to be made, though, there are limited resources.

What would be preferable

Beneficial to have a combination of both formal and informal internal communication.

Very important with internal communication. Since, if you as an employee do not feel involved, it might be easy to feel less loyal to the organization, and less happy towards the workplace and employer.

If we only focus on informing, we would not be able to do our job, it is important to find a balance, how much information is necessary.

It would be beneficial to resume what we call the international week: all local managers came to the head office to the annual meeting, and then stayed for a week for further various meetings.

Important with a combination between the formal and informal communication channels.

An insufficient value information results in employees' feeling the glue that should hold the organization together is missing and an insufficient situational information results in dissatisfaction among the employees.

Considerations

How much information should be oral or in writing, is there any other way to gather information, should I inform or should they find it themselves through the communication channels.

See what other employees at the local offices think about the internal communication.

See what other employees at the local offices think about the internal communication.

An intranet is a good tool for internal communication, though it does not solve any problems.

In today's society everything gets displayed; all information will reach the public eventually.

You need to actively seek the information, it is not always handed to you.

One question is what is considered to be internal in a member organization.

You need to seek the information yourself; all information is not handed to you.

It is motivating for the employees to receive a lot of information, but you can not force someone to participate in the internal communication.

Theme 2: Definition of internal communication

Everything internally

How you communicate everything within the organization.

All communication within IM, both planned and the chitchat in the coffee room.

Communication within the organization..

All communication internally in the organization.

The communication between the employees, but also the board, volunteers.

All cooperation between employees.

To share and have a dialogue about information concerning the organization..

How to communicate

What is sent out through mail to employees, what is written on the intranet, or is spoken about at employee meetings.

Many different things, from the coffee break to internal meetings within the work crew from an organizational-, management, and Board perspective, to having small Monday meetings, having an intranet.

Everything, in printing, speech, print, yes every channels that exist. How you communicate with your employees. But also corridor talk.

Communication channels, content, and climate.

Type of communication

Separate situational communication and value communication. Situational communication is information is day-to-day information, practical administrative support for everyone who works here. And value communication is information about the values and message from the organization, as well as what questions we are working with.

Result in

A support to do a good job.

Exchange of information, so everyone within the organizations is feeling involved in the organization.

What is the hearth of the organization.

To create a feeling that we work towards the same goal.

Theme 3: Goal of internal communication

Knowledge

That the organization should have a consensus in different questions.

Internal communication is important for the organization to make sure all employees attain the same knowledge.

To have well-informed employees about our organization.

To attain representative employees who know the values and working procedures of IM.

Consensus about what we work with.

Mutual internal picture of the work place.

So all employees have the same information and knowledge.

To make employees feel comfortable that they have sufficient information to be able to do their jobs.

Motivated employees and maybe competence development.

To get an insight in what the different departments are working with.

To be aware of the organizational vision and mission.

To exploit that we are a lot of people with a lot of knowledge, and to build a greater knowledge together. To become stronger together, than we are individually; to build a team spirit.

Physical effects

Printing everything down in printing, and spreading the information.

To make sure most employees can pass on the information about what IM do, to those they interact with in their work.

Decreases the amount of gossip; gossip indicates insufficient communication and information among the employees.

Organizational outcome

For the organization to run efficiently, it is important with a well-working internal communication.

To feel that we strive towards the same goal and that we know what all departments are working with.

To assure we can do our job.

To work flexible and effective, to be professional, unified and clear.

To achieve organizational goal, and to inspire.

To make everyone moving towards the same direction, and to feel motivated in their job.

A tool to reach the organizational goals.

To make sure that the technical side of the organization can convey the complexity of fundraising business to the fundraising side of the organization, to increase the donations.

Spirit of the organization

To make employees feel involved.

To grow as an organization, and strengthening the employees.

To make everyone feel involved.

We are a group, and needs to work together.

Create a we-feeling; we are nonprofit organization gathered around one idea.

Theme 4: Content of internal communication

Informal

Mostly informal information.

Informal communication such as Monday breakfast meeting.

Monday meetings: external environment monitoring

Formal

Formal communication such as guidelines and policies.

Guidelines, starting from the management.

Formel information, which everyone has access to.

Informal within and between departments. Formal when the communication comes from the management team or the broad.

Situational reports about where we are and what we are doing.

Mixture

Stories from our operations, in Sweden and worldwide, combined with a lively language and pictures. It is more giving to read a snapshot from a person actual doing the operations, than to read some bureaucratic operations.

We have trainees stationed worldwide, who tells their side of the story, with the intention to pass on knowledge about what we do out in the world.

Digital channels to meetings.

Ripple effect: head office, local offices, regional offices, and active volunteers.

Both formal and informal communication.

Examples of content

Graphics, style, layout, typo, colors etc.

Rules of how to communicate, how to treat each other.

Information concerning the organization.

Press releases, more formal.

Information about everything that is the basis for our work, not much about what we actually achieve worldwide.

Intranet: Protocols, information about new employees, the organization, projects; meetings: organizational development; e-mail: what we do at the moment.

