

**The Development of an Internal Brand Strategy for a  
Post-Merged Organisation.**

**By**

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## ABSTRACT

This thesis describes and analyses the integration process of mergers and acquisitions, which is often blamed for the failure of such undertakings. It explains the status quo for internal branding in general and in the environment of mergers and acquisitions. The two aspects are integrated in such a manner as to develop an internal brand strategy that resolves many of the common integration problems.

Since the traditional focus on branding is on the external environment rather than the internal environment, the objective of this thesis is to emphasise the employee rather than the customer. As the writer believes that through the development of internal brand awareness and loyalty, the net effect is that the overall effectiveness of the entire merged organisation will increase exponentially.

In this thesis, a meta-analysis approach is utilised to develop theory, thus this study is exclusively a qualitative styled study. The strategy developed in this thesis is not a once off fix, but is a continuous process that must be maintained and implemented by the management and shareholders of the organisation to ensure the success of the brand and the new merged organisation.



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# CHAPTER ONE: INTRODUCTION

## 1.1 INTRODUCTION

Chapter one will provide a brief background to the phenomenon known as mergers and the concept of internal branding. It will also discuss the purposes of this study and provide the reader with details of the research methodology used as well as the limitations of this study.

## 1.2 BACKGROUND

Failed mergers have been blamed largely on the integration processes, or the lack thereof (Gregory, 1999). Haspeslagh and Jemison (1991) state that the integration process is the key to making acquisitions work. Vaara (2002) states that researchers such as Haspeslagh and Jemison (1991), Gertsen, Soderberg and Torp (1998), Larsson and Finkelstein (1999) concentrate specifically on the post-merger organisation integration process, which is crucial in terms of understanding the organisational outcomes of mergers and acquisitions (M&A's).

One of the essential aspects of the integration process is the integration of the marketing domains of the organisations. In general, the internal marketing of most companies is very weak in comparison with their external marketing, although it is employees who breathe life into the brand. This problem is further aggravated in M&A's, as the focus during this process of change is predominantly on creating synergies, the bottom line and least of all on the internal marketing of the merged brand.

Given the dearth of the literature on internal brand strategy, the objective of this study is to develop an understanding of the status quo of internal brand strategy with special emphasis on the meaning of the concept, its importance

and the management thereof during the merger process. The researcher will synthesise these findings and factors to develop a theoretical model for the process of achieving and developing internal brand loyalty in a merged organisation.

The study can be best described as a non-empirical study utilising meta-analysis and theory building, which entails a synthesis of available topic literature (Basu, 2003). This study utilises pre-existing theories, writings and commentary about brands and mergers as a foundation to a discussion regarding the internal brand strategy, and the effect that it has on the outcome of a merger. The ultimate objective of this research project is to develop and discover theory, which must meet the criteria of good science, generalisability, reproducibility, precision, rigour and verification (Strauss and Corbin, 1998). Thus the data utilised has been scrutinised and evaluated to ensure that it complies with these criteria, in order to develop an internal brand strategy model for a post-merged organisation.

### **1.3 THE OBJECTIVE OF THIS STUDY**

The objective of this research study is to develop an understanding of the status quo of the internal brand strategy with special emphasis on its relationship to the integration process of M&A's. Thereafter, to develop an internal brand strategy in a post-merged setting. Listed below are the guiding questions that are to be answered during the research process to develop the theoretical model:

Question 1:

What is the status quo regarding the internal brand strategy?

Question2:

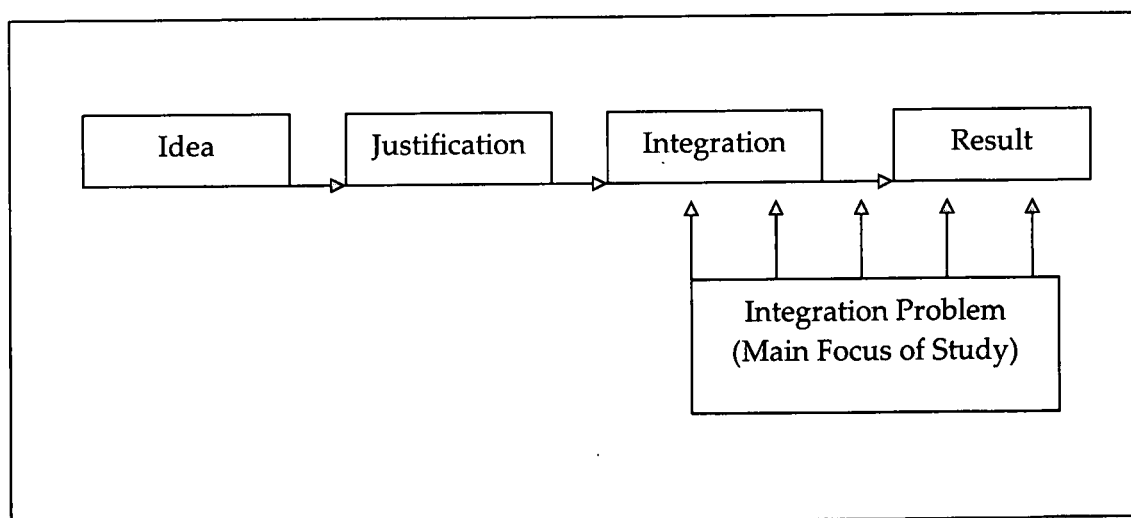
What is the key debate related to the internal brand strategy in the merger process?

## 1.4 DELIMITATIONS

Within the framework of this thesis, the researcher made the following limitations in the research:

- As a result of the vast amounts of literature covering M&A's this study has been narrowed down to problems that appear in an integration process between two merged firms as depicted in Figure 1.1 below.

**Figure 1.1 The Merger and Acquisition Process**



Adapted from Haspeslagh and Jemison (1991)

- The data that is to be collected is limited to data that is less than ten years. However, should any theoretically relevant data be found that is

older than this stipulated time line and can be proven to be relevant, then it will be utilised.

- This research will be based on secondary data hence the study will be limited to only information that exists.

## **1.5 METHODOLOGY**

### **1.5.1 The Research Design**

This meta-analysis study is to utilise pre-existing theories, writings and commentary about brand and mergers as a foundation to the writers discussion with regard to the internal brand strategy and the effect that it has on the outcome of the merger (Anderson, Lindgren and Wiliö, 1999). The intention is to utilise meta-analytic styled questioning in order to evaluate the secondary qualitative data in such a manner as to achieve an explanatory styled study, which can be replicated. According to Punch (2000), explanatory styled studies aim to find the reasons for things, showing why and how they are what they are.

### **1.5.2 Data Collection**

The qualitative data collection instrument for this study will be the researcher. As previously mentioned, the research data that is to be collected for this research project will consist of only secondary qualitative data.

As stated by Andrew and Cherry (2000:65), "Reliability and validity of qualitative research has always been considered a problem by its



detractors". In order to achieve an acceptable level of credibility for this study, the strategy is to utilise the triangulation technique. Establishing the credibility of a research method and subsequent findings can be achieved through numerous strategies inherent in data collection analysis (Byrne, 2001), of which triangulation is one. According to Andrew and Cherry (2000), triangulation is the use of more than one data collection alternative in which each option is vulnerable to different potential sources of error.

