How to establish corporate brand?

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Abstract
Technology is becoming easy to imitate day by day thus the companies involved in technology need to invest on the soft points like branding. This will give a competitive advantage over the competitors which is not possible to imitate. Thus the overall purpose of this thesis is to investigate that how a company evolved b2b selling can establish corporate brand. So three research questions were addressed:

1. What are the major components of corporate brand building process?
2. How to establish corporate brand image with the customer?
3. How effective corporate communication can enhance the corporate brand?

To reach the solution, Norden machinery as a case company was also studied. A theoretical framework was synthesized, based upon the different models and theories regarding the corporate brand building. The framework guided the authors through the entire research process.

Our empirical findings shows a quest in Norden to develop a corporate brand and during the analysis we found that the in some areas case company is following the components of brand building process that were described in the theoretical framework but there are some areas where the Norden has to improve as well.

Thus based upon the analysis it is concluded that a company can establish a corporate brand by following the brand building components vision, culture, brand objectives, brand personality, brand essence, creating brand image and corporate communication.

Keywords: Corporate brand building process, Brand image, corporate communication, Identity, Values, Culture, Vision
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1 Introduction

Technology is easy to imitate, but a good brand is known by the customers. The corporate brand is a valuable strategic resource that can create a sustainable competitive advantage if managed properly (Åsa Wallström, Ted karlsson & Esmail Salehi Sangari, 2008). It gives customers the reason to buy it and wastes less time for to choose, thus giving company a competitive edge and a soft point which is hard to copy or imitate. In the corporate brand building process corporate communication plays a vital role. The ability to communicate effectively is necessary to carry out the thoughts and visions of an organization to the stakeholders. Corporate branding is identified as the way in which an organization communicates its identity (Åsa Wallström, Ted karlsson & Esmail Salehi Sangari, 2008). The ultimate goal of the corporate branding process is to create and maintain a good positive reputation and a favorable image of the company in the eyes of the customers.

The idea of corporate branding is based on the assumption that consumers create images of companies based on the whole experience of these companies. Corporate branding requires a holistic approach to brand management, in which all members and aspects of an organization behave in accordance with or are in line with the brand (Harris and de Chernatony, 2001). Therefore, for successful corporate branding the corporate brand ought to be deeply rooted in the company expressing one consequent story. The basic message here is that everything about an organization communicates everything. Failure to recognize this can result in serious headaches for organizations if they concentrate on their customer-related communications while ignoring the many other contact points that are not part of planned communication. These ‘unplanned’ points of contact may include the people answering the phone, the accounting personnel handling billing information, the service personnel, or the check-out person in the visitors’ dining room (Brønn and Peggy Simcic, 2002).

Yu Xie & Boggs (2006) argues that a corporate brand differentiate the firm from its competitors. They further state that the corporate identity, represented by the firm’s ethics, goals and values, works as an important corporate asset to differentiate the firm from its competitors. Due to the fact that products are rapidly imitated, so the technological gape is becoming narrow day by day and its becoming very important for the companies to invest in the soft points like developing the company’s brand.

Another reason is, billions of dollars are spend by the marketers around the globe in a year to influence the customers and in the, persuade of building strong brands. Many studies have shown clearly and deliberately that strong brand enhances shareholder value, by increasing
margins and revenues and decreasing the risk of the company’s cash flows (Tjaco H. Walvis, 2007). Strength of a brand is a good indicator of the strength of a company and its financial value as brands are listed on the balance sheet by many people.

Corporate brand strengthen and add value in the product offering of the company. Corporate brand is the public statement of the company as it reflects its value and culture. Further if a company comes up with a new product, the corporate brand name helps it to establish in the market and improves product positioning. The benefit of corporate brand according to Balmer (2001) increased public profile, customer attractiveness, product support, visual recognition, investor confidence, encapsulating organizational values, and staff motivation. There are advantages to link the brand name with its corporate name (McDonalds, 2001). This tends to create trust and confidence in the brand within its consumers.

1.1 Problemization

Brands are relatively new concept, needs research

The brand building process can be seen as a number of sequential stages, including both internal and external activities. Research focusing on the brand building process and the people involved in this process, particularly related to brand building process are still scare (Åsa Wallström, Anne Engström, Maria Ek Styvén & Esmail Salehi-Sangari, 2008).

It is very necessary to clearly know the brand building process in B2B companies otherwise it results in wrong brand positioning and wastage of time and money. Especially it is true with the mature markets where the importance of Brand is becoming important day by day as they compete less on technology feature. Branding is a relatively a new concept and not much research has been done on brand building process, especially in case of B2B companies this problem is very relevant. Keller (as cited in Knox & Bickerton, 2003) comments that many organizations are unsure of what they should do to manage their corporate brand.

Corporate image and its associated problems

We experience the organization through its symbols, behavior and communication, and through a very complicated process, develop a set of impression of it. Not with-standing it’s utility, there are number of difficulties associated with the image concept. The main Problems for instance is multiple meaning, negative association, difficulty or impossibility to control, its
multiplicity and the different image effects on different stakeholder groups (Balmer and Greyser, Revealing the corporation, 2003). A company which is dealing with different markets and with different, customers adapt its image in accordance with its diverse customer domain, which create multiple corporate images which eventually result in confused or unclear positioning of the Brand. Much of the confusion over the corporate image stems from somewhat conflicting sources. On the other hand, a great of skepticism exists that such a conglomeration of activities as the modern corporation can lend itself to compact expression.

**Branding is only an externally focused marketing endeavor**

Branding efforts are often doomed to failure because no one took the time to explain the effect of brand on the entire business organization. Failure to realize the internal implications and develop internal brand building programs causes confusion, and, ultimately, failure for lack of support. It seems that internal communication and training on what the brand represents are integral parts for establishing a strong corporate brand. Too often, branding is seen as solely a marketing effort which creates problems when messages and promises are communicated to customers but the rest of the organization is not prepared to deliver on them. Failure to realize the internal implications and develop internal brand building programs causes confusion, and, ultimately, failure for lack of support. Branding affects all areas of the company and regarded as an overarching management strategy. For forward thinking organizations it doesn't matter if they are targeting a business customer or a consumer: The customer owns the brand, and the company can only work to shape the perceptions of what it represents. This is why developing a brand strategy requires managing the brand as an asset, with the requisite investment, care and nurturing over time. Doing so will require they tread carefully around the most common branding problems.

1.2 Research Problem

**Main research question:**

How a company can establish corporate brand involved in B2B selling.

In order to answer the main research question, three sub-problems have been identified.

**Research problem 1:**

+What are the major components of corporate brand building process?
Research problem 2:

+ How to establish corporate brand image with the customer?

Research problem 3:

+ How effective corporate communication can enhance the corporate brand.

1.3 Purpose

The purpose of this study is to understand that how business to business companies develop their corporate brand. The idea is to investigate how the internal environment, image, corporate communication is reinforced in relation to the brand building process of a business to business companies and thus;

- To describe the component that contributes to the corporate brand, building corporate image, and corporate communication to build a strong corporate brand for the case company.
- To analyze the process of corporate brand building and the factors that can affect an MNC while building its corporate brand.
- To recommend that how companies can build corporate brand through building corporate brand identity, image and effective communication in business to business companies.
2 Methodology

According to Yin (2003) described five different ways of doing a research and one of these is case study. Other strategies include experiments, surveys, histories and an archival analysis, however Yin (2003) describes the case study approach as appropriate when the research questions are asked with words like ‘how’ and ‘why’, which is the case for this study. Merriam (1998) described a case study as a strategy to gain in-depth understanding of a specific situation of an organization. The central research problem of the present thesis is: “How a company can establish corporate brand involved in B2B selling”. Case studies are useful when the researcher is looking for a rich description of context and processes. The case study includes direct observations and interviews of involved persons, which represents its strength i.e. data can be collected and analyzed from different sources. Below are the methods for different research strategies.

Relevant Situations for Different Research Strategies

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Form of research question</th>
<th>Requires control over behavioral events?</th>
<th>Focuses on contemporary events?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experiment</td>
<td>How, Why?</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Survey</td>
<td>Who, What, Where, How, many, how much?</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Archival analysis</td>
<td>Who, What, Where, How, many, how much?</td>
<td>No</td>
<td>Yes/no</td>
</tr>
<tr>
<td>History</td>
<td>How, Why?</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Case Study</td>
<td>How, Why?</td>
<td>No</td>
<td>Yes</td>
</tr>
</tbody>
</table>

Source: Yin (2003)

The corporate brand building process is a complex phenomenon that includes informal links and processes that are best understood by asking how and why questions. This study does not require control over behavioral events. Instead, it focuses on contemporary events and consequently, the case study approach is the most appropriate research strategy. The authors do not have control over these phenomena, which is in favor of the decision of conducting a case study.
According to Yin (2003) there are four kinds of different case study methods;

1. Single case (holistic) design
2. Multiple case (holistic) design
3. Single case (embedded) design
4. Multiple case (embedded) design

A single case study concerns to a single experiment, which means that it is relevant when analyzing one case only. In this thesis the objective is concerned with one specific company, namely Norden Machinery, Therefore a single case design has been chosen.

A case study can furthermore be divided into embedded and holistic case study. In an embedded case study the analysis is either concerned with more than one unit or faceted with different perspectives of inquiry (Scholz and Tietje, 2002). A unit can for instance be a department in the case company or a process taking place in the case company. In this study we are not dealing with the administrative functions, dealers and regional offices, so we prefer holistic approach.

The case study strategy comprises certain inadequacies. Yin (2003) describes three common prejudices against case studies. Firstly, the results may be biased because of personal opinions i.e. people may be biased by some idea because it may hurt their interest and for the whole organization it is good. To cover this problem we will use only reliable sources i.e. people referred by the C.E.O. Second problem associated with the generalization of the results just on the basis of one case company. However, we will try to use strong theoretical framework; therefore, the effects of generalization will be minimized.

2.1 Scientific approach
In scientific approach, the study can be divide into three different approaches, the explanatory, the exploratory and the descriptive approach because “there are three stages when you design the research, the explanatory, the exploratory and the descriptive stages (yin, 2003).

2.2 The explorative approach
This approach is used when there is a few information or few data exists about the phenomenon which has analysed and when purpose is to generate some question as “if the research is based upon what questions then the approach is explorative” (Yin 2003) and also
the explorative approach is helpful while developing models and hypothesis, and also it provide insight into structure of a phenomenon (Scholz and Tietje, 2002). In this thesis the exploratory approach has used during the initial identification and definition of problems.

2.3 Descriptive approach
The descriptive approach describes the phenomenon that is explored with the help of model or theory; because (Yin, 2003) states that descriptive research describe the situations.

In descriptive approach we analyse the basic theoretical framework and the empirical analysis. In this thesis the descriptive approach can be applied when describing events connected to the study where theory on the topic already existed.

Furthermore we discuss the information answers questions of different situations in descriptive approach because “information is gathered through descriptive research and answers of the questions (Wilson 2003)

2.4 Explanatory approach
Explanatory research answers the questions of how and why (Yin 2003). This approach is used after the collection of evidence, who the factors are interlink because Wilson (2003) states that causal research examine the relationship between two variables.

Due to the above definitions, our research is explanatory research because the purpose of study is to investigate the corporate brand building process, and to describe and analysing of corporate image and corporate communications to build a strong corporate brand.

An explanatory research purpose also used to explain the cause-effect of different variables and factors when the conclusion is drawn.

2.5 Inductive, deductive and abductive approach
According to Merriam (1998), a case study can be inductive, deductive or abductive.

When there is no specific theory exits upon which case can built on, is an inductive approach. A case study is inductive to develop the new theory.

