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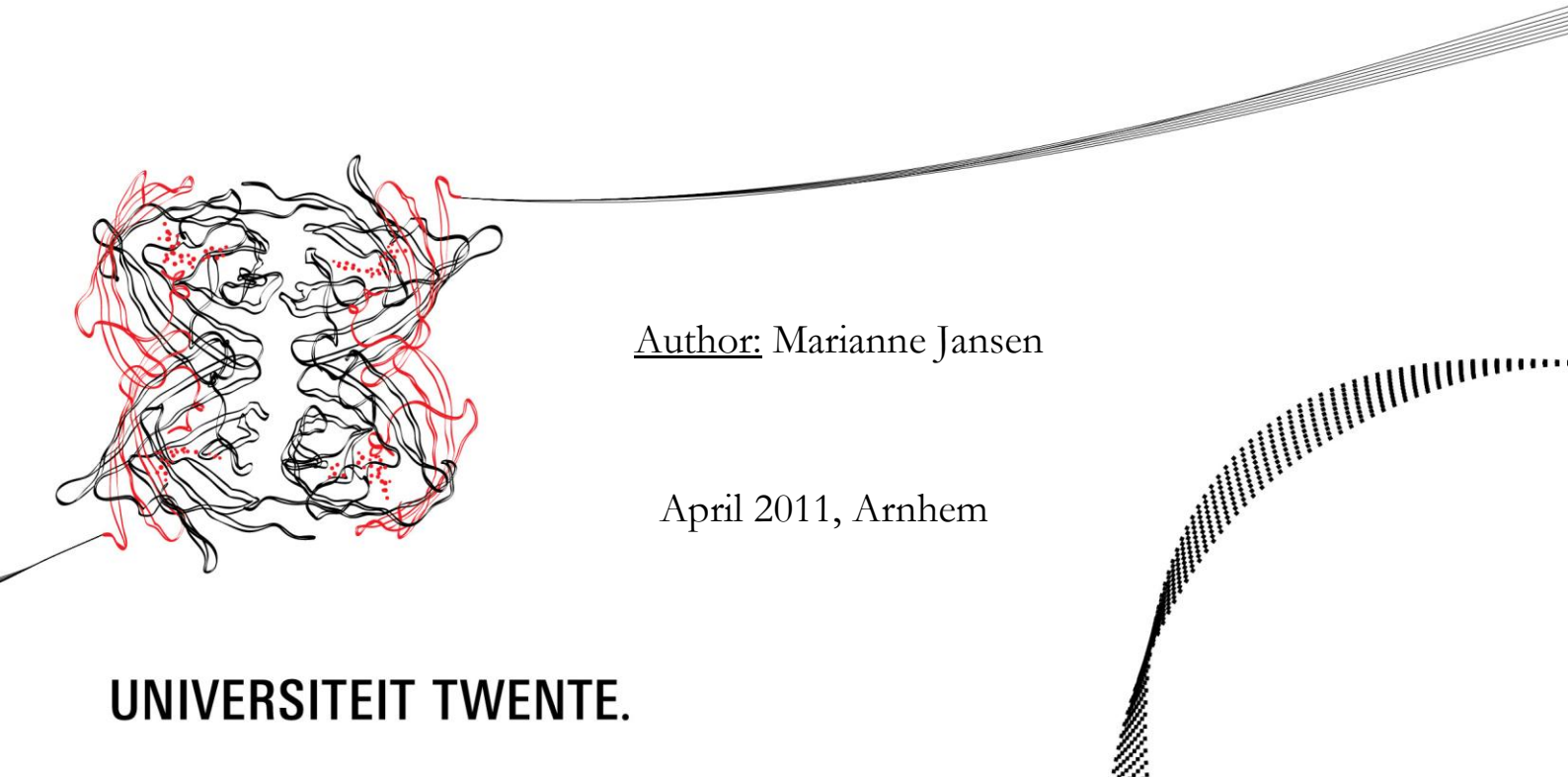
Master thesis Business Administration

Human Resource Management



Repositioning brand strategy of the Chamber of Commerce

A gap analysis between the current and desired situation



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April 2011, Arnhem

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Preface

This thesis is the result of my final part of the Master Business Administration at the University of Twente in Enschede. It represents the work that has been carried out during the thesis project, with as subject, the repositioning of the brand strategy at the Chamber of Commerce Central Gelderland. The project was carried out at the Chamber of Commerce in Arnhem.

The research and report could not have been realized without the help of several persons. First, I want to thank Gert-Jan Oplaat for giving me the opportunity to do my master thesis at the Chamber of Commerce Central Gelderland. I would also like to thank my internal supervisors at the Chamber of Commerce Suzanne Timmer and Marnie van Duijnhoven for their support during the research. The Chamber of Commerce Central Gelderland provided me a nice environment to fulfil my research project with a lot of nice and pleasant colleagues. I also want to thank all the employees of the Chamber of Commerce for their cooperation at the research.

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April 2011, Markelo

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Management Summary

For customers it is often not visible what the relevance and extra value of the Chamber of Commerce is. Customers do business with the Chamber of Commerce on the basis of obligation, but the Chamber wants them to do so because of their faith and understanding of their abilities and appreciation for their services. That is why the central Chamber of Commerce has made a new brand positioning: 'Always getting further with entrepreneurship'. This brand positioning is connected with four new brand values 'close, independent, entrepreneurial, and professional'. These values have to be internalized by all employees. To sustain this, the implementation of the new brand positioning is supported with various projects in a structured program. Goal is that the whole organization is totally brand positioned at the end of 2011. The aim of this thesis is to research where the Chamber of Commerce at the beginning of 2011 stands with their new brand positioning, and how they can reach strategically aligned behaviour among all employees for the end of 2011. This report aims to answer the following research question: *In which way can the Chamber of Commerce reach strategically aligned behaviour among all employees concerning the new brand positioning?*

The project started with a literature research in order to gain more knowledge. On basis of literature about 'internal branding, behaviour and internal communication' a conceptual framework has been established. This conceptual framework was the basis for the research. With a quantitative survey among all employees, the current situation has been measured. The moment in time was halfway the total brand positioning.

Further information is confidential.

Samenvatting

Voor klanten is vaak onvoldoende zichtbaar wat de relevantie en extra toegevoegde waarde van de Kamer van Koophandel is. Klanten doen zaken met de Kamer van Koophandel op basis van verplichting, maar de Kamer wil dat ze dit doen op basis van hun geloof en inzicht in hun kunnen en de waardering voor hun dienstverlening. De centrale Kamer van Koophandel heeft daarom een nieuwe merkpositionering vastgesteld: 'Altijd verder komen met ondernemen'. Deze merkpositionering is verbonden met vier nieuwe waarden 'dichtbij, onafhankelijk, ondernemend en professioneel'. De medewerkers dienen zich deze waarden eigen te maken. Om dit te bewerkstelligen is de implementatie van de nieuwe merkpositionering bijgestaan met verschillende projecten in een gestructureerd programma. Doel is dat aan het eind van 2011 de merkpositionering is doorgevoerd in de totale organisatie. In dit onderzoek is onderzocht waar de Kamer van Koophandel aan het begin van 2011 staat met de nieuwe merkpositionering en hoe ze het gedrag van alle medewerkers strategisch op één lijn kunnen krijgen. Dit rapport probeert de volgende onderzoeksvraag te beantwoorden: *Op welke manier kan de Kamer van Koophandel strategisch hetzelfde gedrag bereiken onder alle medewerkers met betrekking tot de nieuwe merkpositionering?*

Met behulp van een literatuurstudie is het onderzoek inhoud en richting gegeven. Aan de hand van literatuur over 'internal branding, gedrag en interne communicatie' is een onderzoeksmodel opgesteld. Dit onderzoeksmodel was de basis voor het verdere onderzoek. Met een kwantitatieve vragenlijst onder alle medewerkers is de huidige situatie gemeten. Het tijdstip van de meting was halverwege de totale merkpositionering.

Verdere informatie is vertrouwelijk.

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Chapter 1: Introduction

The Chamber of Commerce mission is to stimulate and support successful & innovative entrepreneurship, and advancing a favourable business climate. For customers it is often not visible what the relevance and extra value of the Chamber of Commerce is. Customers do business with the Chamber of Commerce on the basis of obligation, but the Chamber wants them to do so because of their faith and understanding of their abilities and appreciation for their services. That is why the Chamber of Commerce wants a switch from doing obliged business, to doing business in an appreciated way. Their ambition is to add more value for their customers.

The moment an organization makes a strategic choice for repositioning, it selects the core values that will form the backbone for the future communications (van Riel, 2001). In this case the central Chamber of Commerce has made the new brand positioning: 'Always getting further with entrepreneurship'. This brand positioning is connected with four new brand values 'close, independent, entrepreneurial, and professional'. The first value 'close' stands literal and figural for closeness to the entrepreneur. It is related to that the Chamber of Commerce is regional, approachable, and customer friendly. 'Independent' stands for no profit and no connection to any commercial party, so an independent position. It is linked to the integrity of the Chamber of Commerce. The third value 'entrepreneurial' stands for that they are not entrepreneurs but entrepreneurial. It is not only the response to customer demand but also taking action. This means that the Chamber of Commerce should be characterized as proactive, dedicated and result driven. Last, 'professional' stands for the professional organization the Chamber of Commerce is. Customers expect that they will be helped in a professional way. The Chamber of Commerce should be characterized by their quality and being experts in their field.

Internally and externally a new brand positioning has many consequences. The implementation of the new brand positioning is supported with various projects in a structured program. This program started at the beginning of 2010. Goal is that the whole organization is totally brand positioned at the end of 2011. By that time each part of the organization must be aligned with the desired brand image. But to actually change the image, there must be more than just the visual identity change. A repositioning depends on support by those who must carry it out (van Riel, 2001). The brand values have to be familiarized by all employees. The four brand values are internally among others translated in organizational competences. In appendix 1 an overview is given of the brand values and related competences. The Chamber of Commerce needs the support of their entire organization to realize the strategic vision they created. There has to be one brand identity for the Chamber of Commerce which internally is united and broad supported, and also will be projected united to the outside world. This means that the definition of that identity has to be reflected anywhere as identical as possible; in word, writing, and in behaviour. According to De Chernatony, Cottam and Segal-Horn (2006) brand values need to be communicated to, comprehended by, accepted and internalized by employees. Internal branding has emerged as a key process to align the behaviours of employees with the brand values (Punjaisri and Wilson, 2007). Internal communication plays an important role in this process. Harris and De Chernatony (2001) showed that communication influences the brand perceptions of employees and plays a significant role in the development of the brand. It influences the congruence of employees' brand perceptions and eventually the brand performance.

As revealed, there are different aspects which could influence the success of the new brand positioning. In the second chapter further theory will be outlined about internal branding, internal

communication and employee behaviour in the theoretical framework. Hereby relevant literature will be evaluated about the important aspects to succeed in the total brand positioning.

In the next paragraph 1.1, a brief introduction will be given about where the Chamber of Commerce stands for. Paragraph 1.2 will explain the research problem and the research questions. The objective of this study will be described in paragraph 1.3. Paragraph 1.4 will give an analysis of the current situation, which will explain what already happened for the new brand positioning till now. Last, in paragraph 1.5 the structure of the report will be given.

1.1 Chamber of Commerce

The Dutch Chamber of Commerce manages the trade register. The Chamber's other tasks are to provide Dutch entrepreneurs with information, to stimulate regional trade & industry, and advise local and regional government. The Chamber of Commerce is incorporated under public law and, as such, targets its services at Dutch businesses across all sectors.

The first main task of the Chamber of Commerce is to implement economic legislation, including the Trade Register Act. These laws have been introduced to enable businesses to benefit from reliable information recorded by an impartial organization.