Stories: information about our programs from the trainees around the world.

Practical information, such as info about producers, products, etc.

Continuous information about what is happening within the organization.

Theme 5: Strategic communicative actions taken by the organization

No

None, as far as I know.

No.

No, not what I have heard.

Not any formal training, though, there are discussions to increase the mutual understanding of what we communicate and why, to whom, how, and when.

It has been noticed as a problem, however, but no initiatives as far as I know.

No, not that I am aware of, but if you need help, you receive it.

Do not know.

Yes

Yes, we have those who are responsible for the internal communication.

The Swedish department has a meeting in the spring, during half a day, where we discuss how we can use communication as a tool I our work.

Yes, we discuss internal communication within the management team. When developing the intranet, we had an excess cooperation between the different departments, to assure a higher quality of the intranet, that it meets all demands from the entire organization.

Instructions and manuals are sent out to employees. More of a strategic plan on how to work with the internal communication and the goals set for the organization, our effectiveness.

Yes, but more on technical factors. Otherwise, closely related to human resource questions; how do we thrive at our workplace.

Yea, the intranet is one initiative from the management team.

Yes, when new systems are launched there is training in how to use them.

Yes, it has been brought up, but I do not know how/if it has been.

Other

It has become more important indirectly.

We need to appoint someone responsible as an intranet editor, someone from the communication department.

Difficulties to involve the regional offices in organized communicative actions, due to being too complicated and costly.

Responsible for the internal communication

General-Secretary concerning the strategy and the Communication manager concerning the practical (technological).

General-Secretary concerning what is relevant to notice on the intranet; management team concerning the conversation about the internal communication; IT department concerning the practical factors of the internal communication.

General-Secretary: everything connected to the organization; manager of communication: how we build up a story about IM, or how we communicate IM to the public with help of internal communication: responsible for human resource: the wellbeing on the workplace and to develop competences.

Erik Törner (manager of communication)

Åsa Bengtsson and Erik Törner (manager of communication).

Erik Törner (manager of communication).

Management team.

Manager of communication and the General-Secretary.

No one and everyone.

Everyone, management team and board.

We who work in the organization.

Theme 6: Communication channels within the internal communication

Digital channels

Intranet (15)

E-mail (10)

Telephone (5)

Homepage (4), however, considered more external

Bambuser (3)

Skype (2)

Facebook (1), however, considered more external

SMS (1)

Non-digital channels

Letter (3)

Black board (3)

Paper (2)

Documents (2)

Stories (1)

Progress report (1)

Annual report (1)
Broschuers (1)
Forum (1)

Face-to-face meeting channels

Monday meeting (7)
House meeting (6)
Employee meeting (5)
Employee days (4)
Coffee break (3)
Board meeting (2)
Employee talk (2)
Internal meeting in work crew (1)
Conference (1)
Project group (1)
Personal presentations (1)

8.4 Appendix 4: Meaning categorization of interviews concerning external communication (Pilot study)

Goal of marketing

Fundraising – goal is increase funds (x 8)
 Different objectives (x 3)
 Fair trade – get people to shop fairly produced products (x 3)
 Not much difference from regular company (x 3)
 To enable core operations, to do our job (x 3)
 Create interest, commitment and enthusiasm about what we do (x 3)
 Be more visible (x 3)
 Engage volunteers and members (x 3)
 To profile us, our brand (x 3)
 As much recruiting new donors and members as informing old ones (x 2)
 Give the correct image of IM and its operations (x 2)
 All marketing shall be similar to increase reconnaissance (x 2)
 Make the organization more known
 To create an opinion
 Recruit volunteers
 Produce and sell aid
 More than fundraising
 Market towards donors in Sweden
 Sell and make a profit
 Reputation takes long to build up and fast to destroy

Effective marketing

To reach the targeted market segment (x 4)
 Homogeneous message about what we do, say and look (x 3)
 That tells people who we are and what we do to (x 2)
 That makes us visible to as many as possible (x 2)
 Have a strong brand (x 3)
 Adapted to channel
 The recipient need to feel and experience something
 More buying and satisfied customers
 Measure in sales profit
 Volunteers are marketers for IM, provide the best information of IM
 Mass communication is broad and harder to control and know how deep it goes
 Get as much funds out of each invested Swedish crowns
 Raise the familiarity/recognition
 Making the communication as alive and appetizing as possible

Increased competition

Non-profit organizations are like any other companies (x 4)
 Downright marketing terms, that language and method has been lifted into our world (x 4)
 Work more systematic and professional with marketing (x 3)
 Large organization have lots of funds to spend (x 2)
 We have our base network and volunteers (x 2)
 Older organizations have been forced to sharpen themselves have to be seen and heard (x 3)
 Get to know your donors and your target market, follow their behavior (x 2)
 Organizations need to be more single-tracked (x 3)
 Communicate what others do not have, the unique advantages (x 2)
 Be broader due to competition
 Should not try to imitate the industry organizations
 Demand to strengthen marketing, strengthen brand in method and cohesive and strategic