The deductive approach has the theoretical framework as a starting point of a research where presumptions are based on the existing theory; the empirical evidence is collected for sampling and confirming a theory. After then it is put together with previously formulated assumptions to evaluate if the empirical world matches the theoretical world, as in deductive
study researcher use current theories to develop propositions and testing them in real world (Dubois Gadde, 2002)

When the research is based upon both case study and open to new theoretical direction and can develop own theory then the research approach is Abductive.

“A continuous movement between an empirical world and a model world” (Dubois & Gadde 2002).

Figure 1: The abductive approach

We have used abductive approach that combines both inductive and the deductive reasoning in this study. The deductive approach will be used when explaining a specific case or event based on the theory (Dubois and Gadde, 2002). Researcher have use this approach while working on theoretical framework and conclusions while inductive approach is used while working on analysis and its findings that is what is new in the study.

2.6 Research Method
Research methods can be classified as qualitative or quantitative approaches (Bryman, 2002). A general characteristic of the qualitative approach, which is conducted in this study, is an emphasis on words rather than numbers (ibid). Merriam (1998) discusses that the qualitative research is based on the philosophy that the reality is constructed from observations and understandings obtained in the field. The qualitative method is used when a research counters issues, which not can be categorized in numbers Qualitative data can reveal complex issues and are useful to understand a new area (ibid). To understand individual actions, thoughts,
feelings, beliefs, and values, face-to-face interaction is needed (Marshall & Rossman, 1999). Even if complete objectivity is impossible to achieve in qualitative research, the researcher must prove that he or she has acted in good faith (Bryman, 2002). We study corporate brand building by using the qualitative approach. Marshall and Rossman (1999) argue that the qualitative approach is appropriate for research that deeply studies processes, a phenomenon where little research has been conducted, research on informal and unstructured linkages within an organization, and when relevant variables are yet to be identified. These arguments do all apply for this study. Furthermore, qualitative research is applicable to this study’s exploratory and descriptive nature and highlights the importance of context, setting, and participants’ frame of reference, which are also important factors for this study.

2.7 Data collection
It is advisable to use several sources of data when doing a case study in order to gain a deeper understanding of the case (Merriam 1998).

Three strategies for researchers to collect data for case studies: interviewing, observing, and analyzing documents (Merriam, 1998). Interviews are preferred when you need in-depth information and also an essential source of case study information, it is possible to discuss the case problems in interviews.

The value of data gathering techniques depends on how investigation follows three principles; to use more than one source, to build a research record catalogue and to sustain the sequence of evidence. As (Yin, 2003) stated three principles for data collection within a case study, in order to conduct it in a valid and reliable way, first multiple sources are used, this have create the trustworthiness of the case study when you use different source of information.

Secondly the case study data and information should organize in documentation form, and the last one, chain of reference is to, maintained, expressing how information is collected. Both primary and secondary data is useful to increase the validity of the study. We have explained the description of the primary and secondary data and how data will be employed in the study.

2.8 Primary data
The information gathered by the researcher for specific purpose in study is the primary data. The primary data is treated or processed in order to fit in the particular case.
Mostly primary data is gathered through the interviews and observations as Merriam (1998) mentioned “interviews are a suitable collection method”

By taking interviews researcher can get the exact answers of question that they want to search and also researcher can account the body language of the respondent as well as the environment in which interview is conducted. Researcher can use semi-structure questionnaires during the interviews because purpose of interview to get the answers of number of questions to enhance the understanding of the case study problems and we can also take account the observation of company and respondent during the interviews to increase the validity of data, “the interviews involved a lot of discussions and not only questions and answers as in a structured interview” (Merriam, 1998)

We have made an open ended question to get more and more information about the research problem because the type of questions the researcher will ask will affect the answers (Andersen, 1998). These open handed questions also help to create more relax atmosphere during the interview. We also use the tactics like how, why, for example to clear our confusion about the research problem. These tactics also help us when we were interviewing the Unilever India, a customer of Norden machinery. These tactics support us in theory and discussions as well.

We interview different people in the organization with different time length. A general instruction has been sent to the company and customer via email before the interview. First we interview the marketing director of Norden machinery Mr. Björn and then Mr. Erik the sales manager of the company. We noticed the specific behavior and the atmosphere during the interview with the marketing director. He gave us complete and comprehensive answers of our questions. During the interviews with case company we got a lot of information about case company and our research problem.

For our research problem two about the brand image, we interview one of the customers of Norden machinery. Mr. Mahajan the engineer manager of the Unilever India. We interview him via telephone. He gave us very good information and productive about the products and brand of the company, and how they perceive the Norden machinery as a supplier of tube filling machine. This information helps us to investigate the case in the analysis part.
2.9 Secondary data
Secondary data is the information that is got for other purposes by the other researcher; this information cannot be case specific.

Secondary data can be found in journals, internet, books and the other internal and external sources. For internal sources we can use the official company homepage, company internal publication documents and descriptive company information cab taken into consideration.

But for the external source researcher can get data from journals, books, newspapers, web-pages, and official documents.

2.10 Validity and Reliability:
The concepts of validity and reliability are typically used for the quantitative studies, but these are equally valid for qualitative studies too. Bryman (2002) argues that validity and reliability can still be used for qualitative research by having less focus on measurement. The concept of trustworthiness can also be used to describe validity and reliability in qualitative research and it consists of four sub-criteria: credibility, transferability, dependability and conformability (ibid).

Validity can be explained as what we observe or that we measure what we intend to measure (Bryman, 2002). Validity can be divided into internal and external validity. Internal validity means that there is a good correspondence between the data collected by the researcher and the theoretical ideas that the researcher develops. The "true" causes of the outcomes that will be observed in the study will be addressed by the internal validity. Credibility is a criterion that is comparable to internal validity, and it concerns the extent to which others accept the researcher’s description of reality (ibid). To improve the internal validity and credibility in this study, the individual most knowledgeable about corporate brand building are interviewed. The interviews will be based on the conceptualization of key theoretical concepts, thus being connected to current theory in the field. The interviews could also be taped, which allowed us to accurately document what was being said.

External validity or transferability refers to the extent to which the results can be generalized to other situations. External validity concerns the degree to which the empirical findings can be generalized. Hence, high external validity implies high generalizability (Yin, 2003). External validity describes the ability to take a broad view your study in other situations and to other people. As we are finding out the brand building process in B2B corporate companies, we assume high validity because brand building process will be same in all other
B2B companies which are operating in mature markets. But if we go in Service industries then we will assume low reliability as the process will be complete different.

**Reliability** concerns the extent to which the research may be replicated, yielding the same results (Yin, 2003). A similar concept is dependability (Bryman, 2002). Qualitative research, however, does not claim to be replicable (Marshall & Rossman, 1999). Qualitative researchers must understand and record a complex situational context and may for example use follow-up questions, which will make the study difficult to replicate. In addition, replication is complicated by the fact that the real-world constantly changes (ibid). However, reliability and dependability should not be neglected and we have therefore we will try to clearly present and justify this study’s research process (i.e., a chain of evidence).

Finally, conformability means that although the researcher understands that complete objectivity is impossible, we must ensure that we have acted in good faith. The personal values of the researcher do not affect the execution of the study or its findings (Bryman, 2002). According to Marshall and Rossman (1999), conformability implies that someone else can confirm the findings. Also, the collected data should confirm the findings and implications of the study (ibid).
3 Theoretical Framework

The present section is dedicated to describe the theoretical framework of the thesis. The first part of the chapter will present theories that provide an insight of corporate brand building process? The second part of the chapter will be constituted by theories discussing the second research question, which is; “How to establish corporate brand image with the customer?” The third part of this chapter will discuss corporate communication and the corporate brand which concerns our third research question: “How effective corporate communication can enhance the corporate brand?” The chapter will end with a synthesis that sums up the essentials of our theoretical foundation.

3.1 Concept of the Corporate Brand

Corporate brand refers to a branding strategy where corporate name plays a significant role in the naming of products. A corporate brand must be viewed as both an organization proposition that helps to shape an organization’s value and culture and as strategic tool of management, which can guide organization processes to create values. Corporate brand architecture is defined by core values shared by different products with a common and overall brand identity, which play a decisive part in coordinating the brand-building process. Organizational values, core values and added values are the foundation of a corporate brand. The interaction among them forms the value-creating process of the corporate brand (Urde, 2003). The markets are becoming more complex and products and services are quickly imitated and homogenized, maintaining credible product differentiation is increasingly difficult, requiring the positioning of the whole corporation rather than simply its products. Thus, the corporate values and images emerge as key elements of differentiation strategies (Hatch and Schultz, 2001). The assumption for creating a corporate brand is that a corporate brand will support all aspects of the firm and differentiate the firm from its competitors (Harris and de Chernatony, 2001; Ind, 1997; Balmer, 2001).

According to (Balmer, 2001) a corporate brand is seen as a rare entity due to brands unique pattern of development. Companies with corporate brands have competitive advantages over those that do not have corporate brand. The brand name, logo plays a vital role in awareness and it also provides the peace of mind to customers, however this definition does not cover the internal nature of brand.

According to the American Marketing Association (1960) a brand is “a symbol, name, sign, term, design or a combination of them, intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of competition.” This definition
does not cover any relationships inside the company’s environment and outside with the brand. Majken Schultz, Yun Mi Antorini & Fabian F. Csaba examines the relationship and define corporate branding as “Corporate branding is the recognition of the fact that the organization itself, rather than its products could play an ever increasing role in the organization’s differentiation and its relationship with various stakeholders”. Although still relevant, this definition does not cover the intangible aspects that are important for creating value and building relationships (Aaker, 1996). In contrast, (de Chernatony, 2001b) defines a corporate brand as “a cluster of functional and emotional values which promises stakeholders a particular experience”.

This definition is not very comprehensive and does not consider different important aspects of the brand. To illustrate the different perspectives of a brand, consider the definition by (Interbrand, 2005) which covers all most all aspects; A brand is a mixture of attributes, tangible and intangible, symbolized in a trademark which, if managed properly, creates value and influence. Value has different interpretations: from a marketing or consumer perspective it is "the promise and delivery of an experience;" from a business perspective it is "the security of future earnings;" from a legal perspective it is "a separable piece of intellectual property. Brands offer customers a means to choose and enable recognition within cluttered markets.

**Benefits of Corporate Brand**

Corporate brands are valuable assets; companies with strong brand enjoy the following benefits regarding others.

- A strong corporate brand can have a market value more than twice its book value; and according to (Hatch and Schultz, 2001) marketing costs can be reduced due to the corporate brand by exploiting economies of scale in area of advertising and marketing.
- A corporate brand gives consumers a sense of community; hence consumers are willing to pay more for some badge of identification (Hatch and Schultz, 2001).
- Corporate brands create common ground. The most successful corporate brands are universal and so paradoxically facilitate differences of interpretation that appeal to different groups (Hatch and Schultz, 2001)
- Corporate brands differentiate organizations from their competitors (Balmer, 2001b;1)
3.2 Brand Building Process

Question: What are the major components of corporate brand building process?

We have considered different brand building models because one model doesn’t cover all the aspects of branding. Important models are listed below.

3.2.1 Hatch and Schultz model

Hatch and Schultz describe a corporate branding framework, shown in Figure below, which consists of three elements: strategic vision, corporate culture and corporate image. They argue that developing and managing a corporate brand involve integrating the three elements by establishing an effective communication between top management, external stakeholders and members of the corporation. According to (Hatch and Schultz, 2007) corporate branding is dependent on the Coherence between what the top managers want to accomplish in future (Vision), what has always been known or believed by the company employees (Organization culture) and what external stakeholders expect or desire from the company (Corporate Image). The combination of vision, culture and image represents in one way or another everything the organization is, says, and does.