### **1.5.3 Research Method**

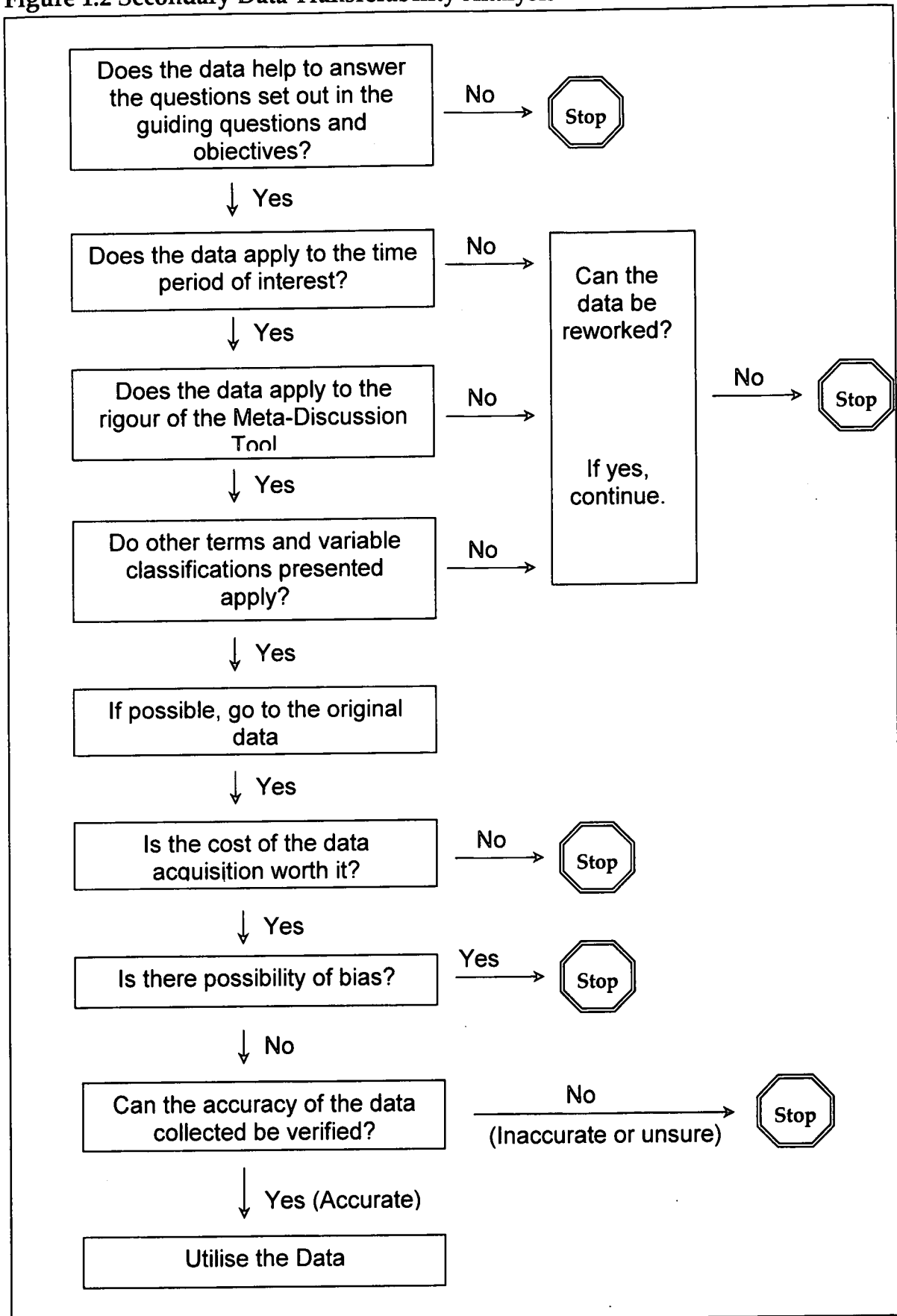
The objective of the data analysis strategy is to reduce the data from its collected form into concepts and sets of relational statements that can be used to explain, in a general sense, what is being observed (Strauss and Corbin, 1998). The standard analytical process of asking questions and making comparisons will remain the essential analytical process throughout the research study (Strauss and Corbin, 1998). This analysis will allow for the deconstruction of the secondary data collected in such a manner that the literature can be reconstructed to develop the theoretical model.

The collected data that is to be utilised in this thesis will be evaluated and scrutinised in order to ensure that it meets the criteria of good science, generalisability, reproducibility, precision, rigour and verification (Strauss and Corbin, 1998). As the objective of this research project is to develop and discover theory that will meet the criteria. Furthermore, this will enable the researcher to deconstruct the data in such a manner as to meet the above-mentioned criteria, the following approach is to be utilised.

#### 1.5.3.1 Data Transferability

In order to determine the transferability of the data, which is the extent to which findings can be transferred into the study without affecting the reliability or validity of the study, the contexts must be similar. Therefore, it is the role of the researcher to identify key aspects of the context from which the findings emerge and the extent to which they may be applicable to other contexts (Devers, 1999). The strategy to achieve this is to utilise the Secondary Data Transferability Analysis Process depicted in Figure 1.2.

**Figure 1.2 Secondary Data Transferability Analysis Process**



### 1.5.3.2 Meta-Discussion Tool

The data that is deemed to meet the criteria set out in the Secondary Data Transferability Analysis Process, as depicted in Figure 1.2 of this study, is to be evaluated and recorded according to the Meta-Discussion Tool depicted in Figure 1.3. The purpose of this rating system is to design and report the proposed research study in such a manner that other researchers can replicate it.

**Figure 1.3 Meta-Discussion Tool**

Source	Type of Evidence	Concepts Discussed	Conceptual Clarity	Rating (Max 7)
	4 = Meta-Analysis or Meta-discussion		3 = Clear and useful	
	3 = Cohort		2 = Some ambiguity, but useful	
	2 = Case Study / technical report		1 = Unclear or questionable use	
	1 = Free standing literature			

### 1.5.3.3 Data Analysis

Once the process of rating and evaluating the literature is complete, the collected data is deconstructed. The data is then coded and analysed using three coding methods: open coding, axial coding and selective coding. According to Cooper and Schindler (2001), open coding is the process of discovering, naming and categorising phenomena according to their properties. The objective of axial coding is to discover how the categories relate to their sub-categories. Selective coding is the process of integrating the categories in order to develop and form a theory, as

well as to validate the relationships and to fill in any categories in need of further refinement.

It is from this point in the study that the data will be utilised to develop theory, which according to Zikmund (2000), is a coherent set of general propositions, used as principles of explanation of the apparent relationships of certain observed phenomena. This theory will be the foundation on which the concepts and building blocks, will be used to develop the internal brand strategy of the current study.

## **1.6 CONCLUSION**

This the first chapter of this study has attempted to give the reader a brief overview of the objective of this study. M&A's and the integration process thereof will be discussed in greater detail in Chapter Two of this study, while the concept of internal branding and the internal brand strategy will be discussed in Chapter Three. An outline of the research methodology that will be used in this research project was provided.

## **CHAPTER TWO: MERGERS AND ACQUISITIONS**

### **2.1 INTRODUCTION**

Chapter Two will provide a brief introduction and background to the phenomenon known as mergers and acquisitions and the accompanying integration process thereof. The intention of this chapter is to inform and focus the reader on the role and the significance of the integration process, which is commonly blamed for the failure of many mergers and acquisitions.

### **2.2 MERGERS AND ACQUISITION DEFINED**

✶ The word "merger" has a strictly legal meaning term and has no bearing on how the combined companies are to operate in the future. A merger occurs when one organisation is combined with and disappears into, another organisation (Reed and Lajoux, 1999). Thus, we are referring to the merging of two companies where one new company will continue to exist.

The term "acquisition" refers to the acquisition of assets or stock by one organisation from another organisation. In an acquisition, both organisations may continue to exist. Therefore, an acquisition is the generic term used to describe a transfer of ownership (Reed and Lajoux, 1999).

Throughout this thesis the writer will refer to mergers and acquisitions (M&A's) as a business transaction where one organisation acquires another organisation. The acquired organisation will be integrated into the acquiring organisation, and thus cease to exist after the merger.

## 2.3 REASONS FOR MERGERS AND ACQUISITION

M&A's have become an increasingly popular phenomenon within the field of strategic change since the early 1980's, and the numbers of M&A's are growing dramatically in the business world (Haspeslagh and Jemison, 1991; Eisner, Haglund and Steffensen-Johansson, 1999; Gregory, 1999). Demand is growing for skilled merger and acquisition specialists, in contrast to other professionals in the financial industry are laid off by the thousands (Gregory, 1999).

There are a multitude of different reasons why M&A's are undertaken and the potential benefits thereof vary accordingly. Every merger has its own unique reasons why the combination of the two organisations is a good business decision. However, the underlying principle behind M&A's is simple:  $1 + 1 \geq 3$ .

Further to this simplistic understanding of M&A's, there are a number of strategic reasons for M&A's. Hubbard (2001) groups these strategic reasons into six categories.

- Market Penetration

An organisation is acquired for market power i.e. to increase customer base, increase market share protection or expand on a geographical basis etc.

- Vertical Expansion

An organisation attempts to gain greater control over the procurement of resources, distribution channel or technology via vertical or related acquisition.

- Financial Synergies

Organisations are acquired in order to achieve earnings enhancements via accounting modifications, tax breaks or more attractive financing terms and facilities.

- Market Entry

Organisations are acquired to facilitate entry into new markets, related or unrelated markets, to enter into new geographical regions or to enter into a new unrelated industry.

- Asset Potential or Synergy

Organisations acquire because the management believes that they can utilise the target organisations assets better than they are currently used.

- Economies of Scale

Economies of scale involve the integration and rationalisation of parts of, or the whole of the organisation in order to streamline the business lines in order to achieve cost savings.

## **2.4 RESULTS OF MERGERS AND ACQUISITION**

The main reason and objective for M&A's is to achieve a synergy effect by integrating two business units in a combination that will increase competitive advantage (Porter, 1987). Nevertheless even if one has all the right intentions and plans for making a successful M&A, the outcome may not always be



positive. Throughout this research the researcher has found conflicting statements with regard to the statistical results of M&A's. Listed below are three quotations with regard to the outcome of M&A's.

"According to the conference board, less than half the mergers completed during the 80s and 90s have created real value for shareholders. McKinsey & Co. claims that nearly 80% of mergers don't earn back the costs of the deals themselves. And Across the Board says that the average merger has 50% chance of reduced productivity and/or profits" (Gregory, 1999:1).

"Unfortunately, many M&A's have not lived up to expectations, and that is regardless of the measure used, failure rates are high, in the 50-60% percent range" (Eisner, Haglund and Steffensen-Johansson, 1999:8).

While the KPMG Mergers and Acquisition Global Research Report 1999 concluded that after measuring each M&A against their independent benchmark, based on comparative share performance one year after deal completion revealed that 17% of deals had added value to the combined company, 30% produced no discernable difference, and as many as 53% actually destroyed value (KPMG, 1999:2). "In other words, 83% of mergers were unsuccessful in producing any benefit as regards shareholder value" (KPMG, 1999:2).