Large international organizations do not have movement
 Change platforms and change channels every so often
 External environment monitoring
 Be technical
 In a non-profit world – emerging controversies and viewpoints about how to express oneself
 More organizations need to niche themselves
 Build a brand with a reasonable level of follow ups and control systems

Too much marketing

People complaining about spending too much money on flashy newsletters/journals – they want digital mails to save money (x 4)
 It feels like too much with full page advertisements but I do not know if it has a negative effect (x 3)
 It can get the opposite effect if communication is too naggy and annoying (x 3)
 There is a lot on social media about relief and charity, also a lot of companies that wants to identify themselves with CSR so of course can it reach saturation (x 2)
 There is a limit (x 2)
 If it does not pay off it will just be bothersome and no motive to see it through (x 2)
 90-account regulates that no more than 25 per cent of income goes to administrative costs and fundraising costs (x 2)
 Still a large willingness to donate
 Important with long-term marketing
 Cannot forget who we are and why we are here, the core
 No

Communication channels

Very little on television, only special campaigns
 Television good to be seen, expensive (x 2)
 Very little radio
 Printed media (x 4)
 Mass communication with fundraising campaigns – advertisement
 Journal (x 5)
 Direct advertising to “cold” addresses that we buy (x 2)
 Social Media (x 3)
 Facebook (x 7)
 Twitter (x 5)
 Instagram (x 3)
 Pintrest
 Movies on Youtube (x 2)
 Website (x 5)
 Sponsor website, for those who are sponsors (faddrar) (x 3)
 Public Relations, trying to be as visible as possible (x 2)
 Sending press messages (releases) (x 3)
 Telemarketing (x 4)
 Face-to-face (x 4)
 Local associations
 Local offices
 Fundraising letter (target to groups with different campaigns) (x 4)
 Christmas campaign – addressed mailings (x 2)
 Text messages (x 3)
 E-mails (x 3)

Newsletters (x 4)
Fair trade shop (x 2)
Attachments to newspapers and journals (x 2)
Online and digital changes – hire support and bureaus
Google Adwords – buying a key word on Google auctions
Search engine optimization – hard as a buyer since it is not as tangible as an advertisement
Little advertisement, daily press and monthly press
Plug advertisement (x 4)
Spreading volunteers' practical experience abroad
Attending markets
Forums
Debate articles
Network based
Events such as Lund lyser

Communication towards companies

Less communication to companies (x 2)
We have a company drive at the moment (x 2)
Not communication to affect but more marketing
Focus on provision and those issues than school for example.
Try to address companies in other ways (x 3)
Special communication towards companies, company partnerships (x 3)
Difference kind of support from companies, different packages for companies (x 4)
Company mails, e-mails processed on its own way, their own newsletter, publications and brochures (x 5)
Company project combines face-to-face and telemarketing (x 2)
Find out where companies are meeting
Spontaneous visits, better than calling and mailing
Media evolution, meeting for advertisement bureaus and web bureaus
Companies commit like any other individual
Tax regulations, tax reduction on sponsorship
Special tracks in selling to companies
Important channels
Facebook, faster updates
Fundraising campaigns (x 2)
Telemarketing (x 2)
Second best telemarketing
Face-to-face (x 4)
Face-to-face, most effective, the same for companies
Plug advertisements
Third best, e-mails, letters and newsletters
e-mails
Website
Sponsorship website (fadder)
Letters (x 3)
Newsletters (x 2)
Increased importance of digital channels (x 2)
Journal and brochures (x 3)
Combination of channels depending on campaign or just to inform
Offline and online has to interlock

Challenge with plug advertising – unpaid advertisement, cannot control when they appear

Distinguish communication between IM fair trade and IM Tian

IM Fair Trade has website, catalogues, advertisements and a lot of marketing

IM Tian has no marketing (x 3)

IM Tian is a voluntary thing, IM Fair Trade is part of IM

A lot of volunteers, do not have full control of how they communicate to the organization (x 2)

Subsidiary of IM to be registered at WFTO

Flyers and brochures in IM fair trade need to be up to date (x 2)

Fair trade needed to concentrate on fair trade questions

Sync up with rest of IM (x 2)

They go to marketplaces and so do we, but different markets

Fair trade has more objectives, selling products, raising funds, contribute to overseas work and aid work, support fair trade, contribute to better working conditions world over

Volunteers are knowledgeable and well prepared

Rules and regulations

For images, what is allowed and not allowed

Graphical guidelines about logos, font and colors (x 2)

When marketing externally, the usage of 90-account's logo

Regulations as a 90-account

Member of FRII, frivilligorganisationernas insamlingsråd has requirements about ethics and fundraising, face-to-face, and telemarketing (x 3)

Own guidelines – communication strategy, not to use people in compromising positions, needing, helpless, powerless and inferior (x 2)

Serious and responsible communication – external demands

Communications policy – updating, at IM to be respectful and nice when calling (x 3)

Most important is to have a good conversation

No aggressive telemarketing and recruiting

Guidelines from WFTO

Improving and developing marketing communication

Choose the right point in time to be seen and heard in different settings (x 2)