![Diagram of Corporate Branding Elements by Hatch and Schultz]

**Figure 2: Elements of corporate branding by Hatch and Schultz**

Above figure shows the framework for understanding corporate branding as underpinned by processes involving strategic vision, organizational culture and corporate images. These are the three elements that form the foundation of corporate branding and are defined as;
(1) Vision

Vision is the core idea and backbone of the company that what the company will achieve in future. This is the aspiration of the top management which is expressed in the vision statement

(2) Organizational culture

Organizational culture embody the heritage of the company which consist of the internal values, beliefs and basic assumptions of the organization 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

(3) Corporate image

Perceptions about the organization developed by, the stakeholders. The overall impression of the company including, customer perceptions, shareholders, the media, the general public, and so on

Hatch and Schultz propose a cross-functional approach that integrates the whole corporation. They argue that the involvement of multiple stakeholders and the different interfaces of corporate brands highlight the relational nature of corporate branding. The framework they propose links strategic vision, organizational culture, and corporate image. Hatch and Schultz argue that if corporate branding is going to be more than romanticism about the organization’s future, the claimed values of the corporate brand must align with values that organizational members hold. To create authentic corporate brand, the company should build on the cultural values that produce the (often tacit) symbolic meaning of the organization. Since culture is deeply embedded in organizational behavior, brand values based on credible cultural expression will serve to create genuine coherence between the promise the brand makes and the performance the corporation delivers. This implies that organizational members are important contributors to the creation of corporate brand value. The corporate brand most likely to succeed is one that directly connects strategic vision and organizational culture. However, as Figure suggests, there is a third context for corporate branding that must be linked to both culture and vision i.e. corporate image. Aaker (1996) argued that when brand values are consistent with organizational culture and company values they will create credibility in the eyes of key stakeholders. In the case of corporate branding, Hatch and Schultz take the argument even further, claiming that alignment between perceived corporate image and actual organizational culture magnifies awareness among all stakeholders about who the corporation is and what it stands for, and enhances organizational attractiveness and reputation. Developing the corporate brand usually involves articulating a
strategic vision (Hatch & Schultz, 2001). As in the relation between organizational culture and corporate image, the challenge in corporate brand building is also to align strategic vision with corporate image. This model is a good way to understand the very generic process of corporate branding, however model lacks detail information and theory about how really can a company deploy this model in practical terms. Internal factors are defined but they just for the understanding of the concept. Hence we will introduce another model by Aaker which gives detail information on internal brand building process.

### 3.2.2 Aaker, de Chernatony model
Although ``Aaker, de Chernatony`` does not specify a brand type or level, his model is useful for both building and sustaining brands. Through a planned perspective, a more consistent series of activities can be conducted that integrates the activities of different departments. He emphasizes a balanced approach to branding, in which staff plays an important role.

**Figure 3: Aaker, de Chernatony (2001) proposes a planned approach to building brands.**
De Chernatony (2001) brand building process starts with a brand vision that provides direction for the company. The vision also makes the values of the brand explicit. The brand vision has three components: the future environment, purpose, and values. The future environment means that a long-term perspective for the brand is adopted. This should lead to qualified projections on how the market might develop. The vision also needs a purpose, which is more meaningful than simply making profits, and usually focused on society as a whole. De Chernatony and Henry Ford, (2001) emphasizes this: “Business must be run at a profit, else it will die. But when anyone tries to run a business solely for profit then also the business must die for it no longer has a reason for existence.” The purpose must excite staff and give them direction. Brand vision also consists of values. As previously mentioned, the concept of the brand can be seen as a cluster of values. Therefore, values ultimately shape the brand’s destiny and give direction for how to create customer benefits. The staff must commit and aligned to the brand’s values since they represent the brand in the eyes of stakeholders, especially in service firms. De Chernatony (2001) argues that the brand should be based on no more than five values; this makes it easier to achieve consistency in behavior and reduces internal confusion. Customers and employees are both attracted to brands that match their values. Category values are needed to compete, while brand values are needed to differentiate the brand. Furthermore, de Chernatony divides values into core values, which are always present and peripheral values, which can be deleted or augmented depending on changes in the marketplace. The second step in (de Chernatony, 2001) brand building process is the organizational culture. Deshpande and Webster (as cited in de Chernatony, 2001) defines this as: “a set of shared assumptions and understandings about organizational functioning” A culture can be looked at from three levels: visible artifacts, values, and basic assumptions (Schein, as cited in de Chernatony, 2001). Visible artifacts are easy to observe but more difficult to understand than values, the concealed basic assumptions people hold. The organizational culture is a strong indicator of the values that characterize the brand. De Chernatony claims that emotional values are more important than functional values; it is more important how customers receive the brand than what they receive. Brand culture must support the brand vision, which must be translated into concrete brand objectives. Brand objectives can be divided into long-term and short-term objectives. The aggregated short-term objectives form the long-term objective. A long-term objective should be clear, motivating, and consistent with the brand vision. Short-term objectives focus on customers, their motivations, and the different contexts in which the brand will be used.
Objectives are followed by an audit brand sphere which includes the firm, the micro and macro environment. To capitalize on brand objectives, the forces that enhance or hamper the brand are evaluated; this might lead to a reassessment of objectives or vision. From these steps, brand essence emerges. Brand essence is a clear representation of the unique aspects of the brand. De Chernatony (2001) visualizes the brand essence as a pyramid the first element consists of the brand attributes. These are less interesting for the consumer compared to the second element, benefits, that can be gained from these attributes. As consumers become more experienced with the brand, these benefits can lead to emotional rewards. Customers will attach values to a brand that form the brand’s personality. Personality is the human traits associated with the brand’s values. Finally, the brand is implemented both internally and externally (i.e. brand resourcing) and evaluated on a regular basis.

This model is good example of the internal implication of the brand building process. But it lacks its information on external brand building process. The external point of view is really important because in our research question we have also included Brand image which is external side of the brand. Though we will cover image topic separately also but it is essential to address both internal and external point of view of brand building process. So we will introduce a new model by Mats Urde.

3.2.3 Mats Urde Model

The development of a brand as a resource and a strategic instrument of competition requires that it engages and represents a value for both the organization and customers in target group or groups. Ideally, a brand as a sustainable competitive advantage should be unique and difficult for competitors to imitate. The value-creating processes take place in parallel. These are internally, i.e. within the organization, and externally, i.e. in the awareness of customers. The internal brand building process (left column, is primarily used to describe the relationship between the organization and the brand. The objective of this internal process is ultimately to get the organization to live its brands. This is described in the model as internal brand identity, i.e. the organizations own understanding of the brand and its commitment to it. The value base includes the main assignment, i.e. the vision, the organizational values and the core values. The establishment of this value base within an organization is a decisive factor in the production of an internal brand identity. The organization’s relationship with the brand will also affect the total internal relationship to the brand and vice versa. The external brand
building process (right column, is primarily concerned with relations and interactions between the brand and the customer. The objective of this external process is ultimately to create value and relationships, with the customer’s identity as the basis. To achieve a strong brand relationship with the customer, it is necessary for there to be an interest in the product and for the choice of brand to be regarded as important, i.e. there must be brand sensitivity. This is followed by a need to create brand awareness and positive brand associations (Aaker, 1996). The added values that the customer experiences can be functionally, emotionally, and/or symbolically based. If the brand’s image is attractive to the customer’s own self-image real, ideal, or normative the basis has been created for an association between the brand and the customer. This is, in turn, the basis for a relationship that can develop into brand loyalty. The framework builds on the idea that a brand’s identity is developed as a continual and ongoing interaction between the identity of the organization and the customer. In this way, the organization’s values, overall mission, and vision of what is to be achieved beyond generating profits obtain their true.

**Figure 4: Urde, 1997**
3.3 Corporate Image

Question: How to establish corporate brand image with the customer?

Below are the definitions given by various authors on corporate brand image.

<table>
<thead>
<tr>
<th>Authors</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Barich &amp; Kotler (1991)</td>
<td>Overall impression produced in the minds of an organization’s public.</td>
</tr>
<tr>
<td>Dowling (1994)</td>
<td>Overall impression (beliefs and feelings) that an organization generates in the public’s mind.</td>
</tr>
<tr>
<td>Meech (1996)</td>
<td>Overall impression obtained by an individual about an Organization.</td>
</tr>
<tr>
<td>Worcester (1997)</td>
<td>The result of the interaction of all the experiences, impressions, beliefs, feelings, and know-how that people have about a business</td>
</tr>
<tr>
<td>McLean (1998)</td>
<td>Individuals’ impressions of an organization</td>
</tr>
<tr>
<td>Mínguez (2000)</td>
<td>Assembly of meanings that a person associates to an organization, that is to say, the ideas utilized to describe or remind the organization</td>
</tr>
<tr>
<td>Poon Teng Fatt, Wei, Yuen, and Suan (2000)</td>
<td>Image is the public’s perception of an organization’s actions, activities, and achievements</td>
</tr>
<tr>
<td>Nguyen &amp; LeBlanc (2002)</td>
<td>The result of an aggregated process by which the public compares and contrasts the diverse attributes of organizations</td>
</tr>
<tr>
<td>Camarero and Garrido (2004)</td>
<td>A mental representation of the attributes and perceived benefits of the product and service. Sum of beliefs, ideas, and impressions that people have of a company.</td>
</tr>
<tr>
<td>Santesmases (2004)</td>
<td>A mental representation. The result of the perceptions generated in the public with regard to corporate identity</td>
</tr>
</tbody>
</table>
Corporate Image/Brand Associations

Keller (1998) discusses a number of images that are associated with the organization as a brand. These are shown and discussed below.

- Common Product Attributes, Benefits or Attitudes
  - Quality
  - Innovativeness
- People and Relationships
  - Customer/Stakeholder Orientation
- Values and Programs
  - Concern with Environment
  - Social Responsibility
- Corporate Credibility
  - Expertise
  - Trustworthiness
  - Likability

Corporate Image Associations (Keller 1998)

The first image association deals with the product attributes and the benefits that people correlate with the organization. High quality is one such association; it's the impression that the company manufactures good quality products. The other product association is innovativeness; regarding the product introduction and improvements that new and unique marketing programs are developed by organization. People and relationships is the second image associated with the organization. Keller defines social responsibility as an image association. Usually, the corporate social responsibility and the stakeholder approach go hand in hand. Values and programs are the third image association. It can comprise concern with the environment; the organization operates in the natural environment, so the environment protection and its improvement is the responsibility of the organization by effectively utilizing the natural resources. Social responsibility is another area underneath values and programs. In regard of social responsibility the organization focus on contributing to community programs and proactively sponsor the public interest by encouraging social activities, by investing in the welfare of the society and try to improve it. Credibility, according to Keller (1998), encompasses expertise, trustworthiness and likeability. The organization is considered as specialist when it is capable of producing or selling its products or carrying out its services.
Trustworthiness shows that to what extent the organization is honest, and how much is the customer driven by responding to the stakeholder needs. Last is the likeability that whether or not the organization is perceived as attractive, credible, prestigious, and dynamic, etc. In organizational image associations the credibility is the most important abstract in organization’s perspective.