Information is the second main task of the Chamber of Commerce. The Chamber gives general and specific information to all entrepreneurs operating in the Netherlands. As an independent helpdesk and guide, the Chamber answers questions and points aspiring entrepreneurs in the right direction. Existing businesses are, of course, equally welcome to use the Chamber's services. In particular, small and medium-sized enterprises take advantage of the expertise offered in many fields. The core package of information services is grouped into five specialisations, namely:

- Starting entrepreneurs
- Growing companies
- Import and export
- Company termination and transfer
- Legislation and Regulations

The Chamber's third main task is to stimulate the regional economy. On the basis of their expertise and consultation with employers' and employees' organizations, the Chambers of Commerce comment on (regional) government plans. In doing so, they give an authoritative voice to regional business and industry.

There are 12 regional autonomous Chambers of Commerce in the Netherlands. This research will only be investigated under all employees of the Chamber of Commerce central Gelderland.

1.2 Research problem and research question

This research will explore where the Chamber of Commerce at the beginning of 2011 stands with their new brand positioning. The research problem is that the Chamber of Commerce does not know where they stand with the brand positioning at this moment in time. It will examine the influences of the new brand positioning on employees within the Chamber of Commerce. At its

core are two questions: “Where are we?” and “Where do we want to be?”. A gap analysis will be done to compare the current situation with the desired situation. Because at the start of the new brand positioning there has not been a measurement, it will be oriented on an in-between measurement of the implemented strategy change in the organization. This research will focus on the internal gap between the ideal identity how the management likes to see it, and the actual identity arising from the experience of the employees. Eventually the desired situation will be that every employee is strategically aligned in their behaviour according to the new brand positioning. To be able to reach the desired situation it is important to do a measurement halfway the process. In this study will be measured how far the organizational behaviour of the employees is strategically aligned with the new brand positioning at this moment in time, and how this desired situation can be reached.

This report aims to answer the following research question:

In which way can the Chamber of Commerce reach strategically aligned behaviour among all employees concerning the new brand positioning?

This research question can be divided into three sub questions:

- “What is theoretically known about internal branding, employee behaviour, and internal communication when there is a strategic change in an organization?”
- “How should the current situation of the brand positioning be measured?”
- “To what extent are there gaps between the current situation and the desired situation of the brand positioning at this moment in time?”

On basis of the research solutions will be developed to come to the desired situation, and recommendations will be given to overcome the gap and to fulfil the rest of the Internal branding program in 2011.

1.3 Objective

The objective of this research is to learn more about the current situation and the gap with the desired situation. With the new brand positioning the Chamber of Commerce wants to add more value for their customers. Therefore the Chamber of Commerce introduced the four brand values ‘close, independent, entrepreneurial, and professional’. These brand values have to be familiarized by all employees. The desired situation for the Chamber of Commerce is that at the end of 2011, 80 percent of all employees translates the brand values into their daily work. Consequently the internal and external customer will experience this difference in 80 percent of the cases. Internal customers are their own employees, suppliers, management, and supervisory board of the Chamber of Commerce. External customers are customers outside the Chamber of Commerce. Conditions are first that 100 percent of the employees are actively confronted with the Chamber of Commerce brand, what it can do, and how they are able to contribute. Second, 90 percent of the employees have to develop a positive attitude. Last, 80 percent also show a change in their behaviour.

1.4 Analysis current situation

To understand the current situation, it is important to give an analysis of all activities for the brand positioning which took place till now. It all started at the beginning of 2010 when the central Chamber of Commerce in the Netherlands decided to accomplish a strategic change. They decided that there had to come a new brand positioning. In the period March till May 2010 there has been a branding workshop and an info package for all marketing and communication employees. Aim of this first phase was that all marketing and communication employees understand the Chamber of Commerce brand and know how they could use it in their internal and external communication. The message of this info package was to give a detailed explanation of the brand positioning and practical grip for the usage of it. In this way all marketing and communication employees get familiar with the Chamber of Commerce brand story.

Around the end of June till the beginning of July 2010 kick off meetings were organized for all employees. This was the plenary start. Aim of the kick off meeting was to get all employees enthusiastic about the Chamber of Commerce brand and the Internal Branding program, and understand what their role is in this. The message was about the power of brands in general and the Chamber of Commerce in particular. It was a call for a contribution by employees. With an inspiring meeting by the director they got familiar with the aim of the new brand positioning and why it is so important. They saw a brand movie and at the end of the meeting every employee received a little brand book. The aim of this meeting was explaining and loading the brand for all employees. The little brand book could be seen as a reference book and as inspiration for all employees to use the Chamber of Commerce brand as a compass.

In July all managers had a management brand workshop. This was followed in September with a training about branded leadership and a toolkit for branded team exercises. In October there was a branded campaign for all employees which was related to the previous phases. For all employees there was a brand workshop in October and November. Almost all employees followed this brand workshop.

Between the end of June till September all employees were teased with a branding campaign. Aim of the campaign till now was to encourage all employees to think about the Chamber of Commerce brand in their own practice. The message is that employees themselves are the Chamber of Commerce brand.

In between, the HR department of the Chamber of Commerce made a first concept version of a competences book which connects competences to the four brand values. This book enables the Chambers, to expand the employees and the organization to the desired situation. It will among others be used by recruiting new employees. Goal of the HR-department is to anchor the brand values in the HR-systematics: P-cyclus 2011, MDI, and trainings.

The marketing and communication department did also some things to cooperate at the new branding process. First, they introduced a new magazine (Own Company). Second, they also renewed the home style, and established a new website. All in line with the new brand positioning. In appendix 3 an overview is given of all activities described above.

1.5 Structure report

The report consists of different parts. This introduction is the first part of the report. The second, called 'Theoretical Framework' discusses the theoretical background of factors which contribute to the process of the new brand positioning. Attention has been paid to internal branding, internal communication and employee behaviour. In the 'Methodology' part the operationalization of the constructs of the research will be discussed. The 'Results' part will summarize the results of the research. A general evaluation of the research will be given in the last part, called 'Discussion, conclusion, and recommendations'.

Chapter 2: Theoretical framework

The purpose of this chapter is to review the relevant literature and establish a theoretical outline. To determine what the influence is of a new brand positioning in an organization, first will be established what is already known in the literature about the process of internal branding. This will be followed by the importance of alignment of brand values, organizational brand commitment, and the relation between internal branding, line managers and human resource management. Further, employee behaviour in the form of strategically aligned behaviour and willingness to change will be described. Subsequently the importance of internal communication will be discussed. At the end of this chapter a conceptual framework is presented relating to the reviewed literature. In order to realize this, the following sub-question has been formulated:

“What is theoretically known about internal branding, employee behaviour, and internal communication, when there is a strategic change in an organization?”

2.1 Internal branding

In an era where companies can no longer base their strategy on a predictable market, the ground rules for change. This change requires positioning for the whole corporation. A corporate brand is one of the most important strategic assets a business can have. Organizations are becoming more value-driven, encouraging their staff to capitalize on their role as key ambassadors in the brand building process (de Chernatony, Cottam & Segal-Horn, 2006). The goal of a corporate branding campaign is to create an emotional connection to the company that transcends any one particular experience. Hatch and Schultz (2001) describe corporate branding as an organizational tool whose successful application depends on attending to the strategic, organizational and communication context in which it is used. They presented a model to help managers analyze context in terms of the alignment between strategic vision, organizational culture and corporate image. According to Hatch and Schultz (2001) a successful corporate branding rests on a foundation of interplay between 1) strategic vision, 2) organizational culture and 3) corporate image. In figure 2.1 the framework of Hatch and Schultz (2001) is given.

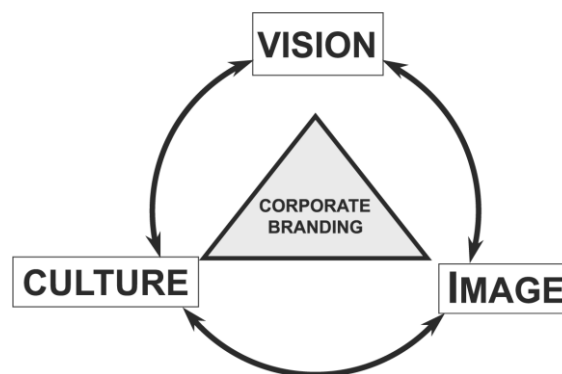


Figure 2.1 Successful corporate branding (Hatch & Schultz, 2001)

First, strategic vision is the central idea behind the company that embodies and expresses top management's aspiration for what the company will achieve in the future. Second, organizational

culture is described by Hatch and Schultz (2001, p. 1047) as ‘the internal values, beliefs and basic assumptions that embody the heritage of the company and communicate its meanings to its members’. Culture manifests itself in the ways employees all through the ranks feel about the company they are working for. Last, corporate images are the views of the organization developed by its stakeholders. It’s the outside world’s overall impression of the company including the views of customers, shareholders, the media, and the general public. A base of interaction between strategic vision, organizational culture and corporate image, determines a successful corporate branding. According to Hatch and Schultz (2001) corporate branding is complex in that it is simultaneously strategic (vision), has implications for organizational behaviour (culture) and must be far more attentive to and communicative with the ways it is seen by all of its external stakeholders (images). This complexity arises from the interplay of vision, culture and image. It is a dynamic process that involves keeping up with continuous adjustments of vision, culture and image. Corporate branding should be organizationally integrated and cross-functional. It is important to bring the (whole) corporation into corporate branding (Schultz & de Chernatony, 2002). In practice the definitive approach to a given corporate brand will depend on the particulars of the company and its situation. Hatch and Schultz (2001) emphasize that corporate branding success largely relies on employees’ attitudes and behaviours in delivering the brand promise to external stakeholders.

Corporate branding requires greater emphasis on factors internal to the organization, paying greater attention to the role of employees in the brand building process. Employees constitute the interface between a brand’s internal and external environment and can have a powerful impact on consumers perceptions of both the brand and the organization (Harris & de Chernatony, 2001). Internal branding has emerged as a key process to align the behaviours of employees with the brand values (Punjaisri & Wilson, 2007). It assists the organization in aligning its internal process and corporate culture with those of the brand. The objective of internal branding is to ensure that employees transform espoused brand messages into brand reality for customers and other stakeholders (Punjaisri & Wilson, 2007). Companies want that their employees have the brand vision in their minds and that they consider whether or not they are supporting the brand in every decision they make. Employees are the very people who can make the brand come alive for the customers. Despite, companies very often ignore this “critical constituency” (Mitchell, 2002, p. 5). Internal Marketing has been suggested as a key instrument to successfully implement internal brand building. Mitchell (2002) shows that internal marketing is important for several reasons. First, it is important because it is the best way to help employees make a powerful emotional connection to the products and services a company sells. When people care about and believe in the brand, they are motivated to work harder and their loyalty to the company increases (Mitchell, 2002). Also it enables employees to “live” the vision in their day-to-day activities. When employees live that vision, customers are much more likely to experience the company in a way that is consistent with what is promised. Although internal marketing is regarded as an appropriate approach for communicating the brand internally, communication is not the sole method to ensure the success of the internal branding campaign. According to Punjaisri and Wilson (2007) internal branding requires a broader integrative framework across corporate marketing, corporate management and corporate human resource management. Marketing functions as a link between communication, service and quality. The next paragraph will deepen the importance of strategic business alignment and how to align brand values.