New strategies for press and opinion work

New Secretary General = new strategies

More funds on traditional marketing communication methods

Interchange between working channels

Keep up with trends, a sector like any other (x 2)

FRII has education and courses and conference annually – new influences and ideas (x 2)

Networking

Generous towards other non-profit organizations

Nagging, turning and twisting

Analyzing numbers and results, messages and communication (x 2)

Discussing, talk about what others do and what we should do (x 3)

Analyze each campaign – what target groups, channels, messages and products

Live conversation in the office between communicators and fundraisers (x 3)

The technical development with newsletter, make it better and more user friendly

Marketing research now and then by calling donors

Call through marketing research companies

Partnerships with other non-profit organizations

Local partnerships abroad and in Sweden

Work with municipalities

Rafiki – project for children and elementary children

Volunteer bureaus assign volunteers to us

Fundraising events – världens barn

Sida group – ram organizations meeting

Manifestations

8.5 Appendix 5: Meaning categorization of in-depth semi-structured interviews

What attracted you to work for this organization?

Personal alignment

Values I believe in

I wanted to work for an organization

Education

In line with my education

What does your brand stands for?

Individual autonomy

Open atmosphere, high ceiling

Each individual has the opportunity to influence in different ways

Miscellaneous

Teaching organization, open for new learning

What to feel for the organization

When new to an organization you have an image of the brand and you try to relate to it

Brand building process

A big thing that we are redoing right now

Hard to answer since it is not a concept we are using

In the middle of a brand developing process

Organization's mission

The words of value are humanitarianism, closeness and commitment

To be close to the crises and based on humanitarianism

The operations are our commitment

Core values and basic principles, humanitarianism; to treat people correctly, tolerance, openness, respect our differences

Practice as you preach

Values and culture should constitute our organization, namely, organizational culture, leadership and how the employees approach each other, essential with on view of the organization, one common set of objectives, operations and incentives

Differences to for-profit

Do not have the same problems with sexual harassment, bullying and racism as other work places

We do not use work specific jargons

External and internal

Internal and external brand are dependent on each other and the external brand building should start with the internal

Internal brand communication

Brand building process

We have a brand building process with external parties, this is communicated internally

Upper apex involvement

There needs to be a consideration about either letting the employees have an influence or letting the board of directors decide

Formally, brand related issues is the board of directors concern however, it needs to be accepted by the employees

The discussion needs to be led by the center of the organization to ensure a common platform to proceed from

The top management team and the communications department tries to communicate what our brand is and should include through creating policy document and framework and continuously discuss the matter

Employee participation

Joined meetings, approximately once a month

To establish and spread policy documents to the employees

To continuously communicate brand related information internally is a deciding factor on if there will be a change externally

Constantly discuss and talk about the meaning of different keywords and core values

It needs to be consistent and unified if you want the brand to be consistent and unified

It needs to be available and to some extent, fun and attractive in order to create interest and gain followers

External brand communication

National vs International

Everyone is pretty included in Sweden

For example India only talked about it for an hour

Does not raise funds abroad, the point that is unclear, they do not know how this process will affect them

Communication channels

Employee days

Intranet is like a bulletin board although the information disappears after a while

Posts links about interviews involving employees

Mail if I want direct contact but otherwise bulletin board

External recognition

In summary, self-confidence and self-concept, if you are seen positively externally then you are strengthen internally

I joined to increase the external communication in order to be more visible externally

The organization, internally need to feel like one

A direction from the top management team to be seen and heard to strengthen the trust

Aversion towards marketing

Still afraid of the terms marketing and brand, should we really spend money on that

There are people that are skeptical towards the brand, they think it is shallow in comparison to relief work. The brand building process has positive effect on their work too, it makes it more visible

Brand building process

It has a big impact, the whole process with brand building right now

Good with image change, good to shake off the old and brand building is part of that process

Get the feeling that the employees are positive against the change

Negative external communication

If there is a real crisis it will affect a lot

It depends on what it is about

If scandal, embezzlement, that we are pointed out to be immoral which the media likes to do a lot it has a large impact, people get sad, that it happened and that they are criticized

Crisis can also have a positive affect if the organization handles it well

The organization needs to be calm and collected when responding on social media in order to avoid the evil spiral of internet hate

The employees sometimes feel that they should ignore the negative comments but the communications department need to inform them about the importance of interacting with the public

Mostly positive attitudes towards the change but if it is something that has been done before there are some negative

Employees approach to external communication

Yes they do, although more often than not it is information from me

They talk about information they have received about other organizations

Training*Importance of introduction*

Introduction is very important for the employees

Introduction to their profession from all departments not only their manager

HR goes through the overall introduction.

Unity

Regular meetings, once a year “employee days” where they meet up for two to three days and talk about what unites us all.

Internal brand is what unites us all

Watch-the-world seminars, external lecturers that talks about what unites us all

Miscellaneous

New with internal marketing, not the same as the big corporations

Top management team

In the top management team, 7 departmental managers and the secretary general, we work with leadership and how to link all the departments where each department managers then passes on the information.