Unfortunately, regardless of the measure used to measure the success of mergers or the exact numerical result thereof, one is able to generally and quickly conclude that the majority of mergers fail. However, this failure does not only directly effect the shareholders only but M&A's often create significant trauma for the employees and managers, resulting in attitude and productivity problems and high turnover of important personnel, including top executives (Gregory, 1999; Eisner, Haglund and Steffensen-Johansson,

1999). This net negative effect has a further aggravating effect on the integration process, which in turn becomes a self-perpetuating negative cycle.

Although the statistics speak for themselves, hundreds of M&A's still take place on a weekly base (Hubbard, 2001). This is due to the fact that organisations want to grow, and growth through M&A's is currently seen as the most effective and efficient way of achieving this desired growth. The obvious alternative to M&A's is internal growth. However, this is often seen to be a far too lengthy or expensive process to be undertaken.

## **2.5 THE INTEGRATION PROCESS IN A MERGER**

Mergers and acquisitions represent the ultimate in change for a business. It is said that no other event is more difficult, challenging, or chaotic as a merger and acquisition. The integration process, or lack thereof has been largely blamed for merger failures (Gregory, 1999). Lately, researchers have concentrated specifically on the post-merger organisational integration process, which has been seen as crucial in terms of understanding the organisational outcomes of mergers and acquisitions (Haspeslagh and Jemison, 1991; Gertsen, Soderberg and Torp, 1998; Larsson and Finkelstein, 1999). The integration process is pivotal to making M&A's work. Not until the two organisations come together and begin to work toward the merger or acquisition's purpose can value be created (Haspeslagh and Jemison, 1991).

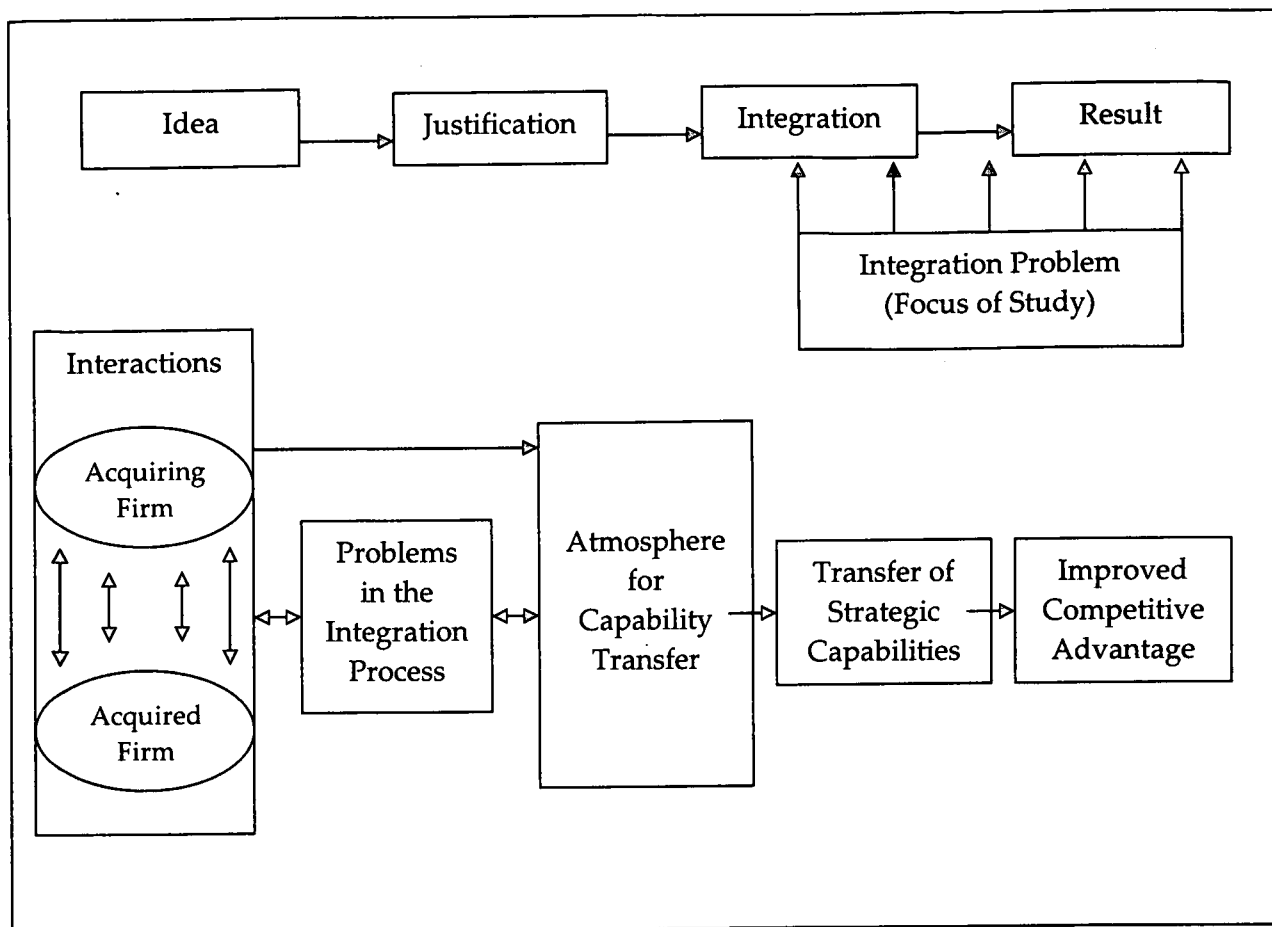
It is imperative that everyone in the organisation has a clear understanding of how the integration process works. Integration, as defined by Reed and Larjoux (1999), refers to a combination of elements resulting in wholeness. A few examples of these elements are: cultures, information systems, policies, procedures and strategies. These are also elements that one will find in the

development of the organisation's brand. It is the integration process of the elements that creates the desired synergy effect.

"According to Haspeslagh and Jemison, research has shown that a common set of elements in the integration process that remained the same regardless of the type of M&A or differences in integration needs. In the transfer of the strategic capabilities, integration is an active and gradual process in which people in two organisations learn to work together and co-operate. Creating an atmosphere that can support the transfer of strategic capabilities is the real challenge. Shaping such an atmosphere is often very problematic because the integration process itself tends to overthrow its creation. To integrate two organisations successfully and to minimise problems, systematic attention must be given to the interaction between the firms." (Eisner, Haglund & Steffensen-Johansson, 1999:26).

In Figure 2.1, the different stages of the M&A's integration process are depicted. It is essential to create a suitable atmosphere in order to transfer the different strategic capabilities of the organisations. This is the hub of creating the desired synergy effect. It is in this integration process where the internal brand strategy is to be developed and nurtured in order to assist and complement this problematic process.

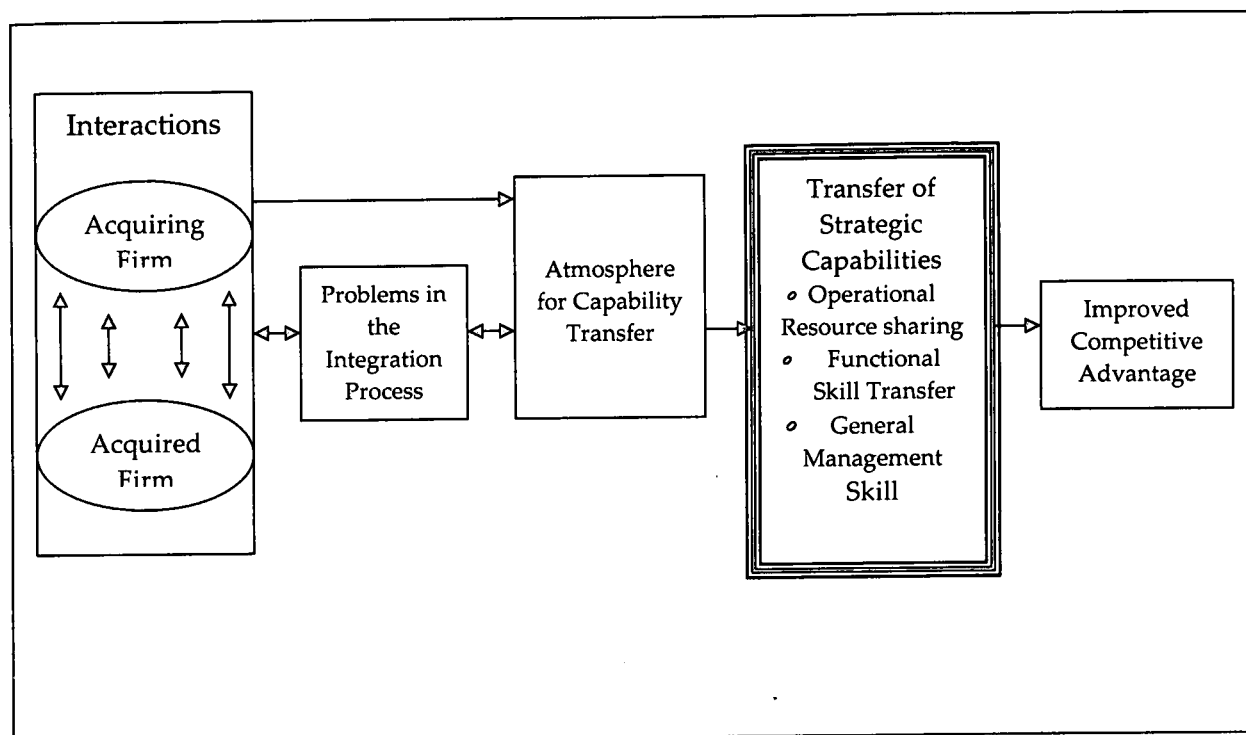
**Figure 2.1 The M&A's Integration Process**



**Haspeslagh and Jemison, 1991**

## 2.5.1 Transfer of Strategic Capabilities

Figure 2.2 The M&A's Integration Process



Haspeslagh & Jemison, 1991

According to Haspeslagh and Jemison (1991) the heart of the integration process is the transfer and application of the strategic capabilities. Hence, this study of the integration process will begin with the transfer of strategic capabilities. Strategic capabilities can be transferred in various ways, Haspeslagh and Jemison (1991) discuss three different methods, namely, operational resource sharing, functional skills transfer and general management skills transfer. Each of these transfers involves different organisational challenges, however, the writer believes, and will show later in this paper, that one can indeed utilise the internal brand strategy to guide each of these transfers.