2.1.1 Strategic alignment of brand values

Aligned organizations are better equipped to increase internal synergy, and, consequently, better qualified to orchestrate activities across all of a company’s departments, resulting in an increased competitive advantage (van Riel, 2008). “Strategic business alignment” (SBA) means that all

employees “understand, ‘buy into’, and are able to enact” their organization’s strategic objectives (Gagnon & Michael, 2003, p. 25). Creating this alignment is vital for organizations, as companies depend on their employees for the achievement of their strategic objectives. The key success factor to achieve an aligned organization is ensuring that the values and beliefs of its core businesses reside within its employees, rather than locked within a static piece of paper in a strategic plan (van Riel, 2008).

Aligned employees are important for an organization. When employees are not aligned with the organization’s goals and strategies, the right work does not get done or it does not get done right. According to Van Riel (2008) many managers fail to realize that if employees are not aligned with the organization’s purpose, values and vision, they are very unlikely to be aligned with the goals, strategies and processes of the organization. When employees feel connected to the purpose and vision of the organization, they have a clear understanding of how important the products and services are to the customers and the community. As a result, aligned employees see their work as meaningful. They look forward to coming to work, and have a sense of pride in what they do and the organization they work for (van Riel, 2008).

Also according to Harris and De Chernatony (2001) when all members of an organization understand their brand’s identity they are better able to act in a coherent manner, enhancing the likelihood of their activities supporting the desired identity. They mention the importance that all forms of brand communications present a coherent brand identity. Brand identity is formed upon six elements: vision and culture, positioning, personality, relationships to all stakeholders and stakeholders’ reflections, which all help to fashion an organization’s reputation (Harris and De Chernatony, 2001). In figure 2.2 the model is illustrated.

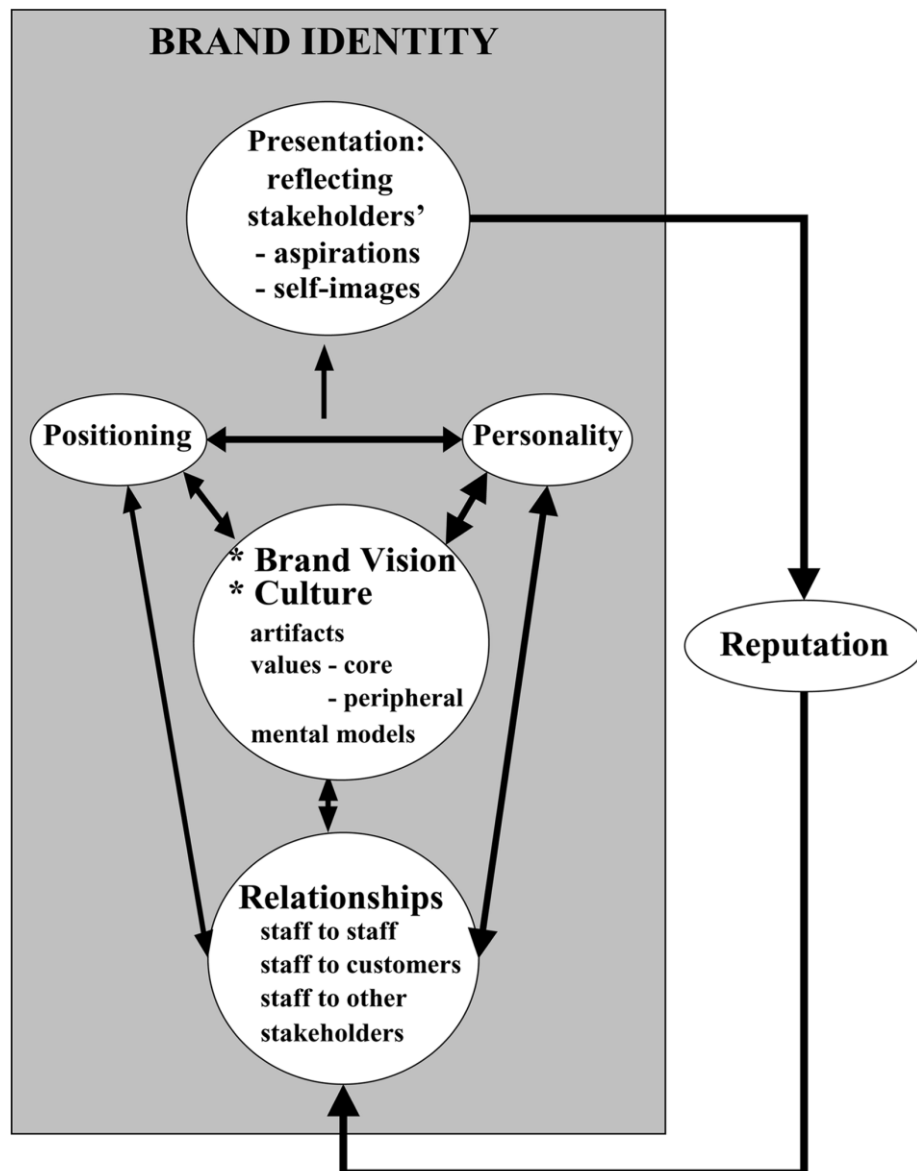


Figure 2.2 The identity-reputation gap model of brand management
(Harris and De Chernatony, 2001, p. 443)

The identity-reputation gap model of figure 2.2 will be further explained. The model includes both internal and external components in the process. Harris and De Chernatony (2001) have presented in the centre of brand identity the brand vision and culture. *Vision* encompasses the brand's core purpose, and *culture* encompasses employees' values and assumptions, which also guide their behaviour. The *positioning* sets out what the brand is, who it is for and what it offers. *Personality* is the brand's emotional characteristics, which evolves from the brand's core values. *Relationships* refer to the relationship between the brand and its consumers. Last, *presentation* involves the identification of presentation styles to present the brand's identity so as to reflect consumers' aspirations and self-images. Eventually successful management of internal brand resources should result in a favourable brand reputation. *Reputation* is the external component of the model.

Harris and De Chernatony (2001) also state that there are three key factors that influence perceptual congruity: the similarity of brand team members, shared values and communication. Figure 2.3 shows how the factors affect the congruency of perceptions and brand performance.

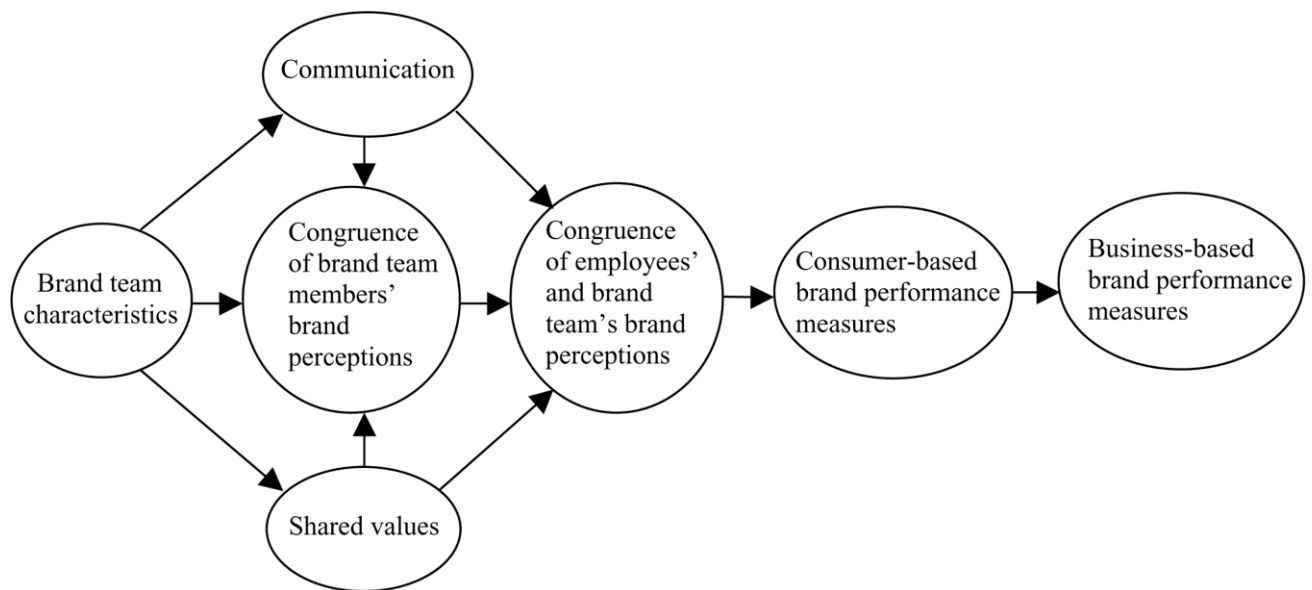


Figure 2.3 The relationships between internal brand resources and brand performance(Harris and De Chernatony, 2001, p 447)

Corporate branding involves a large, diverse team to leverage the brand into action. The more similarities in characteristics that these brand team members possess, the greater chance of communication, integration and consensus building can be achieved. In the view of Harris and De Chernatony (2001) brand values have to be easily recognized, understood explicit, and shared by all employees. By having shared values desired employee behaviour can be achieved, as brand and organizational values must be consistent to each other when communicate to stakeholders. Shared values improve participation, hence creating a better commitment towards the brand and the company, and enhancing organizational performance (Harris and De Chernatony, 2001). Communication plays a significant role in the development of the brand, in particular when considering actual and desired brand identity. Harris and de Chernatony (2001) state that communication is more effective when similar values and attitudes are shared. In paragraph 2.3 the aspect of communication will be further discussed.

According to Van Eck, Willems, and Leenhouts (2009) there are four phases to distinguish in the internal branding process:

1. Explanation of the brand
2. Loading in behaviour
3. Experience in practice
4. To anchor in the organization

The four phases are preceded by a 'zero-phase' in which the brand is determined. A proper determination is crucial for the success of the internal branding (van Eck, Willems, and Leenhouts, 2009). The first phase is the explanation of the brand to the employees, so they will understand and be able to recount in their own words. The second phase is to let employees decide the significance of the brand for their own work. It is the translation of the brand in behaviour and

attitude. In the third phase employees will work with the brand. They experience what meaning the brand could have for them if they work in practice with it. In the last phase of internal branding, the brand will be anchored. It is literally in the physical reality of the organization (Van Eck, Willems and Leenhouts, 2009). In the whole process of internal branding, organizational brand commitment of employees plays an important role. The next paragraph 2.1.2. will further elaborate this.

2.1.2 Organizational brand commitment

For a successful change initiative, support from employees is needed. A reliable forecaster of organizational behaviour is organizational commitment (OC), which describes the emotional associations between the employee and the organization and the development of this relationship (Abbott, White and Charles, 2005). According to Herscovitch and Meyer (2002) commitment to change is said to be a good predictor of support for change. They identified three components of commitment with organizational change: affective, normative, and continuance commitment. Affective commitment is referred as 'the desire to provide for the change based on a belief in its inherent benefits' (Herscovitch & Meyer, 2002, p. 475), and is considered to be the most preferred type of commitment to change. Employees support the organization out of free will and because they believe sincerely in their organization's cause. Employees who want to remain in an organization are likely to perform assigned tasks to the best of their ability, do little extras to help out and their absenteeism is low (Herscovitch & Meyer, 2002). Normative commitment concerns the moral obligation employees feel towards the organization. It is defined as a perceived obligation to remain in the organization (Herscovitch and Meyer, 2002). For example not wanting leaving colleagues behind. Last, continuance commitment is about the costs an employee links with leaving the organization. With this component the aspect of reward is important. This type of commitment is mostly connected to a lack of alternative organizations to work at (Herscovitch and Meyer, 2002).