The top management team does not speak of the brand in that sense but more about an overall goal to work towards

The top management team needs to be united about what message to send

Top management team is working towards giving the employees a united message, within the team they can discuss as individuals but externally to the employees they should have one voice

Gaps and misunderstanding

The HR-department experiences a gap between departments

The further the employees are from the head office the higher the risk for misunderstandings

We have employee surveys that show that the employees’ are more critical towards the top management team than their departmental managers

HR effect on internal brand

Be clear about what our overall goal is, what we work to achieve

All employees have to feel that they are important regardless of what role you have

Need to be reminded constantly that they are a piece to reach the goal

*Work environment**Most important in work environment*

A strong common goal that evokes commitment and happiness

Also need a good physical work environment

There is a misleading view of NPOs, even though they are restricted in their funds they also need to set aside money for their employees' needs.

Contentment is work environment and everything it involves, physical and psychological, relation to the manager and the colleagues

Employee autonomy

Generally, pretty goal-oriented work schedule

Employees have goals that need to be achieved

They have a full-time job and can decide to go early one day and work evenings another

Need to have a dialogue with their supervisor in order to feel that they are doing the right thing and that the supervisor feels that they are going the right way

Free frameworks

Procedures for newcomers

How long the introduction takes depends on the profession

Introduction to the job assignments as well as the overall in general where we mention what the organization stands for and our values.

Proceeds from an employee policy

Try to be perceptive for bullying which is always mentioned in the introduction, not only if you are exposed to it but be watchful for what happens around you

Goal orientation

When there is a large commitment then everyone is involved

With a common goal, everyone has a role to perform

Challenges

If there is a vague brand all departments work towards their own goal

The same relationship problems as any other organization

The surveys are perceived differently abroad where the Indian office spent one and a half day to complete it

Top management team has become better, comes with different views but when communicated to the employees the message is united

Important functions

Employee surveys breaks down to each department so that they know what they need to work on

Work environment representative and whistleblower are both important security aspects

Starting an idea process what is connected with the brand building process, about the ideology of our organization

Work environment's effect in internal brand

It has a large impact, it's pretty much the same thing, it is hard to remove one or the other
That is alpha and omega, if the employees perceive that there is a common goal then the work environment is better and if there is a bad work environment then it means that the goal is a vague

I think a NPO needs to have both [good work environment and internal brand]

I do not have a problem with compartmentalized colleagues, they need to believe the idea and that their efforts are taking effect

Difference from the private sector since the NPOs has a commitment that catches on to the work environment

Brand leadership*Brand building process*

Focus on developing an identity, to form "one IM"

The brand is being implemented

The identity building process is starting with developing an idea program

Working with developing IM into a democratic member organization, by appointing a statute group

Keep working with identity matters

Importance of top management team

A common focus for the entire top management team [to live the brand]

The top management team is very important [affecting the employees brand attitude]

The top manager is a deciding factor by living the brand

Being available to employees

Important that I have time to listen to and talk to employees at different levels

Trying to be present, open, and to provide feedback

Further work will include engaging the members and creating a meeting place

The values are implemented into our work with the work environment and how we form our organizational culture and our leadership

The idea program shall be formulated and written down to be established in the organization

Not what I say (verbal or presentations) but how I implement my objectives into action

Promise and values

Individuals we work for, internationally and in Sweden, taking the power over their own lives

Promise - empowerment

Our personality is important

Walk our values!

Values, personality, mission, and vision should be lived to the fullest

Values should mirror the entire organization

IM is from the start driven by values

Brand identification*Definition of brand identification*

It is about our mission, our mission is our brand

We can draw parallels to loyalty

Some brands you are bound to without asking why

For example, one identifies with a political party by referring to oneself as a social democrats instead of "I vote for the social democratic party"

Understand, like and wanting to be seen with the brand
 Important to create and capture the feeling of “I want to be a part of that”
 To live the brand
 Our promise and personality is important
 Important with an orientation in the aspects that differentiates us

Effect on brand identification

Important they they see what we do
 History and pictures
 Employees as well as donors see that we make a difference
 Gain the identification through family and friends
 One wants to express themselves in align with the organizations values
 Tradition, history and what you want to be
 Values and appearance
 Activities and services that are offered
 A common belief that the organization knows what they are doing
 That they are brave and makes a difference
 As someone who is following the journey of developing the brand, I feel I am alongside the brand

Result of high level of brand identification

Committed employees
 If you identify yourself with the brand, that you feel proud to work here, you improving your job
 You spread a positive attitude to you family and friends
 It leads to loyalty and to being emotionally attached
 Harder to quit a job at the organization if it has a strong internal brand
 Loyalty
 Intention to stay
 Distribution, it is important with social media and face-to-face technique
 Be attractive and be relevant
 An organization is able to increase its trustworthiness and attractiveness immensely
 The internal revenues (which has a deciding impact on the external) is that the members and employees can unite, develop and strengthen
 The individual's as well as the collective's self-confidence is strengthened