#### 2.5.1.1 Operational Resource Sharing

Operational resource sharing is the most straightforward type of capability transfer. However, in practice problems do arise. This transfer occurs through either the giving or sharing of operational resources. Examples of this are the combining of sales forces, the sharing of manufacturing facilities, trademarks, brand names, office space, or distribution channels (Haspeslagh and Jemison, 1991 and Eisner, Haglund and Steffensen-Johansson, 1999). Value is created in these instances through economies of scale and scope.

Problems arise when the resources are either rationalised or combined during the structuring of the new organisation. As a result of this action trauma and disruptions are generated and felt within the new organisation. An example of this, could be that the joint use of a resource is not without cost, or that even though the two organisations may be able to share the resource, their ultimate use of the resource may differ. The use of the resource then represents a compromise for both organisations. Thus, the key objective for this process is to manage and create value that is able to outweigh the hidden cost of compromise (Haspeslagh and Jemison, 1991).

#### 2.5.1.2 Transfer of Functional Skills

The transfer of functional capabilities can be described as the short-term process that the organisation implements in order to achieve immediate and measurable results for the merged

organisation. The transfer of functional skills can be categorised as the primary challenge and long-term objective in M&A's in order to develop sustainable economical value creation through the transfer of functional skills.

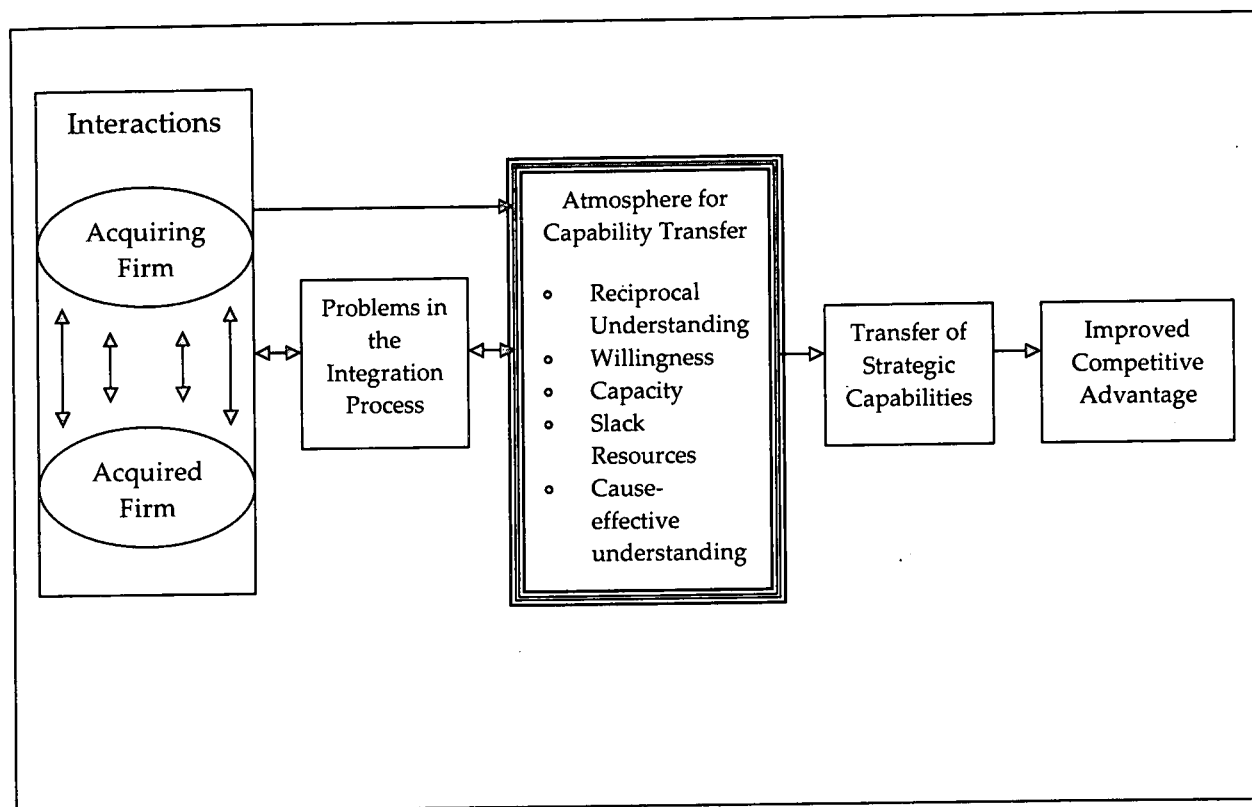
The problem that is encountered with this transfer, according to Haspeslagh and Jemison (1991), is that ironically the more strategic the skills that are to be transferred, the more difficult it will be to achieve the required understanding and cooperation in this teaching and learning process.

#### 2.5.1.3 Transfer of General Management Skills

There are key important differences between the transfer of management skills and the transfer of functional skills. The transfer of general management skills is the transfer of strategic direction, resource allocation, financial planning and control, or human resource management, for example. When transferring general management skills the interaction between the general management levels is mainly vertical since managers at that level have different hierarchial relationships to each other (Haspeslagh and Jemison, 1991). In contrast, with managers at the functional level, who have no direct hierarchical relationship, the transfer is horizontal, which may result in a reluctance to participate in such learning (Eisner, Haglund and Steffensen-Johansson, 1999).

## 2.6 ATMOSPHERE FOR CAPABILITY TRANSFER

Figure 2.3 Atmosphere for Capability Transfer



Haspeslagh & Jemison, 1991

Figure 2.3 illustrates the key elements required to create the correct atmosphere and to allow for the capabilities to be transferred within the merged organisation. Participation of the employees is a key factor in managing the integration process. According to Eisner, Haglund and Steffensen-Johansson (1999), cultural differences appear to be a critical factor for creating such an atmosphere and obtaining the employee participation. Furthermore, they deduced that the degree of cultural differences may determine the effectiveness of the integration process and eventually the financial performance of the merger. They reason that the greater the cultural differences between the companies, the lower the effectiveness of the integration process and the lower the financial performance of the merger.



One of the key focus points of the internal brand strategy is the development and containment of the correct desired culture in the organisation and the achievement of this will complement the effectiveness of the integration process of the merger. This point will be elaborated in much more detail later in the thesis.

### **2.6.1 Reciprocal Understanding**

“If a firm’s strategic capabilities are embedded in the context of its organization and culture, then transferring and applying them successfully require an appreciation for the contexts from which they come and to which they will be transferred.” (Haspeslagh and Jemison, 1991:109). This understanding does not simply imply that one organisation is forged into the other organisation’s culture and way of doing business, but rather that the transferred capabilities need to be understood in the original context as to how and why the capability worked in the first instance. Factors such as values, history, organisational approach, personnel makeup, and culture are just a few examples that need to be understood and appreciated during the process of integration.

### **2.6.2 Willingness**

The willingness of employees in both organisations to work together after the merger, has been found to be a factor problem in the integration process. The research of Haspeslagh & Jemison (1991) found that most employees offered little gain. Thus, one group would win at the other group’s expense! The reason for this phenomenon was

found to be the employee's uncertainty of job security and the perceived loss of power and control.

### **2.6.3 Capacity**

Capacity relates to the ability of both organisations to receive and transfer the capabilities. In order for this to be achieved the proper infrastructure needs to be in place.

### **2.6.4 Slack Resources**

Slack resources also known as "discretionary resources", can help to foster the atmosphere needed to support the transfer. These resources are additional resources that are committed and utilised at any time after the merger to compensate for the unforeseen weaknesses of either organisation.