A strong identity enlarges the commitment of employees (Barendse-Schijvens, 2009). These committed employees are not indifferent but raise their voice if it could and should be better for their customer. They are dedicated to the business and are more articulated, aware and critical. To get committed employees it is important to give them space. Space for own contribution, innovation and ideas. By stimulating and rewarding this, according to Barendse-Schijvens (2009) an organization will reach committed employees and real customer relations. In an internal branding process an employee is overloaded with information. It is important to stay close to their own experience by letting them participate. They become sharer and joint-maker of the brand. Emotion is essential whereby stories are of surplus value. Because one 'truly happened story' (in word and picture) says more than thousand professional presentations (Barendse-Schijvens, 2009). Internal branding is taking care of a recognizable and unambiguous story. A good story makes abstract values concrete and clear. In this way employees recognize and understand which crucial role they play in fulfilling the customer promise.

In view of Herscovitch and Meyer (2002) commitment to change is a better predictor of supportive behaviour towards change than organizational commitment. Employees who are involved with a change will make more effort for the change to succeed than employees who are merely committed to the organization. Herscovitch and Meyer (2002) also found that affective and continuance commitment cause higher levels of support with organizational changes than normative commitment. The components of commitment can predict the change behaviour of employees. To gain employees' commitment to a brand's identity it is vital to create personnel communication programmes, as internal organizational communication is considered to be essential for presenting and receiving information, attaining understanding and employee

commitment (Harris & de Chernatony, 2001). Employees must understand what role they have in an organization and feel that they are engaged in the brand identity process. This is in order to fully understand and comply with congruent brand values, and in addition to acting as brand ambassador to stakeholders (Harris & De Chernatony, 2001).

Burmann and Zeplin (2005) emphasize the importance of brand citizenship behaviour for organizational brand commitment. Brand citizenship behaviour is voluntary behaviour, without rewards which contributes to the brand. Commitment to the brand is therefore the most important which depends of obedience, identification, and then internalisation of the brand values. Identification and internalisation of the brand values are the biggest pronouncers of the desired behaviour. According to Burmann and Zeplin (2005), employees can only obtain brand citizenship behaviour through the support of brand commitment, if they have the access to the required information and resources, so that information structure, planning, budgeting and controlling systems can be effective and enhance brand strength. The fundamental nature of these processes, according to Burmann and Zeplin (2005) are shared in three forces: brand-centred human resources (HR) activities, brand communications and brand leadership. These three forces will not result in success if they are not aligned with the background features of the organizational culture and organizational structure fit. Employees need to know what is expected of them and how they can contribute to the brand's identity through their behaviour. Human Resource Management (HRM) and line managers could play an important role in this process of internal branding. Purcell and Hutchinson (2007) explored the extent to which employee commitment towards their employer and their job are influenced by the quality of leadership behaviour and by satisfaction with HR practices. It appears that both have a strong effect on employee attitudes (Purcell & Hutchinson, 2007). The role of line managers and HRM will be further elaborated in the next paragraph.

2.1.3 Internal branding, line managers and HRM

In the internal branding process, line managers and HRM play an important role. First the role of line managers will be discussed. Harris and De Chernatony (2001) emphasize that employees play a crucial role in the brand building process and managers can further lever their brand potential by striving to achieve greater congruence among members of the brand team, and between the team and other employees.

Boyd and Sutherland (2005) looked at the key practices which managers should implement for the internal branding process. Boyd and Sutherland (2005) uncovered six key practices that managers should implement in an integrated manner when driving an intervention to enable employees to live the brand. An employee branding model has been developed to serve as a framework for implementing such an initiative. The model is based on the idea of a self reinforcing cycle of six key components that the human resource managers should attend to when setting out to obtain employees' commitment to living the brand of the organization (Boyd & Sutherland, 2005). The model implies that the organization has to practice all six components in an integrated manner as they depend on one another. First, a company must make employee branding a key business objective. This requires as second component a multi-dimensional approach. Third, it needs excellent communication in the organization. Fourth, a culture- and value-set where employees are valued is needed. Fifth, there has to be created a sense of belonging through loyalty, pride and commitment. Last, it has to be measured if the organization is going to make employee branding critically important.

Embedding support for strategic goals and turning them into meaningful action is dependent on bringing a variety of managerial efforts to life. Top management should always be in the lead,

initiating, expressing and committing fully to the new strategic direction (van Riel, 2008). Managers in the marketing arena can have the same measure of impact by implementing an integrated marketing philosophy and, most importantly, acting as advocates for a key account management approach. Human resources and corporate communication managers add to these initiatives by efforts focused on informing, motivating and developing workforce capabilities (van Riel, 2008). One common means to achieve such alignment buy-in that resonates internally and externally for a company is by implementing a corporate advertising campaign that promotes not only appreciation for the new strategic direction of the company with external stakeholders, however also transcends into awareness among the company's own employees about what is expected from them. According to Van Riel (2008) key success factors in creating an aligned workforce appears to be threefold: (1) the managerial efforts aimed at creating alignment should be a joint effort of various specialists, initiated and orchestrated by top management; (2) consistency in behaviour of management and internal messaging is crucial, and (3) external claims in corporate advertising should support internal change programs.

Punjaisri and Wilson (2007) emphasize that if management can understand and orchestrate marketing and HR theories, it is argued that employees will better accept and internalise the brand values and align their attitudes and behaviour. HR should be led by marketing and incorporate the brand concept into all employee development programmes (Punjaisri & Wilson, 2007). The role of the HR department begins with selecting and recruiting the right prospects, this rises the concept of 'person-organization fit' (Punjaisri & Wilson, 2007). Often the first interaction an employee has with a company is the Human Resource function. By recruiting materials, on boarding tools, and orientation sessions this can come through.

Internal branding is a fairly new phenomenon that has become important for corporate brands to be recognized. Due to this, there is relatively little empirical evidence surrounding the relation of internal branding and Human Resource Management (HRM). At the process of brand building, employees become central and their behaviour can either reinforce a brand's values or, if inconsistent with these values, undermine the credibility of messages (Harris & de Chernatony, 2001). For an organization it is crucial to consider how employees' values and behaviour can be aligned with the brand's desired values. Employees could bring a brand alive in the products and services for their customers. People work harder and their involvement in an organization increases if they believe in the brand they work for. Internal branding is more than just internal communication. There is a growing interest for HR in branding. Mitchell (2002) talked about internal marketing, which must make the brand more familiar with present but also future employees. This shows the first signals of the growing interest of HRM for branding.

According to Burmann and Zeplin (2005) a brand centred approach to HR management must make certain that candidates with a strong personal identity-brand fit, are firstly hired and chosen, and then those employees with a strong person-brand fit are promoted. Internal branding of values is not longer necessary if employees in the right way are selected on their values, which reflect the values of the organization and the corporate brand (Burmann & Zeplin, 2005). Also the foundations of the brand identity concept support employee marketing, employee selection and promotion credentials. Recruitment is a branding exercise, it's part of the management of the corporate brand (Burmann & Zeplin, 2005). Burmann and Zeplin (2005) proclaim that the HR management of an organization can assist to the development of brand identity internalization by phasing in new employees. Carefully designed selection procedures not only help to ensure that a person taken on for a job has the requisite skills but that they also have the desirable psycho-social characteristics for the company, this will inevitably involve a judgment of their values and whether they fit the organization.

De Chernatony, Cottam and Segal-Horn (2006) mention that congruency between employees' values and the desired brand values could be addressed via recruitment communications and 'self-selection' by those potential employees who feel attracted to the values of the brand. The HR function plays a key role in transmitting brand values through activities such as recruitment, induction and training (De Chernatony, Cottam and Segal-Horn, 2006). It is vital that HR employees have a comprehensive understanding of the brand and this is explicitly used to guide their activities with all employees. Messages about the brand's values are inferred from performance measurement systems, rewards and dismissal policy. These should be regularly monitored to ensure they reflect the desired values of the brand (de Chernatony, Cottam & Segal-Horn, 2006). Also team leaders and departmental heads could help ensure that appropriate inferences are made by teaming new recruits with colleagues displaying exemplar brand behaviours, then clarifying to new arrivals how desired brand values have resulted in particular styles of behaviour.

Employer and employee branding activities involve a number of different HR practices that facilitate the development of organizational and employee values; practices include recruitment, selection, training, performance management and development activities (Bach, 2005). Employee and employer branding are distinct activities due to the difference in what has been branded. Features of employer branding and HR activities are: recruitment and selection, advertising, external and internal communication, and benchmarking (Bach, 2005). On the other hand features of employee branding and HR activities are: induction, training and development, performance management, and competency-based HR systems.

According to Barendse-Schijvens (2009) internal branding is a durable process for idealists and maintainers. Success of internal branding depends on the cooperation between the business, communication and HRM (Barendse-Schijvens, 2009). Also the board of directors and line management play a crucial role in it. Papers and campaigns do not make the difference. It's the people who make the organization. The brand promise has to be shown in all the products, services, processes and communication of the organization. Employees must act conform the brand values, consciously and unconsciously. The brand has to be in the genes and behaviour of the employees, in their 'DNA'. In the next paragraph 2.2 employee behaviour will be explained. The willingness to change and strategically aligned behaviour will be discussed.

2.2 Employee behaviour

Explaining employee behaviour in all its complexity is difficult. People are heterogeneous; in an organization work different people and nobody is the same. Employee behaviour can destroy brand equity or build it and hence deserves serious attention by management (Boyd & Sutherland, 2005). The behaviour of employees strongly influences the perceived service in an organization. Employees are the key to building relationships with all the company's stakeholders as well as contributing to the meaning of the brand (Hatch & Schultz, 2001). Employees who interact with customers are critical to the ongoing success of customer relationship strategies. A company will find success if employee behaviour is consistent with the goals a firm has in relation to its customers. To have an impact on employee behaviour, brand values need to be communicated to, comprehended by, accepted and internalised by staff (De Chernatony, Cottam and Segal-Horn, 2006).

According to Aaker (2004, p. 8) if people in an organization appear engaged, interested in customers, empowered, responsive, and competent, the corporate brand will tend to engender greater respect, liking, and, ultimately loyalty. Whether the positioning of a corporate brand is successful remains dependent on the employees' behaviours in producing and delivering the service (Punjaisri & Wilson, 2007).

In this chapter two forms of employee behaviour will be explained which are related to the strategic change in the organization. First, the willingness to change will be discussed, and second strategically aligned behaviour will be explained.

2.2.1 Willingness to change

For a successful strategic change, willingness of all employees to change is needed. If employees are not convinced of the advantages of the change, employees behaviour will also not change. There must be a willingness to change in the behaviour of employees. During the repositioning, employees express positive or negative behaviour. The model of planned behaviour (Ajzen, 1991) is a model from the social psychology, which the base has that different types of motivation underlie the behavioural intention of a person. In different circumstances it appeared to be useful. It is used to clarify different types of behaviour and behavioural intentions. Planned behaviour is determined by the intention to show this behaviour. This behavioural intention is influenced by three determinants: the attitude toward the behaviour, subjective norm and perceived behavioural control (Ajzen, 1991). The *attitude* refers to the way in which an employee expects outcomes from the behaviour to be positive or negative (Ajzen, 1991). The attitude of a person is determined by beliefs about the outcomes of the behaviour. This means that important information and/or beliefs about the probability of the behaviour will lead to a specific outcome. The *subjective norm* focuses on the perceived social pressure to behave in a certain way or not (Ajzen, 1991). It is determined by a normative belief to copy the behaviour of a group or not, to identify oneself to a group or not. It is also determined by the motivation of a person to join a certain group. *Perceived behavioural control* focuses on a person's belief about how easy or difficult it is to perform the behaviour (Metselaar, 1997).