3.3.1 Corporate image and corporate identity

(Dowling, 2001), states the prime roles of identity are to trigger recognition of the organization, create awareness and stimulate an already stored image of the organization. According to Schmitt and Simonson (1997) increased loyalty, productivity, cost savings, premium pricing, protection from competition and the ability to cut through information clutter are the tangible benefits of identity. Image is seen as a reflection of corporate identity. Image, according to many researchers is described as being in the eye of the beholder, i.e. it is in people’s minds. Dowling (2001) defines image as “the set of meanings by which an object is known and through which people describe, remember and relate to it”. That is the result of a person’s beliefs, ideas, feelings and impressions about an object.” Marken (1994/95) describes image as the perceived sum of the whole organization, its plans and objectives. It encompasses services, products, communications activities, management style and actions around the world.

Dowling (2001) explains that a good corporate identity can affect corporate image in two ways. People recognize the organization and make the association between the organization and its identity. According to Dowling (2001), corporate image has a cognitive or logical feature and an emotional feature. These logical and cognitive features together shape in general corporate image. According to (Balmer and Gray, 1999) good corporate image can be achieved by the advertising of the corporate identity through a corporate strategy based on primary communication highlighting the product / service performance. An understanding of all stakeholders ’ (internal and external) perceptions of the organization is critical so as to align corporate communication with the brand messages to prevent any contradictions (Dowling, 1994 ; Dutton et al. , 1994 ; Aaker, 1996 ; Fombrun, 1996 ; Marwick and Fill, 1997 ; Stuart, 1999 ; Hatch and Shultz, 2001 ; Einwiller and Will, 2002 ). Thus, vigilant management of organization and media relations, an adaptive culture and the key brand attributes that create emotional bonding and form the corporate brand perception (Aaker,
1996; Gregory and Sellers, 2002) are important fundamentals of the equation. Moreover, (Brown and Dacin, 1997; Maignan et al., 1999) says, a corporate social responsibility (CSR) program, contributes to the positive evaluations of new product and loyalty of customer is a key element.

### 3.3.2 Joanna Minkiewicz Model

Martineau (1958) pioneered research into brand image, finding that a favorable image provided an organization with a distinctive competitive advantage. The importance of brand image was again highlighted by Balmer (1998) who asserted that an a priori link exists between an individual’s image of the organization and that person’s behavior towards the organization. Balmer (1998) defines corporate brand image as associations and meanings connected with an organization. In line with this, Aaker (1997) sees image as the net result of the knowledge that people have about an organization and the experiences, impressions, beliefs, feelings about that organization. Nandan (2005) provides further support for this view, construing image as consumer perceptions of the brand. For the purposes of this study, corporate brand image will be operationalized as stakeholders’ latest beliefs, perceptions, feelings and attitudes towards an organization. Organizations are becoming increasingly aware that they need to monitor their stakeholders brand image to ensure that this is in line with how the organization wants to be seen and their brand identity.

![Diagram of Corporate Brand Identity and Image Congruence and its relationship with Customer Satisfaction and Loyalty](image)

**Figure 5: Corporate Brand Identity and Image Congruence and its relationship with Customer Satisfaction and Loyalty**
Brand Image has been measured by researchers in different ways. Most agree that it’s measurement centered around cognitive, as well as affective and emotional attributes, such as using personality metaphors to portray it (Bosch 2006, Davies and Chun, 2002, Harris and de Chernatony, 2001). The value of a corporate brand is based on its recognition by both customers and shareholders, which adds value to the reputation of the firm. Corporate branding should be adapted to satisfy the needs of various stakeholders (Balmer, 2001; Hatch and Schultz, 2001). From the organizational perspective, Hatch and Schultz (1997) contend that branding is a tool that needs to be managed, to create alignment between the internal culture and the external image of the firm. The organization’s vision is thus the key starting point in the management of its brand or brands. The rise of concern for corporate image, or corporate reputation, has mirrored the development of the study of corporate branding (Abratt, 1989). Aaker (1996) argues that a brand serves to differentiate the product from its competition by means of a set of consumer perceptions. According to both Kelly (1998) and Sharp (1995), many firms have realized that a strong corporate brand can lead to competitive advantage in the presence of increased competition. The core of corporate branding consists of two important concepts: corporate identity and corporate associations (Dacin and Brown, 2002). “Corporate association”; refers to the beliefs and feelings that an individual has for an organization. “Corporate identity”; refers to the characteristics or associations that strategists in an organization want to implant in the minds of their internal and external constituencies.

The above model explain the congruence between the corporate brand identity and brand image, and furthermore the impact on customer satisfaction and customer loyalty. This will increase the likelihood of a shared understanding between the organization and the customers, and will help to establish closer relationship with the customers. This model describes in general the brand identity and corporate image and more focus on customer side, so we introduce a table below to describe brand identity as brand image is the reflection of brand identity;
<table>
<thead>
<tr>
<th>Conceptual Area</th>
<th>Concept</th>
<th>Conceptualization</th>
<th>Measured used</th>
</tr>
</thead>
<tbody>
<tr>
<td>Core identity</td>
<td>Associations that represent the fundamental beliefs and values of the corporate brand</td>
<td>Identification and description of the associations (product, personality, organization, and symbol) that represent the fundamental beliefs and values of the corporate brand</td>
<td></td>
</tr>
<tr>
<td>Extended Identity</td>
<td>Associations that add completeness to the corporate brand and that are not part of the core identity</td>
<td>Identification and description of the associations (product, personality, organization) that add completeness to the corporate brand and that are not part of the core identity</td>
<td></td>
</tr>
<tr>
<td>Brand Association</td>
<td>Corporate brand associations that are based on either product, personality, organizational or symbol related attributes</td>
<td>Respondents’ description of the product, personality, organizational, or symbol related associations that the firm uses to describe the corporate brand identity</td>
<td></td>
</tr>
<tr>
<td>Functional Benefits</td>
<td>Functional benefits delivered by the corporate brand that provide value to the customer</td>
<td>Respondents’ description of the functional benefits delivered by the corporate brand that provides value to the customer (value = aggregated benefits of the brand)</td>
<td></td>
</tr>
<tr>
<td>Emotional Benefits</td>
<td>Emotional benefits delivered by the corporate brand that provide value to the customer</td>
<td>Respondents’ description of the emotional benefits delivered by the corporate brand that provide value to the customer (value = aggregated benefits of the brand)</td>
<td></td>
</tr>
</tbody>
</table>

Source: Aaker 1996

Brand identity consists of five components that are core identity, extended identity, brand association, functional benefits and emotional benefits according to (Aaker, 1996). The above table describes the brand identity in detail and its components that contributes to the identity.

3.4 Corporate Communication

Question: How effective corporate communication can enhance the corporate brand?

Corporate communication is an essential aspect of communication, which needs to be studied and put to use in all the corporate organization for greater efficiency at work. What does it mean by corporate communication? Corporate communication is a separate task within an organization most tangibly. Corporate communication has close ties to, or contains, organization relations, employee communication, government relations, corporate advertising,
corporate humanity, business policy, CSR, public relations and media relations. Collectively Corporate communication refers to the processes of communication that are intended for corporate or business purposes. Corporate communication deals with the communication within corporate organization that is internal communication and outside the organization with different entities that is external communication. Different type of mass media can be use for corporate communication purpose. According to (Knox and Maklan, 1998), to effectively position the corporate brand in the minds of its stakeholders the organizational core competencies are important. There should be a core process or common operational systems to coordinate all communication functions in conjunction with the brand positioning (Van Riel, 1995; Knox and Maklan, 1998; Bickerton, 2001). There must also be an understanding of the orientation of the main stakeholder groups to make sure the alignment at each communication interface (Bickerton, 2000).

### 3.4.1 Internal Corporate Communication

Internal corporate communication refers to as, the communication within a particular organization. The tools that are generally used for internal communication contains business meetings, conferences, interviews, presentations or print media like brochures, newsletters, or business letters. Corporate communication is used to share information, make announcements, take decisions and shares views and opinions within organization. Corporate communication is a good way to create a great work atmosphere and enhancing the productivity of the organization. In internal corporate communication factors like work hierarchy in the organization are important. Internal corporate communication can be further classified in two ways; as horizontal or vertical communication depending upon the direction of the corporate communication, vertical referring to communication within different hierarchies while the horizontal referring to communication within peers in the organization.

### 3.4.2. External Corporate Communication

The external corporate communication deals with communication of the corporate organization with its current/potential investors and its customers. The process of external corporate communication contains different methods to communicate its messages like advertising, marketing and public relations. The external communication is the way thorough which an organization portrays itself to the entire corporate world. So, external corporate communication is a tool to create the brand image or brand identity of an organization.
External corporate communication may include the advertisement, campaigns and promotional events. Television ads, promotional events, newspaper ads, radio jingles, exhibitions, internet/ e-mail marketing and business proposals are included in external corporate communication.

The Role of Corporate Communications in the Corporate Branding Process

Corporate branding is recognized as one of the most well-known drivers of added value for all stakeholders of an organization. A high-performance system of communication is required for a successful corporate branding process where all messages are coordinated, aligned and integrated in a logical manner; it also requires a healthy organizational culture to stimulate employees to align their behavior with the objective of corporate organization. The core competencies of the organization are important to successfully place the corporate brand in the minds of its stakeholders (ibid). It is required a core processes and common operational systems to coordinate all communication functions in conjunction with the brand positioning (ibid). One study showed that, there are considerable barriers in the successful integration of corporate identity and marketing communication (ibid). The online communication has a unique characteristic and appeals to the target audience so it should also be an essential part of the communication strategy with a committed team to manage it.

Differences between the three main forms of corporate communication

<table>
<thead>
<tr>
<th>Management communication</th>
<th>Marketing communication</th>
<th>Organizational communication</th>
</tr>
</thead>
<tbody>
<tr>
<td>This refers to communication by managers with internal and external publics</td>
<td>This includes: -Advertising -Direct mail</td>
<td>This includes: -Public relations -Public affairs</td>
</tr>
<tr>
<td></td>
<td>-Personal selling -Sponsorships</td>
<td>-Investor relations -Environmental communication -Corporate advertising -Internal communication</td>
</tr>
</tbody>
</table>

Source: Van Riel, C.B.M. 1992
Corporate Identity, personality and Image

Corporate identity, image, personality are the three central concepts in corporate communication. The image of an organization is a reflection of the organization’s reality and it is therefore the way an organization is seen through the eyes of its publics. Identity, on the other hand, is the visual manifestation of the organization’s reality as seen in, for instance, its logo, buildings and stationary. Alta le Roux and Maritha (2009), refers: Identity and image are created by the organization when it interacts with its different publics, refers to symbols, communication and behavior as the corporate identity mix. Identity is created when an organization communicates with its publics. Pickton and Broderick (2001) view brand management as the third leg of a corporate communication triangle similar to the one Van Riel (1992) and Argenti (1998) refer to. Just like product brands, corporate brands comprise three overlapping concepts, namely corporate personality, identity and image. This relationship is presented in Table below.

The relationship between corporate personality, identity and image

<table>
<thead>
<tr>
<th>Corporate personality</th>
<th>Corporate identity</th>
<th>Corporate image</th>
</tr>
</thead>
<tbody>
<tr>
<td>The refers to composite organizational traits, characteristics and spirit</td>
<td>The forms the basis of how the organization is known and understood.</td>
<td>This refers to the impression of an organization created by the corporate identity as perceived by the target publics</td>
</tr>
<tr>
<td>It is the means by which the corporate personality is expressed</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Pickton & Broderick 2001

3.5 Summary & Synthesis

After discussing the related models, now we will summarize the all topics and will introduce a general framework for the description.