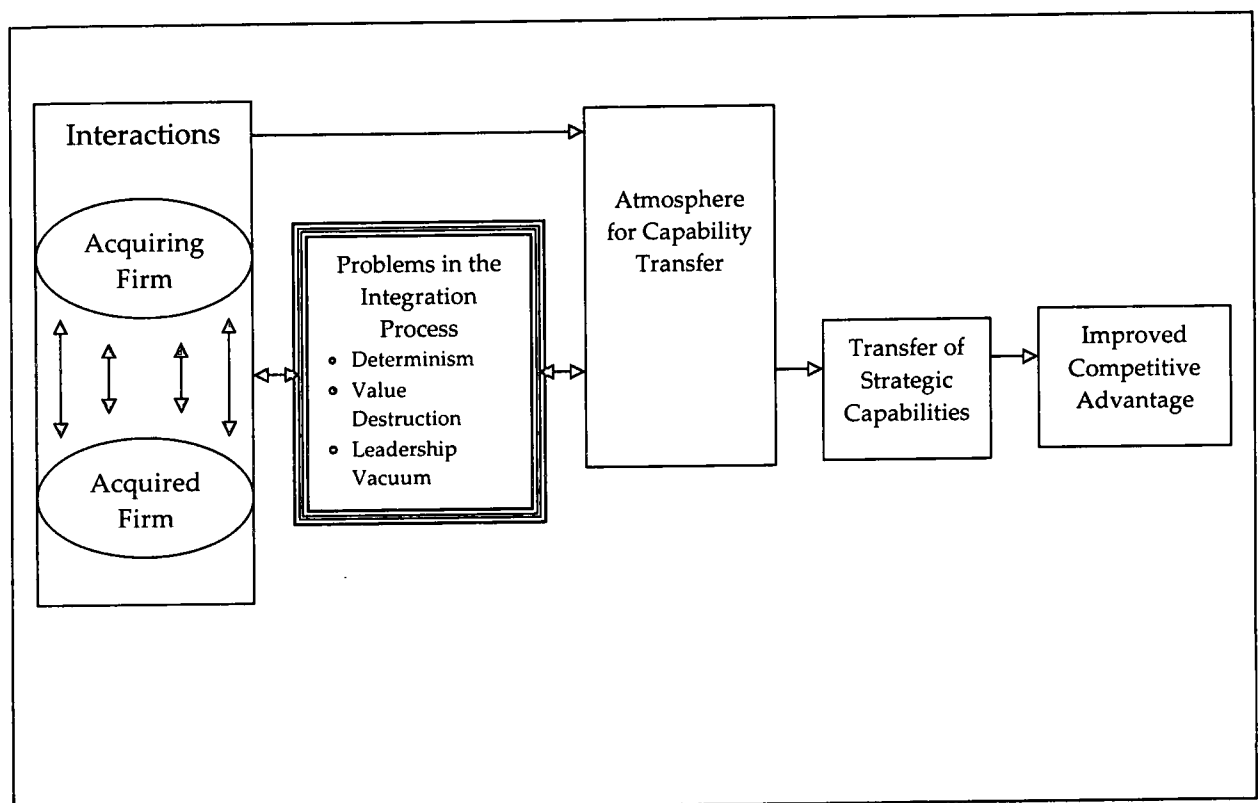
### **2.6.5 Cause-effect Understanding of the merger**

The cause-effect understanding of the benefits expected from the merger must be understood and clarified in operational terms for the middle management and operating-level managers. Managers need to understand the nature, the source, the timing, and the predictability of the benefits they can expect from the merger (Haspeslagh and Jemison, 1991). According to Eisner, Haglund & Steffensen-Johansson (1999), the lack of a concrete timetable to be enabled to predict the outcome and the benefits of the integration process, may create just as many problems as an overly rigid and detailed plan. Due to the fact that

many benefits are evolutionary in nature, there may be difficulties in predictions as these benefits only appear when the integration is well into the process of change (Eisner, Haglund and Steffensen-Johansson, 1999).

## 2.7 PROBLEMS IN THE INTEGRATION PROCESS

Figure 2.4 Problems in the Integration Process



Haspeslagh & Jemison, 1991

According to Haspeslagh & Jemison (1991), three recurring process-based problems that hinder the new organisation's ability to create an atmosphere appropriate for capability transfer are identified.

- Determinism – employees from both merging organisations have a natural tendency to cling to the original justification of the merger in the face of a different or changing reality confronting the merger.
- Value destruction – the negative impact of the M&A's on both the individual manager and the employee themselves.
- Leadership vacuum – the lack of appropriate leadership to articulate a new purpose for the merged organisation.

Haspeslagh & Jemison (1991) observed that these three problems combined explain, to a large extent, the failures in merger integration. In successful mergers these problems are identified by management and are dealt with accordingly.

These three process-based problems will be discussed, as well as the forces behind them, their impact on the integration process and the impact of the internal brand strategy on them.

### **2.7.1 Determinism**

In the pre-merger process, strategies and action plans are developed on limited information and the current environment. Determinism develops when the management ignores, or are oblivious, to the changes concerning the merger and adhere rigidly to the old, predetermined values. Regardless of how detailed or structured the preliminary merger analysis may have been the outcome will almost always reflect a different actuality (Eisner, Haglund and Steffensen-Johansson, 1999). This is as a direct result of unexpected information being added to the analysis and the reaction of the environment to the

merger, an example of which would be the competitor's reaction to the merger in the marketplace.

Haspeslagh and Jemison (1991) observed that managers cling onto the original justification instead of trying to adapt to the changes. "This inflexibility is rooted in a false sense of security created by frustration and confusion concerning the ability of the original justification to survive in the new reality. Determinism undermines the possibility of creating a suitable atmosphere for capability transfer. In many cases managers tend to focus on the original ideology of the merger and fail to respond to new creative configurations and could benefit both firms" (Eisner, Haglund and Steffensen-Johansson, 1999:33).

Determinism is created by management managing on historic information, values and strategies. Although it is essential to have a solid foundation in the pre-merger process, one has to be able to adapt quickly to an ever-changing environment. The internal brand strategy allows for this necessary and essential ability to respond and to adapt. This is achieved by the strategy focusing the entire organisation on the future and the predetermined goals.

### **2.7.2 Value Destruction**

"Acquisitions threaten, reduce, or destroy important elements of economic and physic value such as job security, promotion, career opportunities, status, and pride of association. Problems of divided loyalties and self-preservation behavior that reduce the prospect that economic value will be created for the acquiring firm's shareholders are a natural outgrowth of this value destruction." (Haspeslagh and

Jemison, 1991). A certainty in all mergers is that a change will occur to the original infrastructure of both organisations. A result of this change is that employees, who are expected to create economic value for the shareholders, have value destroyed for themselves. The resulting action is typically negative with the success of capabilities transfer being negatively affected. Examples of the typical reaction of the employee is a unwillingness of the employee to work towards the mergers success, they are found to leave the firm, ignore new policies, take no initiative, do not compromise with the other organization, which ultimately and directly affects the whole integration process (Haspeslagh & Jemison, 1991).

The value destroyed for employees may be economic or psychological. Economic value is destroyed when employees lose their job, job security or benefits as a result of standardisation of policies after the merger. Merging two organisations always destroys psychological value. The separation from the old organisational infrastructure and the two firms having to start relying on each other, creates an uncertainty among employees. The rumours, presumptions, actions and decisions, real or imagined that will affect the psychological mode of the employees can in the end create value destruction (Eisner, Haglund and Steffensen-Johansson, 1999).

The writer is aware of the reality that the internal brand strategy will not be able to prevent value destruction per se, since the psychological aspects are ever present. However, the internal brand strategy will be able to reduce the magnitude of this negative effect on the integration

process. The concept behind this statement will be explored in greater detail later in the comments on the research findings.

### **2.7.3 Leadership Vacuum**

Unfortunately, since value destruction is the norm and not the exception to the rule for a post-merged organisation, leadership becomes extremely important. Employees of the two merging organisations are expected to embrace a new and often ill-defined idea (Haspeslagh and Jemison, 1991). Research has revealed that for management not to hinder the transfer of capabilities, both institutional leadership and interpersonal leadership needs to be provided.

“Institutional leadership is important after an acquisition to help people from both firms develop, understand, and embrace the acquisition’s purpose and see their role in it” (Haspeslagh and Jemison, 1991:132). The internal brand strategy is the process concerned with creating, developing and maintaining an internal service culture and orientation, which, in turn, assists and supports the organisation in the achievement of its goals (Peck, Payne, Christopher and Clark, 1999). This strategy will assist management in providing a new vision and an identity with which both organisations can identify. This strategy will develop and encourage creative ways to transfer capabilities to achieve the objectives of the merger, and the shareholders.

One major common problem that has been identified once the merger has been set, is that top management move onto what is perceived to be more important and demanding issues than the implementation of the integration process. The result of this is that the actual and crucial

implementation phase of the merger is left to middle management. With this phase comes the responsibility of achieving the synergy expectations of the merger. However, due to the lack of top level leadership, middle management find themselves having to devote more of their time to interpersonal leadership tasks with each employee in order to gain commitment of both key employees and key groups (Haspeslagh and Jemison, 1991). The net negative result that the pressurised middle management find themselves devoted to these interpersonal leadership issues rather than focusing on the essential value creating aspects of the merger.

It can be seen that the leadership vacuum that develops at the top level of management causes repercussions throughout the organisation. The atmosphere required for capability transfer is not established, however, this problem can easily be rectified with the aid of an effective internal brand strategy.

## **2.8. CONCLUSION**

The second chapter of this study has provided a basic literature review of the phenomenon known as M&A's. The writer has discussed the integration process of M&A's in detail and has also highlighted many problematic areas, which have contributed to the failure of so many of the mergers undertaken.



## **CHAPTER THREE: INTERNAL BRAND STRATEGY**

### **3.1 INTRODUCTION**

This objective of Chapter Three is to develop an understanding of the status quo of the internal brand strategy with specific emphasis on its relationship to the merger process.