A direct relation between perceived behavioural control and behaviour is assumed in the model of planned behaviour (Ajzen, 1991). It could be that a person does not have the resources or opportunity to perform a certain behaviour, even though they have a positive attitude and approval of their environment. The indirect relationship shows that perceived behavioural control also causes the intention to perform certain behaviour. The direct relationship indicates that

people sometimes have difficulty judging whether they are able to perform a certain behaviour or if there are barriers to perform this behaviour. The model of planned behaviour assumes that with the attitude and subjective norm towards the behaviour being more positive, the perceived behavioural control increases, and through this the intention to perform the desired behaviour will enhance (Ajzen, 1991). In figure 2.5 an overview is given of the Theory of Planned Behaviour.

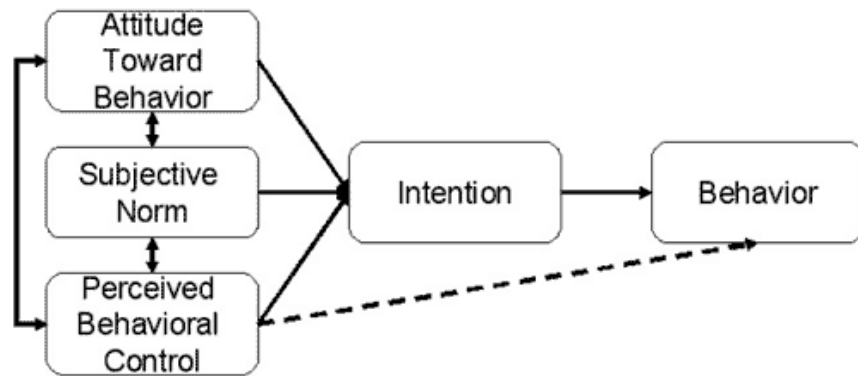


Figure 2.5 Theory of Planned Behaviour (Ajzen, 1991)

Behavioural achievement depends jointly on motivation (intention) and ability (behavioural control). The importance of actual behavioural control is self evident: the resources and opportunities available to a person must to some extent dictate the likelihood of behavioural achievement (Ajzen, 1991). Attitudes toward the behaviour, subjective norms with respect to the behaviour, and perceived control over the behaviour are usually found to predict behavioural intentions with a high degree of accuracy. The theory of planned behaviour traces attitudes, subjective norms, and perceived behavioural control to an underlying foundation of beliefs about the behaviour. To predict whether a person intends to do something, you need to know:

- Whether the person is in favour of doing it: 'attitude'
- How much the person feels social pressure to do it: 'subjective norm'
- Whether the person feels in control of the action in question: 'perceived behavioural control'

By changing these three 'predictors', you can increase the chance that the person will intend to do a desired action and thus increase the chance of the person actually doing it.

Change processes are often lengthy and laborious processes which often require much perseverance of the people in the organization. In the literature there are different theories and approaches on the willingness to change available. Organizations are increasingly confronted with changes. Often changes are expired unsatisfied or even worse than the initial situation. People make change happen if they are guided in the right direction, this perspective is also called the red-print thinking (De Caluwé & Vermaak, 2006). The willingness to change of employees plays a very import role in this process.

Wissema, Messer and Wijers (1986) state that the environment also plays an important role in changing willingness of employees. They define the willingness to change as the apparent willingness of people to participate in the adjustments arising from the demands that the dynamics of the 'environment' of an organization ask of them.

Kotter (1995) described why transformation efforts often fail and what the factors are to be successful. Urgency and understanding of the nature of the change can decrease uncertainty with employees and through this enhance the willingness to change (Kotter, 1995). Another important

factor that increases willingness to change is to have a shared vision on what is best for the organization. A third driver for willingness to change is the outcomes it will have for the employees' work. A fourth factor is supportive organizational behaviour of colleagues, superiors and top management. The happier your neighbour is about the change, the happier you are. The fifth driver of willingness to change is that the change should be flexible and employees should be able to participate in the design and development of changes. Frequent, day-to-day two way communication incorporated in daily activities about developments, wins and losses concerning the change contributes to a sense of willingness to change. A sixth factor that influences the willingness to change is the availability of required resources. Training, information meetings, man hours, and budget can contribute to the belief that it is possible to make the change happen, and therefore create willingness to change (Kotter, 1995).

Metselaar (1997, p. 175) formulated the following definition of willingness to change: 'a positive behavioural intention towards the implementation of modifications in an organization's structure, culture or work and administrative processes, resulting in efforts on the side of the employee to support or speed up the change process'. This definition suggests that willingness to change is seen as a positive view of resistance. It focuses on the person behind the changes and has been based on Ajzen's model of planned behaviour. According to Metselaar and Cozijnsen (2005) the willingness to change has both primary as secondary causes. Primary causes are the result of the organizational self. These are the contents of the change. The secondary causes are obstacles to the implementation of the process. Metselaar and Cozijnsen (2005) made a distinction between four barriers:

- Psychological barriers: individuals differ with respect to their reaction to the change. This has to do with the fact that everyone holds a different cognitive structure.
- Social barriers: how a member of the organization approaches the change is partly dependent on the culture or subculture of the department/group that the member is employed. The social circles affect the response of the employee.
- Cultural barriers: as a result of inequality between values of the current situation and desired situation.
- Organizational barriers: the organization self-inflicted shortcomings. This involves the provision of insufficient information and too little opportunity to participate.

To measure the willingness to change, Metselaar and Cozijnsen (2005) made the DINAMO-model. DINAMO stands for **D**iagnostics **I**Nventory for the **A**ssessment of willingness to change among **M**anagers in **O**rganizations. The DINAMO-model implies that the attitude of the employees (attitude), influence of the environment (subjective norm) and the perceived competencies required for the change (perceived behavioural control) influence the willingness to change, and the willingness to change influences change related behaviour.

To determine the willingness to change, Metselaar and Cozijnsen (2005) defined eight factors which determine the three motivators of Ajzen. The first motivational power 'attitude' is influenced by the expectations an employee has of the change process, it determines in which way an employee 'wants to' change. There has been made a distinction between 1) work related outcomes, 2) Affective response-emotions, 3) surplus value organization. First, work related outcomes refers to the expected consequences the employee has towards his or her job. Second, the affective reaction contrives from feelings and emotions an employee has towards a change, for example happiness, sadness or being afraid. Last, the surplus value for the organization refers to the way in which the employee expects the change to be an improvement to the organization.

The second motivational power 'subjective norm' could be seen as the attitude of colleagues and superiors towards the change process put pressure on the employee and determine a sense of 'having' to change. Spears, van der Pligt en Eiser (1985) did research to the differences

between own attitude and the assessment of the group attitude. They found differences in the assessment of the groups own attitude and attitude assessment: employees own assessment is more positive than the group assessment.

The third motivator 'perceived behavioural control' refers to the evaluation of employees to whether they are 'able to' change, the way in which they possess the knowledge, experience and resources necessary to change. There has been made a distinction between 'internal control', 'external control', 'managing of the process', and 'complexity of the change' (Metselaar & Cozijnsen, 2005). First, the internal control refers to knowledge, or skills learned from experience with changes. Second, external control are the resources necessary for an organizational change to be successful. Third, time and manpower refer to whether employees feel they have the time and if there is sufficient manpower to change, then this will lead to a higher willingness to change. Managing the change process includes factors like a clear phasing of the change process, and whether the timeframe of the change process is realistic. Last, the complexity of the change refers to whether the change is not being perceived as radical, the interventions are perceived to form a coherent whole with a clear beginning and end (Metselaar & Cozijnsen, 2005). If employees do not see a coherent whole of the change, employees behaviour will also not change into strategically aligned behaviour. In the next paragraph 2.2.2 the theory of strategically aligned behaviour will be further explained.

2.2.2 Strategically aligned behaviour

The successful implementation of an organization's strategy is essential for the optimal performance of the organization. Employee action that is consistent with the company's strategy, is of vital importance to companies (van Riel, Berens & Dijkstra, 2009). The influence of employee perceptions of different managerial efforts on the degree to which employees take initiatives to implement the company's strategic goals, could be seen as strategically aligned behaviour (SAB). Van Riel, Berens and Dijkstra (2009) defined SAB as 'on-the-job actions that are aligned with the strategy' (p. 1198). SAB can be seen as a subset of two types of employee behaviour: (1) task performance or in-role behaviour, and (2) contextual performance or organizational citizenship behaviour (van Riel, 2008; van Riel, Berens & Dijkstra, 2009). First, according to LePine, Ereze and Johnson (2002) task performance refers to the activities that either supported or directly contributed to the transformation of the organization's inputs to outputs. Second, contextual performance refers to activities that supported the social and psychological context in which the organization's technical core was embedded (LePine, Ereze & Johnson, 2002).

Van Riel (2008) used the Strategic Alignment Monitor (EcQ) of the Reputation Institute to provide quantitative key performance indicators for alignment and the drivers that stimulate or decrease the degree of alignment among employees. The strategic alignment monitor quantifies four basic soft measures to allow top management to take an objective reading about the degree of alignment in their workforce. In figure 2.4 the strategic alignment monitor (EcQ) is outlined.

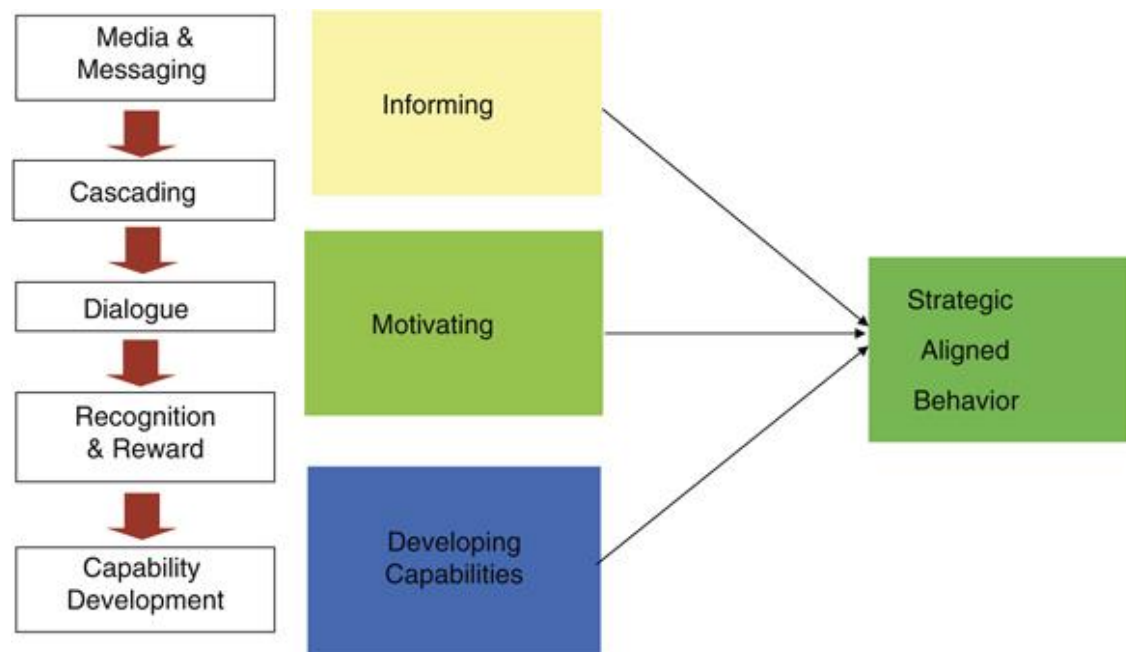


Figure 2.4 The strategic alignment monitor: EcQ (van Riel, 2008)

The strategic alignment monitor focuses on measuring the trio of key managerial efforts: informing (media and messaging, coupled with cascading messages through the line), motivating (dialog, along with appropriate recognition and reward systems), and developing capabilities (providing employees with the resources and skills sets they need to be empowered) (van Riel, 2008). A vital accelerator in getting employees aligned is capability development. This implies that a firm is providing employees with the relevant skills by offering training activities, aimed at developing adequate capabilities that can enable them to contribute effectively to the strategy.