Corporate Brand building:

The steps towards corporate brand building are listed below.
Step 1: Setting a Vision

It is clear from the above discussed models that the first step towards corporate brand building is setting a clear vision. The vision also makes the values of the brand explicit. The brand vision has three components: the future environment, purpose, and values. The future environment means that a long-term perspective for the brand is adopted the claimed values of the corporate brand must resonate with the tacit meanings and values that organizational members hold. To create authentic corporate brand, the company should build on the cultural values that produce the (often tacit) symbolic meaning of the organization. The vision should be broad and its purpose is not only making money. Profits are not the prime reasons of company existence rather it should be on the gape that a company covers through its product and services and the solution it provides to the consumer or to the society.

Step 2: Setting a Organizational Culture

The second step deals with the company’s culture. It is more important how customers receive the brand than what they receive. The important thing that we have to consider is that culture should be aligned with company’s vision and values. Otherwise company’s purpose could be confusedly taken by the customers which results in wrong brand positioning.

Step 3: Defining the Different Aspects of Brand

After setting up the vision and through its reflection and setting a culture, the next step defines the different aspects of brands. This is further divided into different steps.

- Brand Objectives
- Brand personality and positioning
- Brand essence

Brand objectives deals with what really brand wants to achieve. Brand personality and positioning is over all look of the brand in the mind of the customers as compare to other brands in the market. And finally brand essence is a clear representation of the unique aspects of the brand.

Establishing Favorable Image in the Eyes of Customer

In short, corporate image is the reflection of the corporate identity. Detail process is below
Step1: Establishing corporate identity

“Corporate identity” can be established by defining the characteristics or associations that strategists in an organization want to implant in the minds of their internal and external constituencies.

Step2: Activating Corporate Image

The primary roles of identity are to create awareness, trigger recognition of the organization, which activate an already stored image of the organization. A good corporate identity can affect corporate image in a way that people make the association between the company and its identity, i.e., they recognize the organization.

The identity and image elements can help consumers recall their image of the organization, which may include a mental picture (an actual picture of a building, perhaps) and/or sensory feelings (for example whether or not the interaction with the organization was pleasurable). So in this process a favorable image can be achieved. The identity can be analyzed and established on below parameters.

- Core Identity
- Extended Identity
- Brand association
- Functional Benefits
- Emotional Benefits

How corporate communication can affect the corporate brand

A successful corporate branding process requires a high-performance system of communication, where all the messages are aligned, coordinated and integrated in a coherent manner; it also necessitates a healthy organizational culture to motivate employees to align their behavior with the corporate objectives. Integral parts of corporate communication are image, positioning and identity which are discussed before. Corporate communication can be identified and explained on three types; Management Communication, Marketing Communication and Organizational Communication.

3.6 Proposed Model

In order to summarize all the models we have developed a model for brand building process as shown below; the components that we have selected are the most common elements in all
above described models and the elements that we neglect are related to sustaining the brands whereas we are investigating the process of brand building. Thus we simplify the above discussed models and propose this model as shown below:

![Brand Building Process Model]

- **Vision**
  - Company Culture
- **Brand Aspects**
  - Image
- **Corporate Communication**
  - Brand Objectives
  - Brand personality & positioning
  - Brand Essence

Feedback
4 Empirical Study

This chapter will present our empirical findings that respond to our three research questions. We have gathered the data thorough both interviews and company website. Firstly, the case company Norden Machinery will be described generally that will give the reader an understanding of the company. The findings regarding our first research question will thereafter be dealt with. Further, our empirical findings concerning our 2nd research question and after that 3rd research question will be presented.

4.1 Case Company – Norden Machinery

Norden Machinery is a medium sized company based in Kalmar, Sweden, that offers tube filling systems and has been in the business since 1934. The company has come a long way since the start; today they have delivered 8000 machines around the world and grow annually by supplying around 130 to 150 tube filling systems per year. Apart from delivering new machines they offer existing customers after sales service, which contributes to a large part of the turnover. Norden Machinery has 180 employees working in Kalmar and additionally 40 employees in the external sales network, whom are localized around the world.

The tube filling systems are bought by companies in the cosmetics, toothpaste, pharmacy, food and industrial industry. Norden Machinery offers different products depending on what speed, application and capacity the customer require and additionally the work with having a flexible attitude in order to meet the client’s specific production demand. Norden Machinery’s product is called a tube filling system because it is not only a machine but rather a whole system of different units that are set up to handle the operation of the tube filling. According to Norden Machinery they have become experts of building these systems because of their experience and expertise compared to their competitors. The average cost of these systems is around 2MSEK and the sales of machines generate 250MSEK per year. The Machines that operates around the world gives the company a broad base for after market sales, which per year is about 150 MSEK.

To become successful in this industry Norden Machinery has focused on maintaining a close relationship to their customers even if they are operating globally. By having a narrow product portfolio with the possibility to customize the equipments they can meet the customer needs. As they offer the after sales service and have the close relations with their customers they also receive industrial feedback that is necessary for the future development of their products.
In terms of marketing Norden Machinery uses people that are present locally on the markets they penetrate. They want to use the best trained and highly motivated sales network to reach out to existing and new customers. They also develop sales packages and sales strategies for machinery, spare and wear parts, upgrades of existing machines, customer education and service contracts. Through using their close relation to their customer they create a need for the complete product portfolio.

Even if Norden Machinery is market leader in the business of tube filling systems with a 31% share of the market the competition is hard. According to Björn Persson they have 85 competitors and their main competitors are IWKA which have 26 % market share followed by Kalix with 12% market share and Unipac/Romaco that have 7% market share.

4.2 Norden Machinery’s Customers

Norden Machinery is selling tube filling systems to all over the world and 95% of all machines are exported. 20 to 30 new customers are adding each year and the biggest customer normally represents 5 to 8 % of the total sales. Norden has 1400 active customers in 60 countries and Norden Machinery has divided their customers in five main customer segments;

- **Cosmetics**, with a focus on flexibility and rapid changeovers
- **Pharmaceuticals**, with production in clean rooms
- **Toothpaste**, with accurate filling and high reliability
- **Food**, with emphasis on flexibility and strict hygiene
- **Industrial**, with solutions for difficult product handling
4.3 Corporate Brand building

4.3.1 Vision and goal of the company
According to the marketing manager in Norden, company’s mission is “To be the leading supplier/best of tube filling systems in the world”. Norden wants to be the leading supplier on the same hand they also wanted to be best. Because when you say the company is leading supplier then you narrow down the scope the company e.g. some small companies can consider Norden expensive because it is a leading supplier. Also for the small companies in China, India and Pakistan leading suppliers might not be the best one. Best is decided by the customers. Best company is good at all aspects like product, quality prices and after sales service and most importantly customers consider them the best one in the industry.

But from the Norden side best means to produce good and suitable machines and provide suitable services to the customers. They are looking according to the customer point of view not from Norden’s, it’s very important.

4.3.2 Goals
According to Norden point of view there are three things that are;

- We shall increase our market share globally
- We shall increase our turn over
- We shall increase our profitability

Economic goals mean we have annual budgets that the only measurable goals we have, we measure budget monthly we check every month we are according to the budget or not.

We don’t expect decrease in market share, we need to introduce new verity and other type of machine to increase our turn over, and also we keep our cost under control, money and net profit is important not the number of machines sold in a years.

4.3.3 Culture of the company
Every-thing Norden does is guided by the Swedish culture and values. This means that Norden listen carefully and responds quickly to the request of its customers. Norden believes in decentralization and has the culture with low organization, They have short decision making between the managing director and the people on lower stage, the organization culture/atmosphere is very calm, if the customers comes for inspection they do not feel its industry. Norden have open minded and relax atmosphere, higher management tries to interact with the employees and for this they organize parties and get together dinners. They
also have society within their employees. They are making money and invite employee for different activities to build relationship. Norden has a family feeling and family environment in the organization and with its agents and sales organization. Norden spirit is:

- Working hard
- Never give up
- Honest and do what we say
- Always keep the promises
- We are more doing people than talking

Norden brand values are the true presentation of the culture; its main values are below

- High quality machines
- High quality service level
- Safe to buy Norden machine as nothing will happen with our machine and our machines are environment friendly
- Trust
- Short responsiveness
- Customer service
- After sales service

The above values can only be achieved if they pursue “Never give up” and “working hard” culture.

4.3.4 Brand objectives

- Norden believes Technology is easy to imitate, but a good brand is known by the customers. The corporate brand is a valuable strategic resource that can create a sustainable competitive advantage if managed properly. It gives customers the reason to buy it and wastes less time for to choose, thus giving company a competitive edge and a soft point which is hard to copy or imitate. Norden Machinery do not have any uniqueness in technical point of view over its competitors except the thing that Norden machines runs in a different way but the competitors are copying and making the machines with the same concept these days.
- Another important objective of the brand is to give customer a justification or reason of being perceived as expensive as a leader. Norden is the most recognized and well
known company in the world. Norden is perceived as a leader in the tube filling industry. Being a leader there are some pros and cons that Norden has to face. Good brand will enhance the positive aspects of being leader and decrease the negative aspects. For an example being a leader in the industry, customer usually perceives the company as high price or premium price-company. But a good brand is strong justification of being expensive. Through brand Norden can tell their customers about the advantage of buying Norden’s products.

- The safe feeling to the customers in every aspect when they are going to buy the Norden Machine, as Norden has the financial strength to invest if some-thing bad happen with the machine. The same thing stands for their strong R&D backed by strong Norden’s mussels e.g. if the customer asks for the new development and after the development they don’t find what they are looking for, then Norden has the financial position to bear the company loses.

- Norden has a focus on narrow product area to be a leading supplier so they are dealing only with tube systems and specialized in this area. Norden is niche-company but to become a leader Norden is supplying all the customers in the world who are dealing with tube systems.

- Brand will assure the high quality of the Norden products. Through a good brand, Norden will be the first choice of the customer whenever it comes to buying a tube filling machine.

- Norden brand will be a sign of the trust, flexibility and good customer relations. As the technology is improving day by day thus Norden is flexible in sense that Norden take back the machines from the customers, upgrade and rebuild the machines even after the sale. Norden believes to have close relationships with its customers and always pay attention to customer’s inquiries. Norden machinery has very good sales organization network all over the world that helps to maintain good relations and after sales services with the customers. This communication will enhance the trust between the Norden and the customers and discuss new ideas that will lead towards improvement of technology.
4.3.5 Brand personality & Positioning

Norden positioning is quite unique in a sense that they are trying to target only specific people inside their customer’s organization. These people are typically involved in the decision making process like the CEO or any other in higher management. Over the passage of time they have observed, the decision of buying a machine is usually done by the finance managers who is more concerned about the prices rather than quality. Norden on the other side gives quality products at some-how higher prices, so they want to convince the people who are sitting at the top management that if they buy a machine from Norden, it will be really cheap in the longer run, which currently seems expensive to them. They are by passing senior or middle level management and targeting the person who is leading the organization. So they are trying to make the brand personality accordingly. The brand personality is some-how technical has been built on technical but more on other soft points, as the person on the top not necessarily have a technical background. It’s easy to communicate if they just talk about other points than technical superiority. This thing is typically shown by their tag line which is, 

“Get more out of tubes”.

They want to perceive as more than just a tube filling company. Norden wants to position them-selves as thorough and responsible and always willing to help customer’s business goals. For Norden partnership means close cooperation and being responsive to the customer needs no matter where customers are located. Norden global reach and local presence allows them to give the needed support, when ever customer wanted. Norden is committed to provide production security that the customer can rely on to get more out of tube filling line. As far as their positioning in terms of technology is concerned below are the points to which Norden is mostly positioned to;

- Robotic infeed
- Pick and place product transfer
- Inline check weighing scales
- Tube sealing and labeling
- Tray packing and tube cartoning
4.3.6 Brand essence

Although Norden have very good machines with different speeds but today Norden don’t really have any uniqueness in technical point of view as there are 100 suppliers of tube filling systems that can copy and make the same machines. But Norden has one thing that no one else has i.e. complete tube filling systems ranging from low speed to high speed machines and the machines that are needed in different segments like cosmetics, pharmaceutical, food and toothpaste, so Norden is the only one that have all these type of machines. But Norden is trying to be unique with their brand.