### **3.2 BRAND DEFINED**

Brand, as defined by Kotler (2000), is a name, term, sign, or design, or a combination of these, intended to identify the goods or services of one seller or group of sellers, and to differentiate them from those of competitors. Kotler states further that, "A brand is essentially a seller's promise to deliver a specific set of features, benefits, and services consistently to the buyers" (Kotler, 2000:404).

In the past, brand was viewed as just a name for a product. However, with the advancement of technology and the ever-increasing ability of organisations to copy products or mimic services, organisations are now focusing on product differentiation to gain or protect market share. Through this process of differentiation, the brand is playing an ever-increasingly important role.

A corporate identity is the visual representation of the structure of a brand or company. It defines the relationship between elements of the brand, product or service (Ellwood, 2000). In M&A's, the brand is the merger. The market sees the new brand not only as the above-mentioned elements, but also as a symbol of the "Why?" behind the merger (Gregory, 1999).

### 3.3 INTERNAL BRAND LOYALTY

One of the pertinent objectives of any internal brand strategy is to develop internal brand loyalty. The attainment of this objective is even more crucial during the integration stage of any M&A, due to the desire of the organisation's stakeholders to alter the culture from the pre-merged organisation's to the new merged organisation's culture.

Brand loyalty for any company is a very important asset, since the more brand loyal customers a company has, the higher the company's expected sales and profits are, which is an obvious expectation of the stakeholders. Brand loyal employees can positively affect this desired long-term relationship between the organisation and the customer. This is achieved through the "halo affect" which was described by pioneering psychologist Edward L. Thorndike in 1920 (Kreitner, Kinicki and Buelens, 1999). The obvious problem with the halo affect is that it works just as efficiently in transmitting negative sentiments. Thus, employees who do not alter their brand loyalty from their pre-merger brand, will transmit information both consciously and subconsciously, to the customer, resulting in a net negative effect on the brand and the merged organisation.

Due to the impact that the above discussed issue has on the brand and on the merger. This thesis has highlighted internal brand loyalty since it is believed, that without it, it may be harder to create external brand loyalty, and the brand might not be as successful as expected or reach the shareholders expectations.

Anderson, Lindgren and Wiliö's (1999) research states that the brand is built, and will be determined, by the brand-owner's ability to create a vision for the

brand and a reality in which people can share. The creation of leading leadership brands requires that the brand meaning is understood throughout the internal organisation and is lived in day-to-day practice. This means that the company and brand management is responsible for, and should be loyal to, what the brand stands for, in other words, the product attributes, brand identity, core value and positioning.

Unfortunately, during the merger process most employees feel vulnerable, confused, angry and uncertain of their future and tend to cling to their old ways and brands for security. This action is either as a result of their resistance to change or to the lack of information with regard to the merger or the new brand during the integration process. These actions and feelings of the employee directly negatively affect the new brand and the organisation. One key question within this field is, how important is internal brand loyalty to the new brand and how can such loyalty be developed?

### **3.4 THE CONCEPT OF INTERNAL BRANDING / MARKETING**

Internal branding, internal marketing, employment branding, employee branding or inside-out branding, are just a few of the terms applied to this process. Regardless of the term the process is about defining and developing a business culture that has the attitude and energy to achieve the stakeholders' strategic goals.

According to Peck et al. (1999), internal marketing has become a frequently quoted part of the marketing vocabulary. However, it has not been subjected to extensive research and very little substantial or specific has been published on the subject of internal marketing in the major marketing journals. The generally accepted view of the process, is that it is concerned with creating,

developing and maintaining an internal service culture and orientation, which in turn assists and supports the organisation in the achievement of the its goals (Peck et al., 1999).

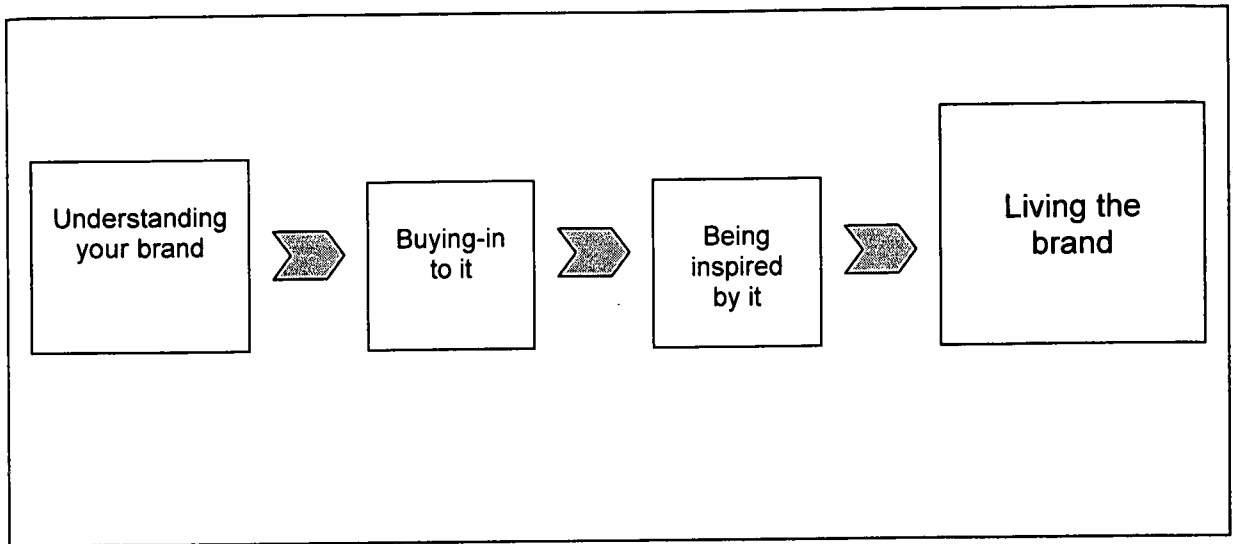
The organisational culture is the set of shared, taken-for-granted, implicit assumptions that a group holds and that determines how it perceives, thinks about, and reacts to its various environments (Kreitner, Kinicki and Buelens 1999). It is this culture, which has the employees believing in the brand and displaying the right attitude and behaviour, which makes the brand come alive for the organisation's customers (Nutshell, 2003). During the integration process of any merger or acquisition the outcome of the integration of the different organisational cultures will have a direct and substantial effect on the brand. This highlights the importance of the management of the integration process with regard to culture.

### **3.5 INTERNAL BRAND STRATEGY**

The internal brand strategy is the overall guiding strategy that is utilised to develop and implement the internal branding of the organisation's brand. Internal brand marketing is the generic term for the various activities undertaken by the organisation to influence the employee's perception, understanding and attitude towards its brand.

The four step process that the employee follow in order to be able to live the brand is illustrated below in Figure 3.1.

**Figure 3.1 Living the Brand**



Nutshell, 2003

Since the aim of this thesis is to focus on merged organisations and their internal brand strategy, the writer will make use of brand management principles to understand the underlying concepts of internal brand marketing in order to see how this can influence and develop internal brand loyalty and the integration process. Relationship marketing is to be considered since it includes the internal market with emphasis on the importance of the individuals working within the company. It is of great importance that employees are satisfied and motivated if they are to be brand loyal to the new merged organisation.

### **3.6 RELATIONSHIP MARKETING**

Peck et al. (1999) state that relationship marketing started to evolve in the 1980's as alternative to, and as a result of, the classical models of marketing been criticised and found wanting due to deregulations and technological change in international trade. Marketing models were based on the

microeconomic market model and built around the '4Ps' marketing mix framework for marketing decision-making.