Key success factors in creating an aligned workforce appears to be threefold: (1) the managerial efforts aimed at creating alignment should be a joint effort of various specialists, initiated and orchestrated by top management; (2) consistency in behaviour of management and internal messaging is crucial and (3) external claims in corporate advertising should support internal change programs (van Riel, 2008). The key factor in motivating employees to show supportive behaviour is involvement of top management. According to Van Riel (2008) there are six key lessons, which a company should apply when the workforce needs to be more aligned. Strongly aligned companies:

1. Provide clarity about the behaviour they expect of their employees to demonstrate, related to employee alignment goals;
2. Apply an integrated, long-term focused change process, starting at top management levels, expressing and showing commitment to a clear vision, supported by managerial efforts in at least five key departments (Finance, Information Technology, Marketing, Corporate Communications and Human Resources);
3. Understand that consistency is the key element when it comes to stimulating employee alignment. This means both at the level of role model behaviour for top management, as well as in corporate messaging, that summarizes the rationale for a shift in one consistent corporate story;
4. Know that execution is tied to taking employees' needs seriously, from providing adequate facilities to allow workers to use their capabilities to implement alignment initiatives, to including appraisal systems at individual levels those workers who contribute positively;

5. Track the degrees of employee alignment at overall levels systematically, increasing understanding about the drivers that work well and the drivers that need further improvement;
6. Combine internal motivation programs with external campaigns using the same corporate story, stimulating internal audiences to provide proof points in their daily behaviour to customers and other stakeholders (van Riel, 2008).

Ultimately, SAB leads to better organizational performance. Sustaining alignment will only happen if employees are convinced that such change is in their own best interest, and the best direction for their company to move within (van Riel, 2008). How the internal change is interpreted by employees can be influenced by the internal communication in the organization. In the next paragraph 2.3 the influences of internal communication will be discussed.

2.3 Internal communication

In general, internal communication plays an important role in an organization, and in process of change communication is fundamental. Communication is increasingly being recognized as a critical factor in organizational change processes (Gravenhorst, Elving & Werkman, 2005). Communication is a central means for organizations. The organization's operational success is highly depending on the efficiency and excellence of its internal communication. Internal communications aim is to influence employees' brand knowledge, attitudes and behaviours. Without continuous and carefully orchestrated communications before, during, and after a company-wide shift, employees will create their own reality – generally negative – and will spread it via word of mouth throughout the organization (Faust & Bethge, 2003, p. 59). Internal communication must take on the brand's architecture, values, image, and voice in a pervasive and lasting way (Faust & Bethge, 2003). The reasons for change have to be clear to the people involved, and they must have a vision of the direction or goals of the change in order to know where they need to go (Kotter, 1996). The importance of effective communication during organizational change is becoming more and more clear. Communication is often discussed as a factor that determines the attitude towards change.

Internal organizational communication is crucial for providing and obtaining information, achieving understanding and gaining employees' commitment (Harris & de Chernatony, 2001). In the book *Integrated Communication* (Vos & Schoemaker, 2005) the importance of internal communication is defined by a couple of tasks. First, employees have to be aware of activities of the organization. Many employees have contacts with customers and they should propagate the philosophy of the company in these contacts. When employees are better aware of activities outside of their section they will be able to work more efficiently and flexible. Second, employees should be more attentive to changing needs and circumstances. Organizations should anticipate the wishes of the customers with flexibility. Third, employees have a higher information need. Changes in the organization cause uncertainty and thus a demand for information. In order to achieve organizational targets, simple one-way traffic cannot be relied on. It is necessary to facilitate dialogue and implement looping-model based policies (Vos & Schoemaker, 2005).

Internal communication is considered to have several functions (Vos & Schoemaker, 2005). The most significant functions are:

- 1) The support of the primary process. In order for the organization to operate properly, the exchange of information is needed.
- 2) The promotion of involvement. Knowledge about the organization as a whole may increase the involvement of employees, and their motivation to work.
- 3) Supporting processes of change. In times of change it is vital to communicate properly as changes can lead to insecurity and resistance. It has to be clear why changes are necessary and what will be required of those involved.

Communication plays a significant role in the development of the brand, in particular when considering actual and desired brand identity (Harris & De Chernatony, 2001). They state that communication is more effective when similar values and attitudes are shared. Communication will affect the brand's performance. The more the brand team interacts with each other, the stronger the team becomes in terms of solving problems with compromises and/or shared attitudes and values (Harris & De Chernatony, 2001). Communication between management and employees should become a two-way communication process, so as to evaluate if the communication methods are effective. According to Harris and De Chernatony (2001) employees are more inclined to accept communicated brand values, from both management and advertising if they feel

that they are part of the brand's communicational efforts. Management must be clear to employees in explaining the brand's identity, as well as how brand communication could create that identity in order to eliminate uncertainty.

Communicating brand values effectively to employees is critical when seeking consistent, value-congruent employee behaviour. It is part of a process, as employees also have to accept and internalize these values to 'live the brand' both within the organization and in their interactions with consumers (de Chernatony, Cottam & Segal-Horn, 2006). Brand success is dependent on ensuring that employees correctly interpret their brand's values and are committed to enacting these values in their interactions with consumers. According to De Chernatony, Cottam and Segal-Horn (2006) once employees are behind the brand, it then becomes appropriate to reinforce the brand through communicating its values to consumers. Reinforcement of communication through continual reminders should help to get the brand values understood.

Organizations can not just by communicating an ideology to its employees, immediately entail that it will become a focus in their working environment (Ind, 2003). Employees are busy people that also have their own values and judgements. Management can not simply enforce certain beliefs on individuals for the sake of the business. According to Ind (2003) managers must validate the values to be applied, while also appreciating the freedom and possibilities to put them into action. Therefore an employee must understand their right to select their own value structures. Management has the duty of ensuring that the organization "lives the brand" (Ind, 2003). For an organization to be successful, the significance of ideology, consisting of values and visions must be illustrated through organizational performance (Ind, 2003).

There are different channels of communication to get employees internalize brand values. First, workshops help transform understanding into individuals' awareness of the degree of fit between their values and the brand values, followed by discussions and individual action plans to help increase brand commitment (de Chernatony, Cottam & Segal-Horn, 2006). Second, an underexploited channel through which brand values may be communicated to employees is 'internal advertising'. This is a growth area which has the potential to play a significant role in the communication of brand values to employees. This technique ensures that the values of the brand echo throughout the organization. Third, by having mechanisms to surface debate (e.g. the intranet), encouraging feedback from employees can help crystallise and resolve uncertainties about the brand's values. Discourse helps employees internalize the brand's values and through a more engaging process the values are likely to be better engrained, become self-sustaining and tuned to be more relevant to stakeholders' needs (de Chernatony, Cottam & Segal-Horn, 2006). Last, training is also an opportunity to link branding with internal communication. According to Faust and Bethge (2003) training tools and techniques will not only reinforce the brand values but it is also likely to make the training more effective and meaningful.

According to Mitchell (2002) you need to plan and execute a professional branding campaign to introduce and explain the messages and then reinforce them by weaving the brand into the company. The messages should be directed at employee "touch points", the day-to-day interactions that influence the way people experience the workplace (Mitchell, 2002, p. 9). To be effective in corporate branding, the materials must be as creative and eye-catching as the materials you deliver to an external audience. It is important to surprise and charm the employees. A company should make every effort to incorporate the branding into everyday experiences, so that employees "live" the brand at all times (Mitchell, 2002, p. 10). Punjaisri and Wilson (2007) claim that internal communication operations must be ongoing and continuous if they are deemed to be effective. Also they should be connected to recruitment procedures, training, performance measurements, motivation and rewards. Mitchell (2002, p. 8) emphasizes that internal

communication materials are vital to energizing employees and helping them understand and embrace the brand vision, but they are usually so dull and generic that they have the opposite effect: at best they gather dust, at worst they are widely ridiculed. According to Mitchell (2002) there are some 'rules' to create communication materials employees will actually use:

- 1) Don't preach
- 2) Emphasize beliefs rather than intentions
- 3) Make the medium part of the message
- 4) Design materials to fit the purpose
- 5) Have fun

By applying many of the above principles of consumer advertising to internal communication, leaders can guide employees to a better understanding of, and even a passion for, the brand vision (Mitchell, 2002). Applying these rules enables employees to "live" the vision in their everyday activities. And when employees live that vision, customers are to a great extent more likely to experience the company in a way that is consistent with what is promised.

Internal communication is not the only answer to aligning employees with the brand strategy. According to Faust and Bethge (2003) too many companies atrophy under the sheer weight of communication and opt to create a single, one-time internal branding campaign to herald the arrival of the new brand strategy. Other issues, like training, leadership, and organizational development, play also a great role in the transformation of employees (Faust & Bethge, 2003).

It can be concluded that internal communication plays an important role at the internal branding process. Effective internal communication during organizational change determines employee behaviour in the organization. It could push the employee behaviours in the right direction. As mentioned in paragraph 2.2 it influences the willingness to change, and eventually strategically aligned behaviour. In the next paragraph 2.4 this will be illustrated in a framework with the most important factors and their influences.

2.4 Conceptual framework

In this paragraph the conceptual framework will illustrate the most important factors and their influences, based on the theoretical framework. The selected theories for the conceptual framework were deemed most appropriate for this study.

Internal branding is the usage of a brand as compass to adjust the employees behaviour and attitude. It has a multidiscipline character and is important for marketers, Human Resources-managers and internal communication specialists within an organization. Both alignment of brand values and organizational brand commitment play an important role at the internal branding process. Also the relation with line managers and Human Resource Management has emerged. Line managers could achieve greater congruence with the brand among employees. They should always be in the lead, initiating, expressing and committing fully to the new strategic direction. For HRM different HR practices play an important role for facilitating the employer and employee branding activities. An important aspect to reach the desired internal branding is *internal communication*. It plays a significant function in the development of the brand and eventually the desired brand identity. *Internal communication* could be defined as all communication that an organization undertakes inside with its close stakeholders. It is a factor that determines the employees behaviour and attitude. All employees behaviour have to be in line with the brand positioning. The decoding of the message determines the *willingness to change* of employees. *Willingness to change* could be defined as the positive attitude towards change within an organization, resulting in efforts on the side of the employee to support or speed up the change process. This willingness to change influences *strategically aligned behaviour* of employees. *Strategically aligned behaviour* increases internal synergy and is the key success factor to achieve an aligned organization.

It can be concluded that the whole process of internal branding, internal communication, willingness to change and strategically aligned behaviour, are important aspects for the *current situation*. Eventually the desired situation will be that all employees show strategically aligned behaviour. In figure 2.6 the conceptual model has been shown.

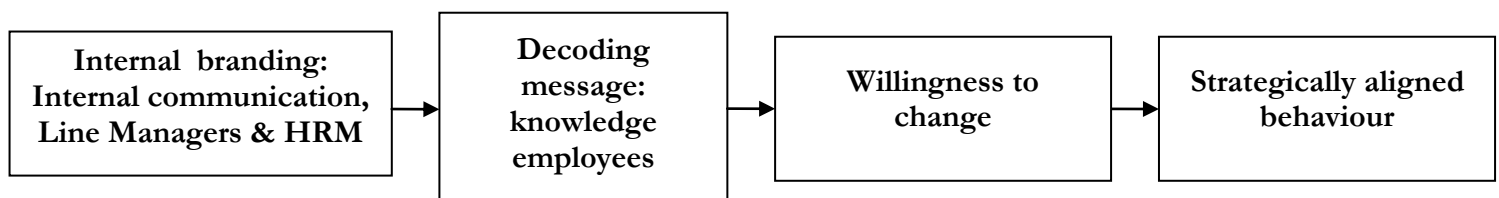


Figure 2.6 Conceptual model

The conceptual model of figure 2.6 will be the basis for the research design. It starts with internal branding, whereby communication, line managers and HRM play an important role in sending the message. Employees decode this message on their own way, which influences their knowledge. With the knowledge they could bring it over to their behaviour. This depends on the willingness to change. When an employee has the willingness to do something with the new brand positioning, they will show strategically aligned behaviour. The components in the conceptual model will be used as variables to measure the outcomes. The question is where the Chamber of Commerce stands at this moment in time. In the following chapter three, the methodology will be further explained. It will provide an overview of the research design for measuring the current situation of the Chamber of Commerce.