Brand commitment

Definition of brand commitment

That you are loyal to the brand
 It is about what you have read about loyalty
 If you have identified with the organization you are committed
 When you buy something or donate or talk about the cause
 When you recruit people and are committed then you are dedicated
 Closely related to brand identification
 High level of identity will lead to commitment
 Brand identity is to understand the brand and being clear
 Commitment is more the brand as an identity marker
 To live the brand!
 To be committed to implementing the brand in practice

Effect on brand commitment

That we do what we say we are doing

If we do not walk the talk we will have a bad work environment

Externally, the brand becomes more than a product it becomes a part of your lifestyle

As an employee, it is the work environment and the colleagues and what you stand for

How attractive it is

How cool it is

How good they are at what they are doing

How much I want to be seen and associated with the brand

Of course, the “daily actions”

I already interested in everything that is about profiling and positioning, it comes naturally to me

Worked with strategic communication on different levels and with brand developing issues

Result of high level of brand commitment

Employees need to be critical

Employees will bring their a-game, they believe in what they do and put more energy into it

More commitment

Leads to loyalty, dedication and enthusiasm

More followers, loyalty, revenue, visibility, distribution effect, and face-to-face

Good result both internally and to the word

For IM, it is about taking more place as a national and international actor

Brand loyalty*Definition of brand loyalty*

That you are loyal to the organization

That you do not say negative thing about the organization to external constituencies (such as social media)

You do not trash talk you colleagues

If you have problem, solve them within the organization

Minor thing might have a major impact on the brand

High level of trust and faith instead of questioning it

It needs a lot of disappointments before you let it go

Stick with the brands ups and downs

Loyalty, identification and commitment are adjoining concepts

To be very loyal and focused on living and driving the brand

Effect on brand loyalty

Utopian, if the board decides about a major change and changes the ideological ideas, which contradicts my perceptions, it will affect the loyalty negatively

We work with corruption abroad, which can affect our brand, we need to prevent corruption.

We had a case of corruption which affected the employees but not their attitude towards our brand. it affected the work environment, but it can strengthening our brand

The management team is the ground for our internal brand

Corruption and such affects the external brand more than the internal

A sense of getting something back

Partially, it is about pride and of course the work environment

If you are proud to work for an organization then you will be loyal to it

To be loyal one must feel that they are valuable and appreciated

Loyalty comes from status as well

It should not be temporary revenues and successes
It needs to prove that they are worthy of my trust
More important with long-term issues than for them to be cool at the moment
Loyalty emerges from knowledge and rational insights that the brand can practice as they preach
This organization has a high level of loyalty but a low level of coolness, trustworthiness is important
I am the top manager at IM so there is no doubt about my loyalty

Result of high level of brand loyalty

Good, positive, and even stronger brand
That people give a lot
That people stays and work hard because they want the organization to perform well
Long-term funding
Loyal funding
Sustainability and security
Unity and strategic focus for the entire IM
Improved loyalty internally with more exciting and motivating tasks for the employees and the members
Better visibility and awareness externally

Brand performance

Result of a strong internal brand

Creative and positive coworkers
Pride and loyalty from the employees and commitment
That the organization is an attractive work place
If people enjoy working here then the organization might influence other people to work here
Then you gain some self-esteem by being chosen to work here
A strong external brand
Enthusiasm, joy and inspiration amongst the employees
Easier to recruit employees and easier to gain partners and external constituencies for cooperation
Increased interest and attention from media
Stronger voice in the debate
Keep developing the organization operationally

Effect on the building of internal brand

United about the common goal
The goal can be broken down to tangible parts
All employees should be able to feel that the goal is reachable
To include everybody and that all employees feel that they can have an impact on the process
To get people to understand since those who do not will not care
The process has many levels not just go to an advisor and get an internal brand but it is about employee politics and the external brand as well
It is a large and comprehensive work, it is a long-term process both internally and externally
To start from within
To really include the employees and members

Connection between external and internal

Intimately related both ways

A strong external brand requires a strong internal brand, work environment, and committed employees

Can have a weak external brand and a strong internal brand, but then we cannot advance and take the next step

If we are not clear externally, it will hold us back

An internal and external brand strengthens each other

If we have a good external brand and a bad internal brand it becomes rather hollow

If you do not have a good internal brand then the employees do not feel good in the long-term

An organization can have it good internally, people are proud to work there but if you cannot reach out externally then it is not worth as much, the brand is not as strong since only a few people know that we do good things

A strong internal brand should lead to a strong external brand

The challenge is to successfully transfer our intentions to the surrounding world, for them to see and absorb what we want to convey and profile

Miscellaneous

The idea changes over the years, so it is important to involve all employees in the changes

The idea is the brand, important to keep the conversation alive to engage employees

8.6 Appendix 6: Meaning categorization of questionnaires

What does your brand stand for according to you?