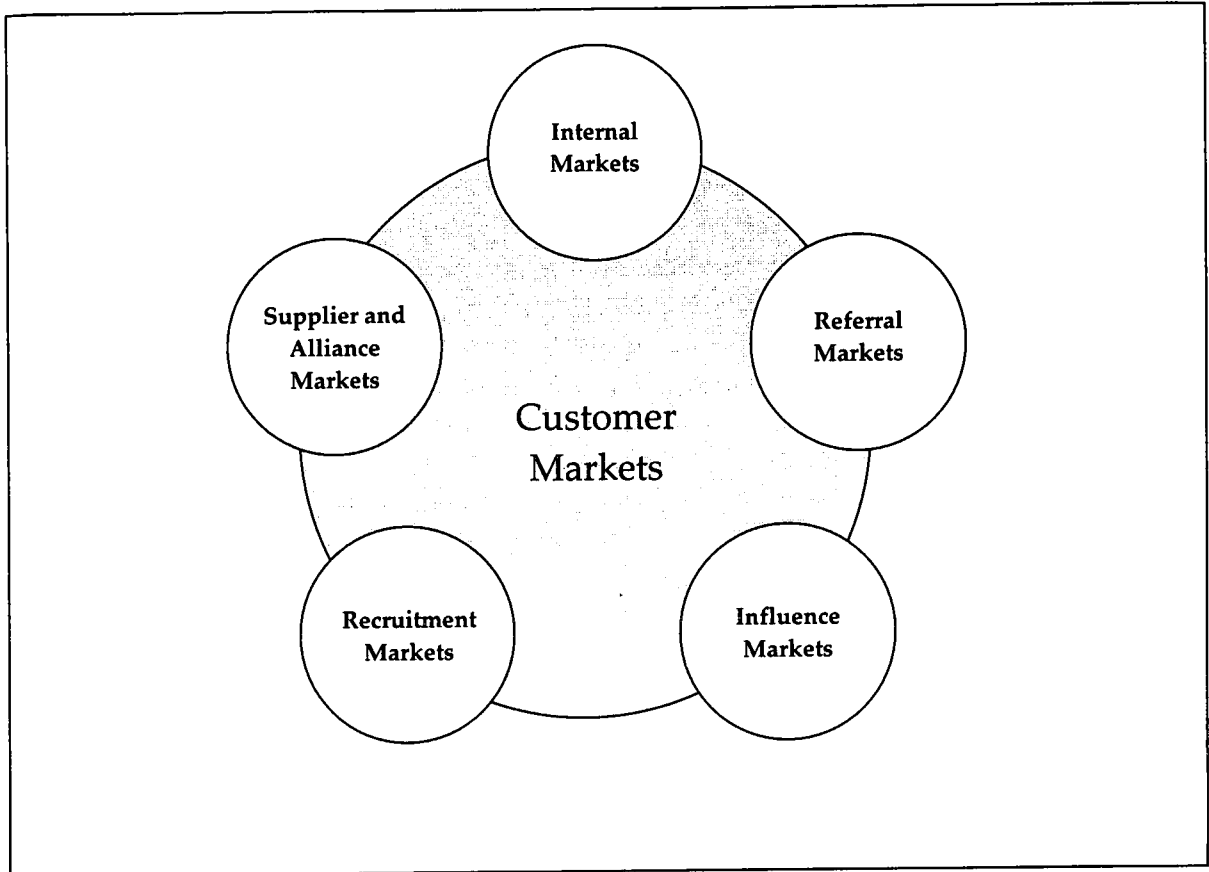
Relationship marketing in its earliest guises, focused simply on the development and cultivation of longer-term profitable and mutually beneficial relationships between an organisation and a defined customer group (Peck et al., 1999). The concept was expanded to encompass internal marketing in acknowledgement that the successful management of external relationships was largely dependent on the alignment of supporting internal relationships. Anderson, Lindgren and Wiliö (1999:56) cite relationship marketing as, "an interaction based, process orientated view that include the ability to build, establish, maintain and develop long term external and internal relations for enduring value creation."

As a result of the merger, the way the organisation deals with the customer is ever changing. This is recognised by relationship marketing. The customer becomes the focal point in relationship marketing, which transfers the emphasis from transactional to relational.

Peck et al. (1999) utilise the Six Markets Model depicted in Figure 3.2 as the structural backbone to relationship marketing. The Six Markets Model addresses relationship marketing at the organisational level. It presents for consideration six role-related market domains or markets, each representing dimensions of relationship marketing and involving relationships with a number of parties, organisational or individual who can potentially contribute, directly or indirectly, to any organisation's market place effectiveness (Peck et al., 1999). Although all six domains are equally important in the dynamics of the model, this research project will focus on the

internal market domain of the Six Market Model, due to its link with the internal brand strategy and its effect on the merger.

**Figure 3.2 The Six Markets Model**



Peck et al., 1999

The writer utilises the relationship marketing concept to examine the internal market of the organisation. Furthermore, the concept is used because it is a two-way, interactive process that focuses on relationships (Anderson, Lindgren and Wiliö, 1999). Relationship marketing recognises that business, and the way we do business, is ever-changing, due to global environment in which we live. Thus, the way in which we interact with the customer is changing. The ultimate goal and purpose of relationship marketing is to place the customer in the centre and create a customer focus in all that is done.

Although the model consists of six markets, each representing dimensions of relationship marketing and involving relationships with different parties, if these markets work closely together, customer value will be maximized (Anderson, Lindgren and Wiliö, 1999).

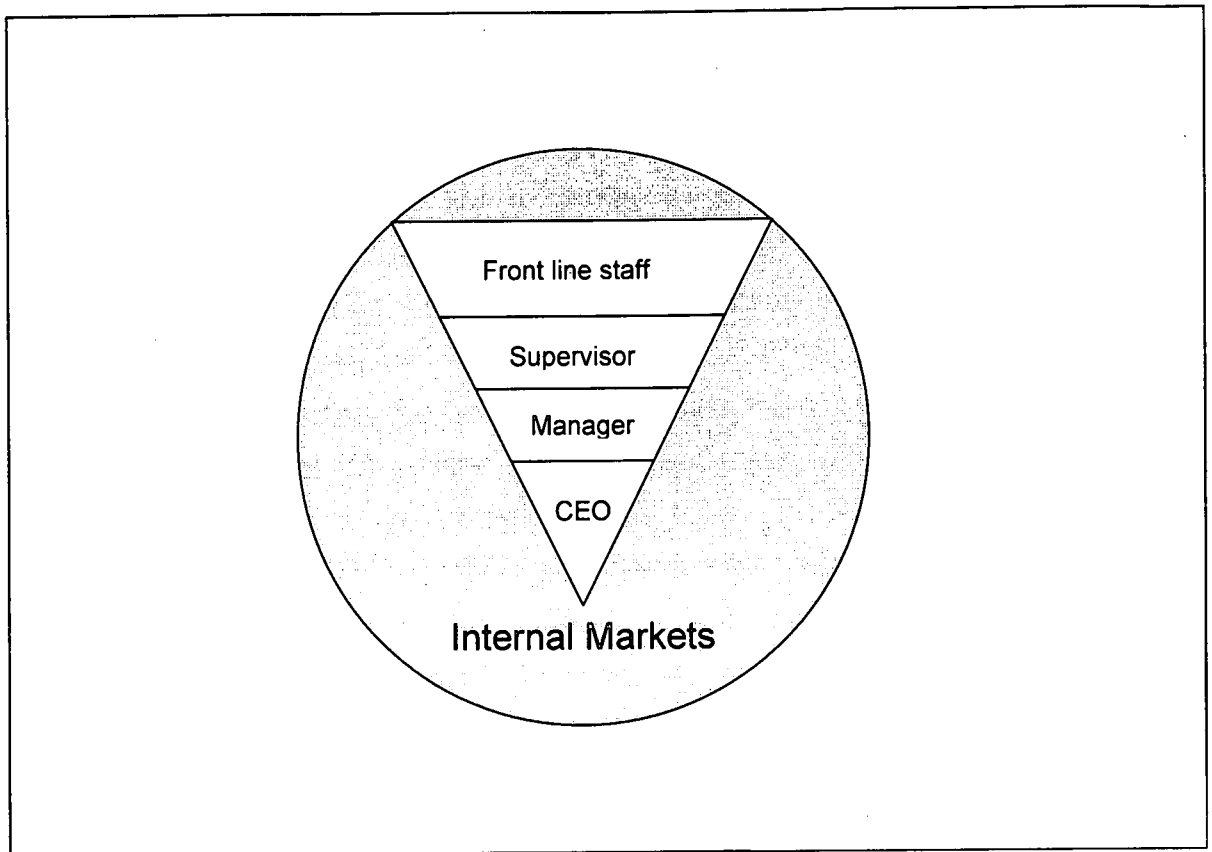
Other than the internal market domain in the six market model, the remaining domains represent the external environment of the organisation, and the writer believes that they have no major influence on the internal environment and will not be discussed in this thesis.

### **3.6.1 The Internal Market Domain**

The internal market domain can be defined as the individuals working within the organisation. As depicted in Figure 3.3 this can be broken down as the CEO, managers, supervisors and front and back line staff for example.



**Figure 3.3 The Internal Market Domain**



**Peck et al., 1999**

The internal market domain has two key aspects. The first aspect is concerned with how the employees work together across functional boundaries so that their work is attuned to the merged organisation's mission, strategy and goals. The second aspect is concerned with the idea of the internal customer (Peck et al., 1999). The internal customer deals with the concept that every employee within the organisation is both a supplier and a customer. This internal marketing concept of internal customers and supplier relationship is often compared to Total Quality Management (TQM). According to Anderson, Lindgren and Wiliö (1999) is that the greatest difference between these concepts is that the main concern of TQM is improving customer service at the individual exchange level, within the organisation. The main goal of

internal marketing is that internal exchanges between the company and all its employees are done in a cooperative manner through the entire supply chain, enabling the company to achieve its goals that ultimately will satisfy its external market. It is not enough to just have customer conscious employees. There must be coordination between front-line staff and back-office staff if high service and quality are to be delivered to the customer. Employees that have face-to-face contact with customers need support from the other employees within the company if they are to do their job as effectively as possible.

### **3.6.2 The Development of Internal Marketing**

The idea behind the development of internal marketing is to ensure that the employee's behaviour and attitudes positively affect the relationship between the organisation and the external customers, in a well-coordinated and informed manner. Anderson, Lindgren and Wiliö (1999) state that it is widely argued that the creation of an internal service culture has a great impact on the extent to which employees are customer- and service-oriented. If employees are service- and customer-oriented, this usually means that they are doing their jobs well and know how to respond to various situations encountered in the workplace.

To be able to create this type environment in a post-merged organisation, the policies and practices that characterise the organisation must embrace this behaviour since it is the culture of the company that dictates the organisation's environment. According to Anderson, Lindgren and Wiliö (1999) it is an organisation's culture, its

unwritten system of shared norms and values, which has the greatest impact on employee's attitudes and behaviours.