Norden always have different concept of machines and have technical advantage, more flexible and always ahead from competitors. Everybody recognized Norden machines from the different concept of running. Norden did not have any uniqueness but Norden has started earlier and are always technology leader everybody is coping Norden. Norden has introduces the ceiling technology for plastic tubes.

The customers are supposed to feel safe in every aspect when buy the Norden Machine. Norden never cheat the customers and if something happen Norden take-care them as they have all the facility to assist and help them. Another advantage i.e. Norden have very good financial strength and can invest if machine stop working or any-thing bad happen with the machine and fix it, Norden’s competitors don’t have such strength. Norden don’t let the customers alone.

Even though Norden machine are expensive but they have special calculation, where they can put all the parameters necessary to calculate that what one tube cost for production in that case Norden can insure its cheaper for a customer to buy a expensive machine because you can produce for longer time than a cheaper machine, if u buy cheap its will expensive for you in future and if you buy from Norden i.e. expensive machine it will be cheaper for customer in the future.

One of the advantages that Norden has is their market organization which is covering the whole world which is difficult to establish such market organization. Norden is in the market since long time and have huge references as their machines are in many countries of the world operating in different type of factories in the world. And of course good machines are also an advantage and the brand which is every-thing.

Norden offer long lasting machinery, if someone bought Norden machine, customer can ensure this machine will in operations for next twenty years, customer will always get spare parts, customer services, and Norden can reach this advantage through after sales services, company need simply financial background to spend in customer relationship and services, if
you compared with Italian competitor they can sales machine at any prices but they don’t care after market, they sell more machines at low profits they don’t look customer in along perspective, Norden look customers in long perspective.

4.4 Brand Image and Customer

4.4.1 Establishing corporate identity

In order to observe the identity and image of the Norden we conducted an interview of Norden Machinery’s customer “Unilever” in India with Sunder Mahajan the technical manager and found that they are manufacturing the home care and personal care products and also manufacturing the food products. The business is HPC which is home and personal care and foods. We are located in Hari Duar North of India and we are working for Unilever India. The factory production is 32-40 thousand ton per annum and we are producing approximately 1 million tubes daily. Norden is 1st experience in India and Unilever purchased machine from Norden few months ago. Norden is the strategic supplier of Unilever in other countries so they are aware of Norden. During the interview we found that Norden is their preferred supplier because;

- They found the Norden machine is good so far
- Machine is running well
- Machines are reliable as till today what-ever the targets set customer have completed
- In customer point of view Norden engineers have done good job
- Very good and quick response from Norden when-ever customer raise issue with Norden
- Helping in resolving problems
- Services that Norden offer before and after the purchase are very good and customer is happy with it
- Quality of the Norden products are excellent

More over they purchased Norden keeping in view the future capability as there are some innovations that are in the pipe line in Unilever India, so they feel that Norden is the only supplier that can produce machines for such complicated innovations and handle it. The Unilever believes that the delivery time is very long that is 9 – 10 months, it should be
improved and the prices are very high that needs to be bit low and the local personals are no so skilled, Norden need to improve it.

To assess the identity of the Norden in the mind of the customer we asked some questions regarding the technological features, service features, commercial features and over all company image and found the following results;

**Technological features**

Please rank the following. Mark your answer by making an x over the figure that best represents your answer.

1= I do not agree at all, 7= I agree completely, 4= I am neutral

**How do you rank Norden on technological features?**

<table>
<thead>
<tr>
<th>Feature</th>
<th>Scale</th>
</tr>
</thead>
<tbody>
<tr>
<td>Machinery program/range matches our needs.</td>
<td>1 2 3 4 5 6 7</td>
</tr>
<tr>
<td>User friendly machines</td>
<td>1 2 3 4 5 6 7</td>
</tr>
<tr>
<td>Flexibility of the machines enabling production of different kinds of products</td>
<td>1 2 3 4 5 6 7</td>
</tr>
<tr>
<td>Possibility to upgrade the machines</td>
<td>1 2 3 4 5 6 7</td>
</tr>
<tr>
<td>Machine efficiency, for instance during a shift.</td>
<td>1 2 3 4 5 6 7</td>
</tr>
<tr>
<td>Machine availability, for instance due to low maintenance and short change over time.</td>
<td>1 2 3 4 5 6 7</td>
</tr>
<tr>
<td>Quality of the finished products.</td>
<td>1 2 3 4 5 6 7</td>
</tr>
</tbody>
</table>
In technological feature Unilever India rank Norden high as it’s clear from the graph and seems satisfied with the technological features.

**Commercial features**

Please rank the following. Mark your answer by making an x over the figure that best represents your answer.

1= I do not agree at all, 7= I agree completely, 4= I am neutral

**How do you rank Norden on commercial features?**

- Strong local presence through the sales organization
- Most impressive and extensive reference list
- Good prices in relation to machinery performance
- A brand name that enables us to have a reliable production
In commercial features Unilever India believes that the prices of Norden are high and the local sales team is not active and responding very well but they are satisfied with the friendly attitude and educated personals of Norden in Sweden.

**Service features**

Please rank the following. Mark your answer by making an x over the figure that best represents your answer.

1= I do not agree at all, 7= I agree completely, 4= I am neutral

**How do you rank Norden on service features?**
Unilever India believes that Norden service features are very good and found Norden excellent in this regard.

**Overall company features**

Please rank the following. Mark your answer by making an x over the figure that best represents your answer.

1= I do not agree at all, 7= I agree completely, 4= I am neutral
How do you rank Norden as a company?

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stability of ownership</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Long term perspective on customer relationships</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Long history and vast experience</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Specialized and focused on tubes</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Global and diversified within several customer segments</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The perception of Norden as a company, Unilever India is strongly agreed with the above asked questions.

Thus in order to conclude the identity of the Norden in the mind of the customer we used the table by (Aaker, 1996) below:
4.4.2 Activating Corporate Image
Norden is leader in technology and is always ahead from its competitors. Unilever India at the moment is working on some new products that are complicated in its nature. During the interview we find that Unilever India perceives Norden identity as technology leader and believes that only Norden can produce machines for such completed products and handle it. Moreover they believe that the machines are of good quality, so this image leads them to buy Norden machines for their production plant.

4.5 Corporate communication VS Corporate Brand
Corporate communication refers to the communication within corporate organization (internal communication) as well as the communication between different corporate entities (external communication). Thus the Norden is working on both aspects i.e. internal communication and external communication.

4.5.1 Management Communication
Norden has low organization hierarchy, that means the distance the top management and the employee is low thus decision that are made at top level did not take much time to be conveyed to the employees. The employees are invited at the parties and different type of activities to communicate different messages. More the conferences are arranged to let them

<table>
<thead>
<tr>
<th>Conceptual Area</th>
<th>Concept</th>
<th>Norden’s Brand identity</th>
</tr>
</thead>
</table>
| **Brand Identity** | **Core identity** | • Tube filling solutions  
 • Service oriented  
 • Technical Expertise |
| **Extended Identity** | • Unclear |
| **Brand Association** | • Quality product  
 • Expensive |
| **Functional Benefits** | • Unclear only the one thing they know that is machine is running good |
| **Emotional Benefits** | • Helping |

Source: Aaker, 1996
know what is going new in the company. Brochures are sent out in the company to all employees to update them and give them new information.

4.5.2 Marketing Communication
While on customer side Norden is also quite active to tell them about their products and brand thorough different ways like;

- Norden news to communicate novelties new technologies directly to the customers thorough internet
- Norden is also interested to communicate that they are a Swedish company, because Sweden is the one of more respected country in the world
- Making simple brochures
- Norden has started a new concept of management brochures in which we are targeting only the higher management. Moreover Norden is not talking about machines at all just values like quality and services that they provide
- Norden has started the brochures for the different segments
- Personal meetings

4.5.3 Organizational Communication
At organizational level Norden is involved in the following ways of communication;

- Advertisement in newspapers all over the world
- Joining exhibition about tube filling all over the world (We participated in twenty different exhibitions)
- Public relation
5 Analysis
This chapter will provide an analysis of the theoretical framework with the empirical findings. This analysis is based on the previous chapter and therefore contains similar parts to make the analysis easier and to understand and follow.

5.1 Corporate Brand building

5.1.1 Vision
According to the (De Chernatony, 2001) the company’s vision should have three components: the future environment, purpose and values. The future environment means a long term perspective for the brand. This leads to qualified projections on how the market will develop. Norden’s vision, to become best/leading supplier in the tube filling industry is quite generic in nature. Whether they want to be best or leading, it’s not clear. In case of best what are the specific qualities which makes Norden best in tube filling system? To be recognized as best first they should identify different value sets and then select the value set which best suits Norden’s interest. The value set supposed to be consisting of not more than five values; this makes it easier to achieve consistency in behavior and reduces internal confusion. Customers and employees are both attracted to brands that match their values. Category values are needed to compete, while brand values are needed to differentiate the brand.

Norden’s vision is designed in a way that it does not comply with the basic definition or the concept of purpose. The company’s purpose (which is the integral part of the vision) should be more meaningful than simply making profits. The purpose must excite staff and give them directions.

Same thing goes for the Norden’s goals. Norden’s goals just talks about the financial gain and market share, but do not see a wider horizon e.g. being greener or taking the social corporate responsibility or contributing something towards society welfare.

5.1.2 Company’s Culture
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 (Hatch and Schultz, 2007). Aaker (1996) argued that when brand values are consistent with organizational culture and company values they will create credibility in the eyes of key stakeholders. To create authentic corporate brand, the company should built on the cultural values that produces symbolic meaning of the organization. Since culture is deeply embedded in the organization
behavior, brand values based on credible cultural expression will serve to create genuine coherence between the promise that a brand makes and the performance the corporation delivers. For more clarity we will compare Norden’s cultural values to its brand values. Then try to figure out whether they are align or divergent.

<table>
<thead>
<tr>
<th>Norden’s Cultural Values</th>
<th>Norden's brand Values</th>
</tr>
</thead>
<tbody>
<tr>
<td>Working Hard</td>
<td>High Quality Machines</td>
</tr>
<tr>
<td>Never Give Up</td>
<td>High Quality Service level</td>
</tr>
<tr>
<td>Honesty and do what we say</td>
<td>Safe to buy</td>
</tr>
<tr>
<td>Always keep promises</td>
<td>Trust</td>
</tr>
<tr>
<td>More doers than talkers</td>
<td>Short responsiveness</td>
</tr>
<tr>
<td></td>
<td>Customer service</td>
</tr>
<tr>
<td></td>
<td>After sale service</td>
</tr>
</tbody>
</table>

Most of the cultural values are align with brand values. Just like ‘honesty’ and ‘do what we say’ and always keep promises are align with ‘safe to buy’ and ‘trust’. But some of the brand values which are more concerned with the product and the service are not in a complete symmetry with the cultural values. In their cultural values there is nothing which says something about their good technical skills to make product or good after sales technical support.