Feelings

Humanitarianism (x 3)
 Non-profit commitment (x 2)
 Trustworthiness (x 3)
 Closeness (x 3)
 Transnational solidarity (x 2)
 Competence (x 2)
 Tradition
 Enthusiasts
 Continuity
 Genuineness
 Empowerment
 Consideration
 Perseverance
 Anger towards unfairness

Operations

Help to self-help (x 4)
 Professionals at aid (x 3)
 Large aid operation within four thematic regions in abroad
 Voluntary operations with integration in Sweden (x 2)
 Fair trade through sales in shops and online
 Sprawling brand
 Aid organization that fights and expose poverty
 Social sustainability

Describe in a couple of sentences what internal communication is ...

Communication between employees

Concerns all the operations within the organization but mostly between the department and outside regular work groups
 Distribution of information within an organization or group
 Both in writing and verbal communication between colleagues
 It is the communication within the organization that does not reach the public
 All communication within the organization through different channels such as the intranet and e-mail
 All communication that occurs between the employees at IM, independent of where they work in the country or the world
 How we talk to each other within the organization, both between colleagues but also between departments

Create community

To ensure that the employees feel that it is important to be aware of what is going on in the organization and to be committed

...and how it works in your organization?

Well-functioning

Comparatively good, we have meetings, annual meetings, groups in social medias and different websites, member magazine, intranet for employees, local societies for members and volunteers

It works considerably well in IM

It works very well, a good atmosphere for conversation, respect between the departments, and a mutual view of IM's objectives

Currently, working considerably well, we have an intranet where a lot of information is displayed and there are frameworks about how the different departments should communicate to each other

Improvements/challenges

It has improved but it is still insufficiencies

IM has a lot of challenges since they are a considerably small organization with a wide spectrum of operations with a wide geographical range, globally and in Sweden

Improvements to be made, especially between the field offices around the world and the head office in Sweden, our intranet is the only communication channel that all employees have access too, but a lot of the communication is in Swedish which makes the employees abroad reluctant to use it

Some challenges are that we are spread throughout the world and in Sweden and that we speak different languages

The intranet is well functioning while the communication at the office and department we belong to is inferior or even bad

The intranet is well functioning, however, the communication at my current local office is inferior

The purpose and follow-up of the intranet has not been communicated

Use more technical solutions such as webinars and skype and more face-to-face meetings to increase the communication between different functions within the organization and thus, increase the team spirit and motivation – There are plans to achieve this in the international department; however it has not yet been operationalized

Some are working well whilst others not so much

Describe in a couple of sentences what external communication is...

Create trustworthiness

That the visitors that reach out to IM feel that there is a trustworthiness and clarity in our brand

Communicate values

To distribute IM's statements

Reaching target groups

Transfer information from one group to the surrounding society

How to talk to the surrounding world

The messages and descriptions of the organization and operations that are communicated to the public, media and the institutional donors and members etc. through different channels such as Facebook , magazines, fundraising letters etc.

Communication that reach and are directed outside the house

Communication with target groups outside the organization such as donors, potential donors, the ones who are interested

To reach out to a wide public or campaigns directed to different target groups, people that might not have heard of the organization

Internal and external communication

Communication with volunteers and members are somewhere in between internal and external communication

...and how it works in your organization?*Well-functioning*

Quite well functioning

Despite limited resources, IM is successful in making their voice heard in a saturated media climate

Quite well functioning

It is well functioning although there are improvements to be made

Improvements/challenges

The challenge of IM is to reach new target groups

The brand is too vague and sprawling with many subordinate brands, however, rather united in how we describe our organization and our work, it is quite well functioning

We lack an active outgoing and long-term work with our profiling, hope that the current work with the brand will help us in this necessary process

I perceive that our external communication not always reflects the reality because our lack of coordination and cooperation between the department of communication and for example the international department

We lack good systems for transferring knowledge and coordinating and we don't have an overall strategy for communication that unites us

It works OK, because of lack of time there are still a lot of work needed, primarily with the tone and what we communicate

There is often not enough time to have a holistic approach, even though we are trying to move forward

Describe in a couple of sentences what training is...*Inform externally*

To inform volunteers, employees, and those who are interested about what kind of organization IM is and what we stand for

No participation

Has not taken part of any such training

Has not participated in any such training

...and how it works in your organization?*Brand building process*

Since we are in the middle of a process which is anticipated, I can only be positive about being united about the brand pyramid and the changes that it entails.

We are currently investigating the brand and it is too early to say

Poor awareness

Do not have an opinion due to poor awareness

Improvements/challenges

We have recently received education about IM's graphical profile, an A4 brochure consisting of 7-8 pages, it is a part of an education about our brand, it is well functioning. After the consultation it feels that there are a lot to improve. It is too sprawling.

Describe in a couple of sentences what leadership is, in the building of an internal brand...

Important

It is very important, leadership is very symbolic than actual governance and strategy

It is important that there is a consensus about our brand, so that everyone, including those in leading positions, "speaks the same language"

It is important and shows the way a brand should be interpreted and what level of awareness there is

Leadership is important in the building of the internal brand

It involves talking about the brand and living it

Unite the employees

The leader is the one making sure that the entire organization understands what we stand for and how we should be thinking regarding the brand

That the Secretary General together with the top management team points out the common direction and show that they have a common vision about what IM is and where IM is going

To make decisions and make the employees work towards the same goal

No awareness

I cannot answer the question about how leadership works in the building of an internal communication

...and how it works in your organization?