3. Methodology

In this chapter an overview of the research design will be provided. It will start in paragraph 3.1 with an explanation of the purpose of research, followed in paragraph 3.2 by the research approach. In the last paragraph 3.3 the research design will be given, which includes an elaboration of the structure of the questionnaire. In order to realize this, the following sub-question has been formulated:

“How should the current situation be measured?”

3.1 Purpose of research

Starting point of this research is the strategy change of the Chamber of Commerce with a repositioning of the brand. The moment in time is halfway the total brand positioning. The purpose of this research was to measure the current situation of the new brand positioning. The research measured how employees experienced the new brand positioning. It researched if employees are already familiar with the goals of the brand positioning and if they know how to use the new brand values. Further was measured how employees experienced the internal communication during the new brand positioning. Last, also was measured to what extent the employees are in their behaviour regarding to the brand positioning. Both the willingness to change and strategically aligned behaviour were measured. Aim was to learn more about the current situation and the gap with the desired situation. On basis of the outcomes statements can be made about where the Chamber of Commerce stands with the brand positioning at this moment in time. Subsequently recommendations will be given what should be adjusted to the rest of the program in 2011. This research is restricted to measure the opinion of the employees.

3.2 Research approach

As already came forward, a gap analysis was performed to research the gaps between the current and desired situation. A gap analysis consists of defining the present state, the desired or ‘target’ state and hence the gap between them. It is a tool to compare a company’s actual performance with its potential performance. The goal of a gap analysis is to identify the gap between the optimized allocation and integration of the inputs (resources) and the current level of allocation. This helps provide the company with insights into areas which could be improved. To actually measure the current situation, a research approach has to be determined.

Yin (2003) identified three types of case studies: exploratory, explanatory, and descriptive. An exploratory research design tries to precisely define the research question and form hypotheses. In an exploratory case study, the collection of data occurs before theories or specific research questions are formulated. This is not the case in this research because the research questions are already formulated. The explanatory research design can be used when the research field has matured. This is also not the case because the research field has not matured. Descriptive research design goes a bit further and tries to describe different characteristics of a phenomenon. According

to Saunders et al. (2003) descriptive research, such as that undertaken using attitude and opinion questionnaires and questionnaires of organizational practices, will enable to identify and describe the variability in different phenomena. The descriptive case study will require a theory to guide the collection of data. In order to fulfil the purpose of this paper, a descriptive study is considered to be the most appropriate. It will assist in gaining greater understanding in the field of the current situation of the brand repositioning.

According to Creswell (2003) there are three approaches to research. First, a quantitative approach is one in which the investigator primarily uses post positivist claims for developing knowledge, employs strategies of inquiry such as experiments and surveys, and collects data on predetermined instruments that yield statistical data. A quantitative approach is best if the problem is identifying factors that influence an outcome, the utility of an intervention, or understanding the best predictors of outcomes (Creswell, 2003). Second, a qualitative approach is one in which the inquirer often makes knowledge claims based primarily on constructivist perspectives or advocacy/participatory perspectives or both. Finally, a mixed methods approach is one in which the researcher tends to base knowledge claims on pragmatic grounds. It represents both quantitative and qualitative information.

After evaluating all possible data collection methods, the most appropriate to the research question and objectives has been chosen. In accordance with the aim of this research paper, a quantitative approach is considered to be the most appropriate. Aim of the research is to learn more about the current situation and the gap with the desired situation. The quantitative approach could give a good overview of the current situation because it goes a bit further and tries to describe different characteristics. In this way the current situation of the brand positioning could be described in a good way.

According to Saunders et al. (2003) for most management and business research the data collected using questionnaires will be used for either descriptive or explanatory purposes. This research will exist of a quantitative survey measurement because surveys allow the collection of a large amount of data from a sizeable population in a highly economical way (Saunders et al, 2003). Further the survey strategy is perceived as authoritative by people in general and is both comparatively easy to explain, and to understand (Saunders et al, 2003). A survey design provides a quantitative or numeric description of trends, attitudes, or opinions of a population by studying a sample of that population (Creswell, 2003). According to Saunders et al. (2003) questionnaires work best with standardized questions that you can be confident of that will be interpreted the same way by all respondents. Surveys are often obtained by using a questionnaire administered to a sample, these data are standardized, allowing easy comparison. This is important for the future to compare the old situation with the situation at that moment in time. If at the end of 2011 a new research will be held under employees, answers could be compared to the situation at the beginning of 2011. In this way statements can be made about different moments in time.

3.3 Research design

The questionnaire has first been pre-tested by some employees. No matter how carefully researchers design a data collection instrument such as a questionnaire, there is always the possibility – indeed the certainty – of error (Babbie, 2010). The surest protection against such errors is to pre-test the questionnaire in full or in part. Three respondents have been asked to complete the questionnaire and comment on the items. They have been asked to comment on the following questions:

- Are any items ambiguous or difficult to answer?
- Does the questionnaire feel too repetitive?
- Does it feel too superficial?
- Are there any annoying features of the wording or formatting?
- How much time did it cost you to finish the questionnaire?

The questionnaire was originally formulated in Dutch. The questionnaire has completely been taken digitally over the Intranet by all employees. In this way all employees received the research in the same way, which excludes bias. All employees received an email to cooperate in the research. Employees who did not cooperate received a couple of days later a reminder. The questionnaire has been designed by using reliable constructs. These constructs existed of several items for each construct. The response scale ranged from 1= strongly disagree, to 5= strongly agree. Data has been analyzed with the analysis program SPSS. The questionnaire started with some demographical questions for background information. This meant the measurement of the following five items: gender, age, how long employed, department, and customer contact. These items are measured to understand whether it necessitates different managerial mechanisms to get the brand message through to obtain person-organization alignment. Further the questionnaire consisted of the following constructs:

1) Internal communication

The internal communication scale was based on the Communication and Organizational Change Questionnaire of Gravenhorst, Elving and Werkman (2005). The scale measures how the internal communication is evaluated. The questions were translated into Dutch and were verified by a communication advisor. In total 6 items were used. Two sample items are: "I know why the new brand positioning is implemented", and "I think the new brand positioning is necessary in the organization". These items were rated on 5-point Likert scales with the categories 'strongly disagree', 'disagree', 'do not agree or disagree', 'agree', and 'strongly agree'.

Beside, five extra questions were added about the internal communication, workshop and the brand positioning. Last, also employees were asked to rate the total internal communication of the brand positioning on a scale of 1 to 10.

2) Repositioning Chamber of Commerce

The repositioning of the Chamber of Commerce has consequences for the employees. This has been measured on base of the DINAMO-questionnaire of Metselaar (1997). The DINAMO originally existed of eight scales (64 items and 3 open questions) which are divided into attitude towards the behaviour (the willingness to change), subjective norm (must change) and the perceived behavioural control (possibility to change). From the questionnaire not all scales were applicable to this research. Only the most important for the Chamber of Commerce have been chosen. First, the attitude scale 'emotions' (4 items) has been measured. Followed by the subjective norm scale 'attitude of colleagues' (3 items). Last, the added value of the repositioning of the

Chamber of Commerce for the organization has been measured with the scale 'value for the organization' (5 items).

3a) Behaviour: willingness to change

Willingness to change is measured with the behaviour scale of Metselaar (1997) how other colleagues react to the new brand positioning (8 items). To avoid social desirability bias, employees were asked to rate the extent to which "other colleagues" performed this behaviour. An example of a question is: "My colleagues are active to realize the new brand positioning". These items were rated on 5-point Likert scales with the categories 'strongly disagree', 'disagree', 'do not agree or disagree', 'agree', and 'strongly agree'.

3b) Behaviour: strategically aligned behaviour

Four items were included to measure to what extent employees think that colleagues already use each brand value in their daily work at this moment in time. All items were rated on 5-point Likert scales. One of the items was "Taking into account the new brand positioning of the Chamber of Commerce, other colleagues translate the brand value 'independent' already to their daily work". To avoid social desirability bias, employees were asked to rate the extent to which "other colleagues" performed strategically aligned behaviours, rather than the extent to which they themselves performed these behaviours. All items were rated on 5-point Likert scales with the categories 'strongly disagree', 'disagree', 'do not agree or disagree', 'agree', and 'strongly agree'.

Strategically aligned behaviour will also be measured indirectly on basis of the connected organizational competences to the four brand values by the Chamber of Commerce. The competences are based on the levels 1 to 3. In total 12 items were included. Example items are: "I take personal responsibility for my own acting and, within the limits of confidentiality, I am honest against internal and external parties about possibilities and risk", and "I do something extra besides what is required". All items were rated on 5-point Likert scales with the categories 'strongly disagree', 'disagree', 'do not agree or disagree', 'agree', and 'strongly agree'.

Last, also employees were asked to rate the total satisfaction of working at the Chamber of Commerce on a scale of 1 to 10.

Chapter 4: Results

In this chapter the results of the research will be presented and analyzed. First, in paragraph 4.1 a description will be given of the respondents who participated at the research. Followed in paragraph 4.2 by the total results and reliability of the constructs. In paragraph 4.3 the results of how employees judged the internal communication will be given. Successively followed in paragraph 4.4 and 4.5 with the results of how employees experienced the new brand positioning, how they judge the behaviour of other colleagues, and last their own behaviour. Last, paragraph 4.6 will give a correlation analysis of the relationships between the variables. In appendix 4 the result tables of all measured variables are given.

4.1 Respondents

In total 156 employees were asked to cooperate at the research. Participation in the study was voluntary, and responses to the questionnaire were anonymous. This was also emphasized at the beginning of the questionnaire. In total 96 questionnaires were filled in, which means a response rate of 62 percent. The age of participants varied between 21 to 62 years, with an average of 40 years. To be able to make statements about differences in age, employees were divided into two groups: younger than 40, and 40 years and older. The majority of the respondents (62,5%) was female. This could be explained by the fact that proportionally there are more woman employed at the Chamber of Commerce than men. There were no significant differences between years employed, most respondents are less than 5 years working for the Chamber of Commerce. Participation of the different departments is, with exception of the board of direction and management, almost equally represented. The results of the board of direction and management will not be used for group comparisons because of the low number of respondents. Further the results showed that a significant majority of the respondents has daily customer contacts.

4.2 Reliability constructs

In this paragraph the reliability per construct will be presented. It is important to consider what the internal consistency of the measures of the different scales in this study are. If scales are internally consistent, clear statements and conclusions can be made. In order to measure if the items of the different scales were valid, for every scale the Cronbach's Alpha (α) has been measured. The Cronbach's Alpha (α) for the seven scales used in this study, are depicted in table 4.1. Next to this, the mean (M), the standard deviations (SD), and the number of respondents (N), for the different scales can be found in the table. The questions which were not based on scales of other researchers will successively be treated in the relevant paragraphs.

All items were scored by a 5-point Likert scale, ranging from 'strongly disagree' (1) to 'strongly agree' (5). Missing values are marked in the data processing program SPSS as 'missing value'. This means that the incompleteness of the calculations has taken into account. Also negatively formulated questions were rescaled to achieve positively related items for each subscale.