5.1.3 Brand Objective
Brand culture is considered to support the brand vision, which is translated into concrete brand objectives. Brand objectives can be divided into long-term and short-term objectives. The aggregated short-term objectives form the long-term objective. A long-term objective should be clear, motivating, and consistent with the brand vision. Short-term objectives focus on customers, their motivations, and the different contexts in which the brand will be used. After considering Norden’s brand objective, we are convinced that it is following the theoretical criteria mentioned previously. For the clear explanation we will present a table.
<table>
<thead>
<tr>
<th>Short term (customer centered)</th>
<th>Long term</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer won't label Norden’s as expensive because of good brand</td>
<td>Will create a competitive edge</td>
</tr>
<tr>
<td>Safe feeling</td>
<td>Will create a customer loyalty in the longer run</td>
</tr>
<tr>
<td>Elaborate their experience and expertise</td>
<td></td>
</tr>
<tr>
<td>Will create trust and customer relations</td>
<td></td>
</tr>
</tbody>
</table>

5.1.4 **Brand Personality and positioning:**

The choice of core values and how they are expressed reflects the personality of the brand. The interpretation of the core values such as they are expressed in, for example, action and communication forms to a large extent the image of the brand. To personify the corporate brand, the impressions that the communication creates are supposed to be in agreement with the values that the company claims to stand for Positioning. Norden’s personality is described by its tag line which is “Get more out of tubes”. By analyzing this tag line we can say that Norden has got “dark horse” kind of personality which unexpectedly gives you more e.g. the customers get more than they expect.

They want to perceive as more than just a tube filling company. Norden wants to position them-selves as thorough and responsible and always willing to help customer’s business goals. This personality trait is completely aligned with Norden’s brand values and culture e.g. trustworthiness and helping the customers in their issues. Same goes for brand values like trust and customer relation because for Norden partnership means close cooperation and being responsive to the customer needs no matter where customers are located. Norden global reach and local presence allows them to give the needed support, when ever customer wanted.
Personality is like human traits that a company has. This personality is communicated by the company to its stakeholder by its tag line and other marketing medium used. Norden personality is typically explained by its tag line “Get more out of tube”. Norden Personality and positioning is aligned with how Norden wants to be perceived. Norden wants to perceived as a brand which offer more value (other than technology) to its customer and wants to become a instant pick me up whenever someone hears about tube filling machine. So “Get more out of tube” says all for Norden.

5.1.5 Brand Essence
Brand essence is a clear representation of the unique aspects of the brand. De Chernatony (2001) visualizes the brand essence as a pyramid (see below). The first element consists of the brand attributes. These are less interesting for the consumer compared to the second element, benefits, that can be gained from these attributes. As consumers become more experienced with the brand, these benefits can lead to emotional rewards. Customers will attach values to a brand that form the brand’s personality.

![Brand Essence Diagram]

In order to extract the brand essence Norden has to differentiate between attributes, benefits, emotional rewards, values and personality traits in details. Norden takes all these things as brand values. From our interview with Norden’s marketing personnel, it’s clear that they
know all these values but usually they mix attributes with benefits or values with benefits. They have to clearly identify these all values separately in order to establish brand essence.

### 5.2 Brand Image

Norden image is rightly positioned but it’s not a complete representation of its brand value and culture. Image is rightly positioned in a sense: that Norden wants to be perceived as the best supplier which is trustworthy and friendly. As stated by their marketing manager “Everybody says we have quite responding specially in after sale services, because as soon as customers have problems in machines they need our help, customers need machine running, if we are not responding then next time this company will not purchase machinery from us”. After interviewing Norden’s customer it was quite clear that its image is rightly positioned.

![Brand Image Chart](chart.png)

From the above chart it is clear that Norden’s customer consider them friendly and well educated competent staff makes sure that they get back to customers as soon as they receive inquiry from them.

**Another statement of marketing personnel**

“We would like if some-one thinks about tubes filling system he should think about Norden and Norden as number 1”. They perceive think Norden as Mercedes of tube filling system.

We are dealing with different types of the customers in the world so the big companies perceive us more global and professional company while the small companies perceive us more friendly company”.

If we compare above (How they want to be perceived) with the results that we get from their customers, then Norden is rightly perceived.
As it is evident from the above graph that Norden’s customer recognizes it as a global company which is diversified in different customer segments. Moreover they have long history in producing tube filling machines which give them expertise and competitive edge over their competitors. Norden is also perceived as customer centered firm and sees a customer from long run perceptive. e.g. investing in the customer relationship.

One concern could arise here: if Norden brand values include that they want to best in quality and in technical aspects too, why then they don’t want to be perceived accordingly? e.g. perceived as technically sound. Brand values should be similar as of identity and reflection if identity is image. Norden has to define its identity clearly and in details, in order to build the right image. Small components of identity are not defined in the company like core identity, extended identity, functional benefits, emotional benefits and brand associations.

5.3 Corporate Communication

While a successful corporate branding process requires a high-performance system of communication so that all messages are aligned, coordinated and integrated in a coherent manner, it also necessitates a healthy organizational culture to motivate employees to align their behavior with the corporate objectives. There are three kind of communication: management, marketing and corporate communication. We will explain these topics and then present our analysis on these parameters with respect to Norden.
5.3.1 Management Communication
This refers to the communication by the higher management to its middle management or lower management. In Norden there are weekly meetings in which marketing personnel from different marker areas get together with their problems and review of the work so far done in that particular week. Higher management also let their employees know about any change in management perceptive and any new policy introduced. Other than weekly meetings they have monthly presentations too, in which targets and achievements are discussed. Targets for the next month are also discussed here. Emergency meetings are also called upon in case of any serious issue for the customer or internal side, one of their marketing managers said.

5.3.2 Marketing Communication
Marketing communication includes all channels like broachers, advertising, direct mail and personal selling. In Norden these marketing channels are well used. Major tools used for the marketing communication are:

- Making simple brochures
- Management broachers
- Advertise in the newspaper
- exhibitions
- Personal meetings

5.3.3 Organization Communication
This included all the communication done on the organizational level. Norden typically used the tools for these purposes are;

- Public relation
- Advertisement in newspapers all over the world
- Joining exhibition about tube filling all over the world We have Norden news to communicate novelties new technologies directly to the customers thorough internet

On the organization’s communication level, environmental communication is missing. Although Norden believes in green environment and takes social responsibility too, but in the communication we did not see it as explicitly done. Moreover during the interview with the Norden marketing personnel we find them advocating that their machines are long term oriented and argues that they can upgrade machine at any stage and mold it according to the
new requirement of the customer. But after interviewing the customer we find that the customer is not fully aware of the Norden products its features and functionality as they did not know that weather the Norden machines are upgradable or not, so there are some gaps in the external communication.
6 Conclusions

In this chapter conclusions will be made based on the analysis of the empirical findings. The answers our main research questions and the respective research problems will be presented. Which is “How a company involved in B2B selling, can develop a corporate brand in mature markets”. So in order to answer this, the main research question has been divided into three sub questions, which are concluded and answered in the following text. The structure of the conclusions is following our theoretical synthesis and the summary that concludes our analysis.

6.1 Corporate Brand building

What are the major components of corporate brand building process?

The answer of the first research question has been found through analyzing different models and theories that are stated in our theoretical chapter. Thus we synthesize these components of brand building process in the summary of theoretical chapter which we will discuss below;

6.1.1 Vision

To establish a good corporate brand of a company vision and culture are supposed to be align and coherent together, so that the values can be transformed into a brand. For example in our empirical and analysis chapters, we find Norden Machinery is following these components to establish their corporate brand, but they are not totally aligned and there are some unclear things. Since the purpose/goals are the part of vision, so these purpose/goals are long term oriented thus the goals are considered more than money making for the companies for instance corporate social responsibility. So we can conclude that in brand building the vision is a clear statement and goals are more than profit making and align with the whole vision statement in order to establish a corporate brand.

6.1.2 Culture

We find culture is an essential component of the brand building process as culture is the internal values, beliefs and basic assumptions. A corporate brand is the outcome of these beliefs and values when they are transformed into a product passionately. We analyzed that the cultural values should be align with brand values. For instance in case of Norden we find the cultural values just like ‘honesty’ and ‘do what we say’ and always keep promises are align with ‘safe
to buy” and ‘trust’. So we believe that the companies have to take account such values and communicate them with their target customer which will help in building brand.

6.1.3 Brand aspects
To build a corporate brand we have considered three aspects of the brand that are important;

- Brand objectives
- Brand personality/positioning
- Brand essence

6.1.4 Brand Objectives
Technology is easy to imitate in this age so it is very important for the companies to invest on the soft points like brand in order to be unique as compared to their competitors. The brand objective states the benefits that customer can get out of the product and on the company side it is important because no one can imitate the brand. We can conclude that it can be worthwhile to build a corporate brand, due to the benefits that mentioned below;

- Companies charging premium prices, the good brand will give justification to the people that they are buying the right machine
- Easy to convince people that company is selling high quality product
- Easy to convince people that the products are safe to buy
- Less communication will be required to convince people that the company is trustworthy, flexible and customer oriented

Brand objectives can be classified as long-term and short-term objectives and should be in line with vision.

6.1.5 Brand personality/positioning
Brand personality/positioning of a company describe that how a company position itself in the mind of the customer. For instance in case of Norden the personality is described by its tag line which is “Get more out of tubes”. The advantages of such positioning makes a company capable to be focused on the narrow product line and thus the company can fulfill the customer demands by being quick responsive and taking care of the customers by being focused. So we can conclude that thorough brand personality/positioning company can promote constantly high level of a company’s products, commitment as well as services and ultimately help in making good brand.
6.1.6 Brand Essence
Customers attach values to a brand that form the brand’s personality therefore these values should be clear so that the customers can distinguish and make a good favorable personality of the company.

6.1.7 Feedback
The final thing in the brand building process is the feedback i.e. if some-thing is not working properly or went wrong then after taking feedback from the customers or employees it can be accounted by starting from the vision.

6.2 Brand Image

How to establish corporate brand image with the customer?

In order to answer this question we analyzed some models and conducted some interviews.

6.2.1 Establishing corporate identity
Corporate identity can be established by defining the characteristics that a company wants to establish in the minds of their internal and external constituencies where the image is the reflection of the identity. For instance in case of Norden we conduct interviews of the marketing director Björn Persson and the marketing manager Erik Heinrich and conclude the following characteristics that they want to establish in the mind of the customers:

- Trustworthy
- Best supplier of tube filling system in the world
- We would like if some-one thinks about tubes filling system he should think about Norden and Norden as number one
- Customer should think Norden as Mercedes of tube filling system.

6.2.2 Activating Corporate Image
The primary roles of identity are to create awareness, trigger recognition of the organization, which activate an already stored image of the organization. For instance in order to assess the Norden identity we conduct an interview with a Norden customer and fond a very good identity of the Norden in the customer mind that can be concluded as;

- Norden machine are good
- Machine runs well
• Machines are reliable as till today what-ever the targets we set we have completed
• We think that the Norden engineers have done good job
• Very good and quick response from Norden when-ever we raise issue with Norden
• Helping in resolving problems
• Services that Norden offer before and after the purchase are very good and we are happy with it
• Quality of the Norden products are excellent

Thus we can conclude that for a company to establish an image with the customer, first company need to build its identity thorough the values that it delivers to the customer. After that company needs to activate its image by offering its services, by being responsible to the customers, enhancing the communication and advocating the brand values which will help a company in establishing the brand image more effectively with the customers.

6.3 Corporate Communication

How effective corporate communication can enhance the corporate brand?

We find that to enhance the corporate brand companies need to communicate their massages to customers and its employees in three ways.