Well-functioning

It works well

It works well in IM

She [the Secretary General] has initiates the work with the brand and has support from the board of directors, which I welcome

It works better and better

I think our Secretary General has got it right when dealing with IM's brand, she has consequently driven that we should be "one" IM

Questionable/poorly working

From my perspective, because of our "sprawling brand", it currently does not work very well

Our Secretary General has spoken of the importance of "one IM" but for now I have only experienced it as something rhetoric rather than something that has actually been implemented

Some criticism is that we employees are only involved to some degree, I think we should be more involved so that the process is established amongst us, we are the ones that implements it later

Describe in a couple of sentences what market and customer information is...

Externally directed

It is information that is directed towards our members, donors, and potential of such sort

It is how we talk to the surrounding world in general and our target groups about the fundraising operations in particular

In our organization it is about the information to the donors and members

Fundraising, press work, work with social media

No awareness

Not enough knowledge to answer this question

I do not work with these things in IM so I cannot answer

...and how it works in your organization?

Well-functioning

It works well, the entire organization puts down resources to inform our members, donors etc. about the accomplishments of their commitments

We have worked with developing marketing and customer information quite a bit the last years, it is about finding a personal appeal so that our donors, members, volunteers, and customers feel like individuals that are valuable for IM and IM's operations

We have clear systems and routines for this that I think is working relatively well

Current communication channels

As far as possible, we have personal contact – face-to-face, regarding our outward work, which we perceive to be appreciated. It can be on the street, in the shop, on the telephone, in mail and letters. Then we have the mass communication, both digital and non-digital.

Improvements/challenges

The thing we need to improve is the broader communication – the profiling.

It is working well but there is always room for improvement

Describe in a couple of sentences what work environment in the building of the internal brand, is...

Employee involvement

It is very important, by valuing the employees highly and offers a good environment and terms and conditions it gives signals that it is a serious business.

To feel that you (employee) are a part of a larger context and see how ones work contributes to the organizations general objectives together with the others is important for the psychosocial work environment

It is as important to show who IM is towards the employees as it is to do it externally

It is physical environments, service systems and work tools that the employees work in/with

Living the brand values

This is about us in the organization living our values, and to be given the conditions for this

It is about making in clear that IM is where you have arrived and it should be a theme in the decor and furnishing of all the offices

No awareness

I do not have enough insight to answer this question

...and how it works in your organization?

Fairly good

It is alright, we have nice workplaces, but it is often seen as a calling or an honor to work for IM, which you should be thankful and work hard for inferior terms than at other places
 It functions okay, not a lot of time and money have been put to get the premises to breathe IM, and a small venture was made when IM's head office moved to Fabriksgatan

On-going process

We have, in many turns during the recent years, worked with uniting and formulating IM's basic values

I perceive there to be a broad unity amongst those within the organization, it has been hard work and time consuming but I think we got it with the employees

Improvements/challenges

I think that if we had a stronger and a clearer internal brand and better systems and routines for internal communication then the psychosocial work environment would be better for many people

To stress that the general objectives are more important than each department marking their territory, which is something the top management team has actively worked with

It is important to have a high ceiling within the discussions and at the same time hold on to a forward direction

The physical environments could be communicating more professionalism

It is well-functioning, could be developed and the existing systems could be utilized more efficiently if the employees had more education in it, but that is a large cost for a small aid organization with a large throughput of employees and volunteers

How much do you think the above mentioned factors affect your perception of your internal brand?

Negatively

Affects it negatively, I feel that we are often mossy or that we are behind in the general social debate and that we do not keep up

No effect/unaware

Not at all

It probably affects me more than I am aware of

I do not understand the question

Are there more factors that can affect your attitude towards your internal brand?

Organizational identity

The organizations actual identity may not coincide with what I personally want it to be

Operational information

How the organization work in different contexts

To get information from our operations

The organization's position (standpoint)

I think that a lot of people within the organization really like IM and thinks high of IM, would be good to use this power to improve the mutual external impression, to manifest our pride of IM's work and the good results we achieve

To hear stories about how our efforts give people a better life

Brand leadership

How the managers behave, if they are good role models and leaders

External communication

That IM is visible in the society – in the media etc

No

Not that I can come up with

What does a strong internal brand lead to according to you?

That we work well and efficiently together, that we know what we are and what we stand for

Unity

Unity within the organization, a clear direction for the organizations work

Better coherence

A united work group with a high work moral

Can contribute to the creation of unity and motivation and a pride to be working here

Efficiency since everybody is working towards the same goal, unity, a feeling that we are doing this together, a will to tell others and in the end, a stronger external brand

Better internal flow

External achievements

Increased awareness externally and thus gaining more supporters for the organization

Increasing trend

Operational achievements

Possibilities to expand our work

Precede issues

Answer to a lot of issues before they emerge

Both negative and positive

Positive effects and possibly negative as well, there are always forces that want to take down a winner