Table 4.1 Reliability constructs

Construct	α	M	SD	N
Internal communication	0.88	3.51	0.95	95
New brand positioning				
<i>Emotions</i>	0.87	3.68	0.65	94
<i>Attitude colleagues</i>	0.64	3.77	0.67	93
<i>Value organization</i>	0.84	3.12	0.90	96
Behaviour: willingness to change	0.71	2.82	0.85	96
Strategically aligned behaviour	0.96	3.17	0.87	93
<i>Other colleagues</i>				
Strategically aligned behaviour	0.91	3.96	0.73	88
<i>Coupling brand values to competences</i>				

Table 4.1 shows that all constructs of the research were reliable. At the behaviour scale of willingness to change the last item was deleted to enlarge the reliability of the scale. All constructs have a Cronbach's alpha higher than 0.67. Further came forward that the highest mean ($M = 3.96$) is scored on the variable 'strategically aligned behaviour' where the brand values are coupled to competences. The lowest mean is scored on the variable 'willingness to change' ($M = 2.82$), whereby employees valued other colleagues on their behaviour to change according to the new brand positioning. In the next paragraphs the results of each construct will successively be further analyzed and described.

4.3 Internal communication

Confidential

4.4 New brand positioning Chamber of Commerce

Confidential

4.5 Behaviour

Confidential

4.6 Correlation analysis

Confidential

Chapter 5: Discussion, conclusion, and Recommendations

This chapter provides a summary of the conclusions, the implications of the findings on the Chamber of Commerce, and how they could use them to improve the way they set up the further brand positioning. The first paragraph 5.1 will give a discussion with the weaknesses and limitations of the research. Subsequently in paragraph 5.2 the conclusion will be given. Last, paragraph 5.3 will answer the main research question and gives recommendations for the Chamber of Commerce.

5.1 Discussion

Confidential

5.2 Conclusion

Confidential

5.3 Recommendations

Confidential

5.3.1 General recommendations

Confidential

5.3.2 Implications for further research

Confidential

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Appendix 1: Questionnaire Dutch

Beste medewerk(st)er,

Voor mijn studie Bedrijfskunde aan de Universiteit Twente voer ik mijn afstudeeronderzoek bij de KvK uit. In samenspraak met mijn interne begeleiders Suzanne Timmer en Marnie van Duijnhoven heb ik een onderzoek opgesteld. Voor het onderzoek heb ik de hulp nodig van alle medewerkers. Doel van het onderzoek is te meten hoe jullie de nieuwe merkpositionering hebben ervaren. Het heeft o.a. betrekking op de merkwaardige workshop die jullie afgelopen jaar in oktober of november hebben gevolgd.

De vragenlijst zal ongeveer 10 minuten van je tijd in beslag nemen. De resultaten van dit onderzoek zullen geheel anoniem verwerkt worden. Ik hoop op jullie medewerking te kunnen rekenen! De resultaten zullen dienen als input voor het vervolg van het Internal Branding programma in 2011.

Via de onderstaande link kom je bij het onderzoek terecht:

Heb je opmerkingen, tips of vragen dan kan je altijd contact met mij opnemen.

Ik wil je alvast hartelijk bedanken voor je tijd en moeite!

Met vriendelijke groet,

Marianne Jansen

Marianne.Jansen@kvk.nl

1. Algemene vragen

1. Hoe oud ben je?

.....jaar

2. Wat is je geslacht?

- ☐ Man
- ☐ Vrouw

3. Hoe lang ben je werkzaam bij de KvK?

- ☐ minder dan 5 jaar
- ☐ 5 tot 20 jaar
- ☐ 20 jaar of meer

4. Op welke afdeling ben je werkzaam?

- ☐ Algemeen bestuur / management
- ☐ Regiostimulering
- ☐ Stafafdelingen
- ☐ Voorlichting en advies
- ☐ Wetsuitvoering

5. Hoe vaak heb je contact met externe klanten tijdens je werkzaamheden?

- ☐ Nooit
- ☐ Maandelijks
- ☐ Wekelijks
- ☐ Dagelijks

Interne Communicatie

1. De onderstaande stellingen hebben betrekking op de nieuwe merkpositionering binnen de KvK. Geef aan in welke mate je het eens of oneens bent met de onderstaande stellingen.

	Ze er mee oneens	Mee Oneens	Niet oneens niet eens	Mee eens	Ze er mee eens
1. Ik weet waarom de nieuwe merkpositionering geïmplementeerd is	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Ik ben bekend met de doelen van de nieuwe merkpositionering	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. De informatie over de nieuwe merkpositionering was goed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Iedereen kon zijn/haar mening geven over de nieuwe merkpositionering	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Ik denk dat de nieuwe merkpositionering nodig is binnen de organisatie	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Ik lever een merkbare bijdrage aan de nieuwe merkpositionering	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. Vorig jaar is de nieuwe merkpositionering van de kamers van koophandel vastgesteld: 'Altijd verder komen met ondernemen' met daarbij de nieuwe merkwaarden dichtbij, onafhankelijk, ondernemend en professioneel.

1. Hoe heb je de merkwaardige workshop ervaren?	Ze er negatief	Negatief	Niet negatief Niet positief	Positief	Ze er positief	N.v.t.
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Hoe heb je de interne communicatie met betrekking tot de nieuwe merkpositionering ervaren?	Ze er slecht	Slecht	Niet slecht Niet goed	Goed	Ze er goed	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
3. Ik ben voor mijn gevoel actief geconfronteerd met de nieuwe merkwaarden 'dichtbij,	Ze er mee oneens	Mee oneens	Niet oneens Niet eens	Mee eens	Ze er mee eens	

onafhankelijk, ondernemend,
professioneel' van de Kamer van
Koophandel.

☐
☐
☐
☐
☐

4. Het is voor mij duidelijk hoe ik
de vier merkwaarden concreet
kan toepassen in mijn
werkzaamheden bij de KvK.

Zeer mee
oneens

Mee oneens

Niet
oneens
Niet eens

Mee eens

Zeer
mee eens

☐
☐
☐
☐
☐

**Welk cijfer geef je aan de interne communicatie met betrekking tot de nieuwe
merkpositionering van de KvK op een schaal van 1-10?**

1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	10 <input type="checkbox"/>
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Nieuwe merkpositionering KvK

In de komende vragen word je mening gevraagd naar de mogelijke invloeden van de nieuwe merkpositionering van de KvK op jouw beleving.

Emoties

1. Geef aan hoe je de nieuwe merkpositionering van KvK beleefd hebt:

1. Bedreigend of uitdagend?	Ze er bedreigend	Bedreigend	Niet bedreigend Niet uitdagend	Uitdagend	Ze er uitdagend
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Vreemd of vertrouwd?	Ze er vreemd	Vreemd	Niet vreemd Niet vertrouwd	Vertrouwd	Ze er vertrouwd
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Negatief of positief?	Ze er negatief	Negatief	Niet negatief Niet positief	Positief	Ze er positief
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Benauwend of verfrissend?	Ze er benauwend	Benauwend	Niet benauwend Niet verfrissend	Verfrissend	Ze er verfrissend
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Houding van collega's

2. Geef aan hoe volgens jou de volgende personen tegenover de nieuwe merkpositionering van de KvK staan:

	Ze er negatief	Negatief	Niet positief Niet negatief	Positief	Ze er positief
5. Je collega's	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Je direct-leidinggevende	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. De directie	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Meerwaarde voor de organisatie

3. Hoe groot schat je de meerwaarde van de nieuwe merkpositionering van de KvK in...

	Ze er klein	Klein	Niet klein/Niet groot	Groot	Ze er groot
8. ... voor de positie van de organisatie op de markt	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. ... voor de interne efficiëntie	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. ... voor de kwaliteit van het werk	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. ... om niet achter te blijven bij wat anderen op de markt doen	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. ... voor de winstgevendheid van de organisatie	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Gedrag: willingness to change

In hoeverre ben je het eens of oneens over hoe je collega's reageren op de nieuwe merkpositionering?

	Ze er mee oneens	Mee Oneens	Niet oneens niet eens	Mee eens	Ze er mee eens
Mijn collega's zetten zich actief in om de nieuwe merkpositionering te realiseren.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mijn collega's staan achter de nieuwe merkpositionering.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mijn collega's voelen zich betrokken bij de nieuwe merkpositionering.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mijn collega's praten er niet over.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mijn collega's stellen zich afwachtend op.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
"In de wandelgangen" praten mijn collega's negatief over de nieuwe merkpositionering.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mijn collega's spreken zich op vergaderingen negatief uit over de nieuwe merkpositionering.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Gedrag: Strategically aligned behaviour

Graag zou ik willen weten in hoeverre je vindt dat je collega's nu al in hun werkzaamheden iets doen met de nieuwe merkpositionering. Geef aan in hoeverre je het eens bent met de volgende stellingen over de toepassing van de vier merkwaarden in de praktijk.

Met het oog op de nieuwe merkpositionering van de KvK...

	Ze er mee oneens	Mee Oneens	Niet oneens niet eens	Mee eens	Ze er mee eens
... vertalen andere collega's de merkwaarde 'dichtbij' nu al naar hun dagelijkse werkzaamheden.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... vertalen andere collega's de merkwaarde 'onafhankelijk' nu al naar hun dagelijkse werkzaamheden.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... vertalen andere collega's de merkwaarde 'ondernemend' nu al naar hun dagelijkse werkzaamheden.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... vertalen andere collega's de merkwaarde 'professioneel' nu al naar hun dagelijkse werkzaamheden.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

De volgende stellingen hebben betrekking op jou persoonlijk. Geef aan in hoeverre je het eens of oneens bent met de onderstaande stellingen. (*Koppeling merkwaarden aan competenties*)

	Ze er mee oneens	Mee Oneens	Niet oneens niet eens	Mee eens	Ze er mee eens
1. Ik achterhaal de klantvraag en reageer met een voor de klant passend voorstel.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Ik denk actief mee met de klant en kom op eigen initiatief met passende voorstellen.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Ik stimuleer anderen in de directe werkomgeving om de dienstverlening aan klanten te optimaliseren, mede door het vertonen van voorbeeldgedrag.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Ik verstrek aan verschillende personen geen onderling strijdige informatie en laat anderen bij onenigheid in hun waarde.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. Ik neem persoonlijke verantwoordelijkheid voor het eigen handelen en ik ben, binnen de grenzen van vertrouwelijkheid, eerlijk ten opzichte van interne en externe partijen over mogelijkheden en risico's.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Ik stimuleer anderen in de directe werkomgeving om persoonlijke verantwoordelijkheid voor het eigen handelen te nemen en eerlijk en respectvol om te gaan met vertrouwelijke informatie en de persoonlijke waarde van anderen, mede door het vertonen van voorbeeldgedrag.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Ik doe iets extra's naast hetgeen gevraagd is.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Ik onderneem zelfstandig en op eigen initiatief acties.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Ik stimuleer anderen in de directe werkomgeving zelfstandige acties te ondernemen. Ik vertoon voorbeeldgedrag door acties te ondernemen die in mijn eigen organisatie onderdeel zichtbaar zijn.					
10. Ik denk en werk met anderen mee als daar aanleiding toe is.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Ik werk op eigen initiatief met anderen aan een gezamenlijk resultaat.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Ik stimuleer anderen in de directe werkomgeving om samen te werken, mede door het vertonen van voorbeeldgedrag.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

In hoeverre ben je tevreden over werken bij de KvK? Geef een cijfer van 1 tot 10.

1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>	9 <input type="checkbox"/>	10 <input type="checkbox"/>
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Heb je tot slot nog opmerkingen?

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Dit is het einde van de vragenlijst. Hartelijk dank voor je medewerking!