1-Management communication

2-marketing communication

3-oranganization communication

6.3.1 Management communication
We find that the management communication is as very good system to communicate the massage from higher management to middle and lower management. The managers from marketing and finance department meet to discuss and review the work so for done and makes the new strategies and goals for future. For instance in Norden finance department reviews the expenses of the last week to remain within the budget circle, that’s why Norden is financially
very strong. The managers also meet on monthly basis, in monthly meeting manager presents the presentation of targets achieved in last month and also discuss the targets of next months. We can conclude that these meetings and interactions helps to understand, discuss and communicate messages easily and keep in align all the people in the company.

6.3.2 Marketing communication
Marketing communication includes the tools like brochures, advertising on the company webpage, news papers and the exhibitions. All these channels help the companies to reach the customers and deliver their messages to the customers. This awareness enhances the customer understanding with the supplier, product benefits and values that it delivers. Consequently it creates image in the mind of the customer which enhances the corporate brand value.

6.3.3 Organization communication
There are different tools communicate on the organization level which can help the companies to deliver their messages to the target and the potential customers. It may include company news of new technologies directly to customers through the internet and the personal visits like seminars. It will help to establish close relationships, trust and shared understanding between the two parties. As a result, we can conclude that a company can enhance the brand awareness through corporate communication.
7 Recommendations

In the final chapter we would like to propose some concluding recommendations for Norden machinery.

7.1 Vision

In the Norden vision statement there are some adjustments that we could be done. Vision should be redesigned by keeping three things in view: the future environment, purpose and values. By using these three directions we have proposed a vision statement.

7.1.1 Vision statement

“We are the first choice in tube filling machine machines with brand of high quality, innovative solutions. We take responsibility towards society by creating safe feelings for its stakeholders”.

The vision includes the future environment, purpose and values. Being the 1st choice in the tube filling industry gives Norden a wider perceptive. Then high quality, innovative solutions are the basic value, being responsible towards its stakeholder is the value which is not primarily based on the profit.

7.1.2 Company’s Culture

When brand values are consistent with organizational culture and company values they will create credibility in the eyes of key stakeholders especially in the eyes of the customer. Some of the cultural values in Norden are not directly align with the brand values. For an example brand values which cover the technical side of the brand i.e. high quality machines and high quality service level. But in their culture there is nothing which says specifically about these things. Their culture is more friendly, trustworthy and based on honesty which is basic emotional values in the culture. Norden should also give an environment inside the company in which employees can increase their technical knowledge on the regular basis, could be done through training and development and make it explicit in their culture. So far it seems technical knowledge is implicitly praised and playing a decisive role in the brand success but it is not intestinally realized and communicated which Norden should do.

7.1.3 Brand Objectives

Brand objective should also be aligned with the company’s culture and vision. Again if one of the Norden brand value deals with the technical side just like good machines and excellent service, then this thing should also be included in brand objective too. Brand objectives concern more with soft points other than technical expertise like safe feelings and trust, but no
brand objective is been built on the technology or the service that Norden has. After this discussion one proposed objective is below:

“Through brand the customer should know about the technological advantage that Norden gives and the exclusive service that Norden has”

### 7.1.4 Brand Essence

Brand essence is the value which differentiates the brands. For this Norden has to divide and define: attributes benefits, values and personality traits. So far Norden has only defined its brand values but they have not categorized it. We propose the below model for Brand essence. Norden Attributes are high quality machine and services, the benefits derived from these attributes could be feeling of safe and having a high level of trust. Values are safety, honest and trust worthy. Personality trait is similar like of a Dark horse, which gives more than one expects from it as it is also clear from its tag line “Get more out of tubes” and caring.
7.2 Image

Image is the reflection of identity. Norden’s identity is not explicitly defined. Norden should use below model in order to establish right identity. The identity is image, so once identity is well defined then, the image which is the reflection of it, will automatically well positioned in the eyes of stakeholders.

<table>
<thead>
<tr>
<th>Conceptual Area</th>
<th>Concept</th>
<th>Norden’s Brand identity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brand Identity</td>
<td>Core identity</td>
<td>• Swedish Origin</td>
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<td></td>
<td></td>
<td>• Innovative</td>
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<td>• Tube filling solutions</td>
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<td>• Service oriented</td>
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<td>• Engaged &amp; communicating</td>
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<td>• Technical Expertise</td>
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<td>Extended Identity</td>
<td>• Open and close relations</td>
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<td></td>
<td></td>
<td>• Proactive</td>
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<td></td>
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<td>• Reliable</td>
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<td></td>
<td>Brand Association</td>
<td>• Quality product and services</td>
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<tr>
<td></td>
<td></td>
<td>• Swedish</td>
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<td></td>
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<td>• Stable</td>
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<td>• Safe</td>
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<td></td>
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<td>• Innovative</td>
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<td></td>
<td>Functional Benefits</td>
<td>• Long term oriented</td>
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<td></td>
<td></td>
<td>• Safe &amp; simple</td>
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<tr>
<td></td>
<td>Emotional Benefits</td>
<td>• Open and helping</td>
</tr>
</tbody>
</table>

**Source: Aaker, 1996**

Core identity is the basic values for which Norden should stands for. They have to include technical expertise like innovation, tube filling solutions, service orientation, and Swedish origin as Norden core identity. In its core identity they have to mainly focus at Norden technical advantage which is recognized by its customer as it’s one of Norden’s top features. Then Norden should extend the identity which will be completely different to the core identity. Then the brand association, functional benefits and emotional benefits. After
describing the identity thoroughly in the above manner, we are quite hopeful Norden’s identity will create a favorable image in the customers mind.

7.3 Corporate Communication
To establish strong corporate brand corporate communication (internal & external) is very important phenomena. Thorough internal corporate communication values are transformed into the brand and then thorough external corporate communication the identity and image of the corporate brand is created in the mind of the customer. In case Norden they are using different communication channels to communicate within the organization and also to the external entities. But some-how Norden is unable deliver all the benefits associated with their tube filling systems as stated in the empirical findings. Further we find that the customer is not satisfied with the local team of Norden in India. So we recommend that Norden should make their local team proactive and also Norden has to use e-mail marketing more and more to make customer aware from the machines.

7.4 Proposed model for establishing corporate brand
Explanation of the model

The suggested model not only describes the components of the brand building process but also goes one step further that how the brand can be established by discussing the image and the communication phenomena. Thus to establish a good corporate brand all these components should be align and support each other in other words they should be coherent with each other. During the communication process thorough the feedback will tell whether all things are going well or there is a need to improve or is there any which is contradicting with vision and other component. In this way that problem can be resolved and company can carry on it operations.
8 References

15. Henry Yu Xie College of Charleston, Charleston, South Carolina, USA, and David J. Boggs Eastern Illinois University, Charleston, Illinois, USA, 2006
23. Mark & Russel. (2009), The Role of Corporate Communications in Developing a Corporate Brand Image.
Books
1. Towards the second wave of corporate branding… “Corporate Branding” purpose/people/process. (2005), by Majken, Yun Mi Antorini & Fabian F. Csaba
2. Leveraging the corporate brand. (1997), James R. Gregory with Jack Wiechmann
3. Taking brand initiatives. (2008), how companies can align vision strategy, culture and identity thorough corporate branding by Mary Jo Hatch and Majken Schultz

Interviews
Two interviews were conducted with the marketing personals of the Norden;
- Björn Persson, Thursday 13 May, 2010 at 11:00 AM
- Erik Heinrich, Thursday 13 May, 2010 at 12; 00 PM.

One interview was conducted with the customer of Norden Machinery i.e. Unilever India.
- Sunder Mahajan, Friday 21 may, 2010 at 14:00

The questionnaires used in these interviews for data collection are given below;

**Questionnaire for Norden**

1. What is the vision of Norden?
2. What is the brand strategy? How is the vision and brand strategy connected?
3. What does it mean to be a leader? What is positive/negative?
4. Do you have any measurable goals? If yes, which?
5. What are the brand values?
6. What are the benefits/advantages for Norden?
7. What kind of benefits/advantages do you want to convey to the customers?
8. What is the uniqueness of your tube filling system? What makes it different in the eyes of the customer compared with the competitors?
9. How would you describe the Norden culture/identity? What is the Norden spirit?
10. How do you think the customers perceive Norden? Is there a difference between customers in different segments?
11. How would you like the customers to perceive Norden?
12. How do you communicate the brand values to the customers?
Questionnaire for Customers

1. What is the core business of your company? What do you do and for whom? Where?

2. What is your total production capacity?

3. How long have you used Norden as a supplier? Where did you first learn about Norden?

4. Is Norden your preferred supplier? Why?

Technological features

Please rank the following. Mark your answer by making an x over the figure that best represents your answer.

1= I do not agree at all, 7= I agree completely, 4= I am neutral

How do you rank Norden on technological features?

<table>
<thead>
<tr>
<th>Feature</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
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<tbody>
<tr>
<td>Machinery program/range matches our needs.</td>
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<td>User friendly machines</td>
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<td>Flexibility of the machines enabling production of different kinds of products</td>
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<td>Possibility to upgrade the machines</td>
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<td>Machine efficiency, for instance during a shift.</td>
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<td>Machine availability, for instance due to low maintenance and short change over time.</td>
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</table>
Quality of the finished products.

Commercial features

Please rank the following. Mark your answer by making an x over the figure that best represents your answer.

1 = I do not agree at all, 7 = I agree completely, 4 = I am neutral

How do you rank Norden on commercial features?

Strong local presence through the sales organization  

Most impressive and extensive reference list  

Good prices in relation to machinery performance  

A brand name that enables us to have a reliable production capacity  

Well educated and competent personnel  

Friendly attitude among the personnel

Service features

Please rank the following. Mark your answer by making an x over the figure that best represents your answer.
1= I do not agree at all, 7= I agree completely, 4= I am neutral

### How do you rank Norden on service features?

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<tr>
<th>Feature</th>
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<tr>
<td>Excellent service organization</td>
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<td>Fast and reliable supply of spare parts</td>
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<td>Well educated and competent service engineer pool</td>
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<td>Friendly attitude among the service engineers</td>
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<td>High availability of the service unit</td>
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### Support features

Please rank the following. Mark your answer by making an x over the figure that best represents your answer.

1= I do not agree at all, 7= I agree completely, 4= I am neutral

### How do you rank Norden on support features?

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<tr>
<th>Feature</th>
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<th>4</th>
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<tr>
<td>Excellent testing facilities</td>
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<td>Openness to allow us to do tests</td>
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<td>High ability to understand our needs</td>
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<td>High technical competence regarding tub filling</td>
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<td>Willingness to share their technical competence</td>
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<td>Good relations with all major tube manufactures</td>
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**Overall company features**

Please rank the following. Mark your answer by making an x over the figure that best represents your answer.

1= I do not agree at all, 7= I agree completely, 4= I am neutral

**How do you rank Norden as a company?**

<table>
<thead>
<tr>
<th>Feature</th>
<th>1</th>
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<tr>
<td>Stability of ownership</td>
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<td>Long term perspective on customer relationships</td>
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<td>Long history and vast experience</td>
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<td>Specialized and focused on tubes</td>
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<td>Global and diversified within several customer segments</td>
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**Additional comments**
Linnaeus University – a firm focus on quality and competence

On 1 January 2010 Växjö University and the University of Kalmar merged to form Linnaeus University. This new university is the product of a will to improve the quality, enhance the appeal and boost the development potential of teaching and research, at the same time as it plays a prominent role in working closely together with local society. Linnaeus University offers an attractive knowledge environment characterised by high quality and a competitive portfolio of skills.

Linnaeus University is a modern, international university with the emphasis on the desire for knowledge, creative thinking and practical innovations. For us, the focus is on proximity to our students, but also on the world around us and the future ahead.

Lnu.se

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