Anderson, Lindgren and Wiliö's (1999) research found internal service culture to be important. They discovered a link between employee satisfaction and retention and customer satisfaction and retention. Ultimately, employee retention leads to higher customer retention, and increased profitability since the experienced employees establish relationships with customers and deliver higher service quality at lower cost than new-employees. The reason is that experienced employees with an established relationship with a customer already know the particular wants and needs of the customer. Furthermore, there are studies within the internal marketing field that suggest a positive link between employee satisfaction and employee performance. Blumenthal's (2003) research also supports this notion, however, the researcher indicates that there are pertinent gaps between theory and practice that have to be addressed.

It is argued that when employees are satisfied with their jobs, they are more likely to help co-workers and volunteer for extra work. Such employee behaviour is not formally required, but is critical to the success of the company (Anderson, Lindgren and Wiliö, 1999).

Not only is communication critical for successful internal marketing and for the integration process of the merger, but it plays an important role in reducing conflict between the functional areas of the organisation. Furthermore, internal marketing is an experiential process, leaving employees to arrive at conclusions themselves, and it

is this evolutionary nature that slowly erodes barriers (Anderson, Lindgren and Wiliö, 1999).

Internal marketing can be summarised as the five C's namely: clarity, commitment, communications, culture and compensation (Blumenthal, 2003). These factors were presented to the American Marketing Association.

#### 3.6.2.1 Clarity

The first step is to arrive at a binding decision as to what the brand represents and how it will be communicated in words and images. This can be divided into two stages. The first stage requires an assessment the employee brand perception (This analysis should include all employees, partners, vendors, clients, industry analysts, however, as previously mentioned this study focuses only on the internal market). In a newly merged organisation, one may find this a little more complicated, as the analysis may reveal a wish list and that it is biased to the employees pre-merger brand attributes. Conducting this analysis through interviews, questionnaires etc. is also a means of promoting support among employees for the culture change that will need to occur if the brand engagement is to be successful.

The second stage of this process requires the stakeholders in the organisation to decide on the key brand attributes. These attributes are transformed into language and visual symbols that become the cornerstone of the brand's "face" and "voice". It

is critical that the chosen attributes are relevant, believable, and desirable to employees at all levels and not just to senior management. If the employees do not live the brand, then it merely becomes another document, sitting on a shelf, and the employees will default to the pre-merger culture and brand attributes.

#### 3.6.2.2 Commitment

Commitment is the process of building consensus within the organisation as to the meaningfulness and relevance of the new brand. The buy-in of employees is again one of the key aspects that will determine the difference between success and failure. Skepticism about organisational commitment and to internal branding needs to be addressed. In the Blumenthal (2003) study, Semans recommends a variety of tools, including a brand task force as well as educational programmes that educate about the relationship between employees and the seemingly abstract brand that they are supposed to serve. IC Comm

As time passes for the merged organisation, the initial excitement, enthusiasm and initiative for the new brand diminishes. To keep the momentum going, the importance of having a brand-educated workforce and dedicated brand team that is tasked with maintaining the momentum going is essential. The added advantage of this, is that it should reduce future conflict around future brand-related decisions, as the question becomes "what is on-brand?" rather than "who is right?"

### 3.6.2.3 Communications

After the attributes of the new brand have been finalised the next step is to communicate it throughout the organisation. Effective communication of the brand is of the utmost importance, so much so, that the trend for certain organisations has been to hire external specialists to communicate with their own employees on the brand and its attributes.

There are various formal tools, which can be utilised by the merged organisation to communicate the brand. Examples of these tools would be brand launch events, brand reference materials, a brand "help desk", and the organisation's intranet. Communication should be kept open and encouraged to take the form of two-way communication.

### 3.6.2.4 Culture

Culture is probably the most difficult aspect of any organisation to change and it is essential that culture modification occurs in the merged organisation for the organisation to evolve into a singular desired culture. Furthermore, the need for cultural modification is crucial in the merged organisation in order for internal branding to take place in such a manner that it becomes a way of life for the organisation and not "just another programme."

#### 3.6.2.5 Compensation

*Below*

In effect, the only way to sustain a strong brand is to offer a reward for those who deliver on it, and compensation emphasises that. It is ironic that the employees who tend to be paid the least, namely those in customer service or sales representatives, are actually the most critical conduits of brand (Blumenthal, 2003). It is said that, as organisations become more aware of the importance of employees in delivering the brand, they will also become more sophisticated about compensating the employee appropriately.

### 3.7 CONCLUSION

Chapter Three developed an understanding of the current position for internal brand strategy. It is obvious that little research or academic writing has been published on this particular topic. There is more than one view as to the precise mechanics to this strategy. However, the importance of, and the areas of the business that are affected by, the implementation of such a strategy are clearly highlighted in the chapter.

## CHAPTER FOUR: SYNTHESISING QUALITATIVE RESEARCH

### 4.1 INTRODUCTION

Chapter Four aims to develop an understanding of the research methodology utilised in this study namely, meta-analysis. Further to this, the writer intends to highlight the issues, concerns and criteria that will contribute to the decision-making at the various stages of this study.

### 4.2 META-ANALYSIS

According to Glass (2000:1), who has been credited as the father of meta-analysis research, meta-analysis under its current guise made its first appearance almost 30 years ago. Meta-analysis has grown from an unheard of preoccupation of a very small group of statisticians working on problems of research integration in education and psychotherapy, to a minor academic industry, as well as a commercial endeavour (Glass, 2000). Meta-analysis research is popular in the social sciences, education and most commonly found in the medical field (Glass, 2000). The reason for its invention, was due to the vast amount of research, in many fields, was growing at such a rate in the early 1970's that the traditional narrative approaches to summarising and integrating research were beginning to break down.

It must be stated that meta-analysis is not free from criticisms. It is said to be prone to overgeneralisation, and to include results from poorly designed studies, biased in favour of published research in comparison to unpublished research, and gives more weight to studies with multiple results while ignoring studies for which the effect size cannot be computed. In particular, qualitative studies are inevitably excluded from such research syntheses (Slavin, 1986).



#### **4.2.1 Meta-analysis of Qualitative Research**

“Qualitative researchers argue that synthesis of qualitative research should be interpretive rather than aggregative. While preserving the integrity and holism of individual studies, inductive and interpretive techniques should be used to sufficiently summarise the findings of individual studies into a product of practical value.” (Suri, 1998:3).

Qualitative research reports do not easily lend themselves to synthesis and according to Jensen and Allen (1996), the purpose of an interpretive synthesis of qualitative research is not to generate predictive theories, but to facilitate a fuller understanding of the phenomenon, context or culture under consideration. The nature of the synthesis product should be guided by the purpose of the synthesis, and by the relationships between the findings and methodological positioning of individual reports.

#### **4.2.2 Sampling in Meta-analysis**

A meta-analysis study aims at a representative sample of individual empirical research studies by including all accessible data. According to Suri (1999) one should not limit the sample and should only stop searching for more data when the stage of data-redundancy is reached, which is when every new data included in the synthesis is likely to tell the same story rather than provide another perspective.

The sample synopsis of the data for this research study is as follows; seven papers / thesis, three textbooks and twenty articles. Of these resources, a majority are in the area of M&A's, internal marketing and marketing strategy in general. The sample has been limited to data

recorded in English. All the data collected and utilised in this study has been scrutinised through the use of the "Secondary Data Transferability Analysis Process." (Figure 1.2) and has been deemed fit for use.

#### **4.2.3 Coding**

"The coding process in a qualitative research synthesis is eclectic rather than sequential" (Suri, 1999:3). According to Suri (1999:2), "In a typical meta-analysis, the findings of each report are generally recorded on a coding sheet designed *apriori* and the coding process is linear. Often meta-analyses address well-defined hypotheses and the synthesis's know exactly what is the information that they wish to extract from individual reports before they commence the synthesis."

In this qualitative synthesis, the writer has tried to take note of the pertinent points that each of the authors has expressed in their individual reports. The process that was utilised was as follows. Firstly, each report was read to familiarise the writer with the data at hand. This was followed by identification, naming and categorising phenomena according to their properties. This process required the writer to return to previously coded data and recode it in the light of the information obtained from other data.

#### **4.2.4 Content Analysis of the Data**

An analysis of the content of each individual study was conducted to identify the general contexts and research methodology utilised in the

production of the individual study. Each study was analysed and this was recorded with the Meta-discussion Tool (Figure 1.3).

The Meta-discussion Tool results for the data used in this study can be viewed in Table 4.1. The individual meta-discussion tool analysis of the data can be viewed in the appendix.

No data was included if it did not score at least a 3 on the Meta-Discussion Tool. The average Meta-Discussion Tool score for the thirty data samples is 5.07.

This statistic of 5.07 is broken down as follows:

3.33% rated as a 3.

26.67% rated as a 4.

33.33% rated as a 5.

33.33% rated as a 6.

3.33% rated as a 7.

**Table 4.1 Meta-Discussion Tool Ratings**

	Author	Title	Rating
1	Anderson, M., Lindgren , C. and Wiliö, L.	Internal Brand Management: The Ginatricot Case	5
2	Bergstrom, A., Blumenthal, D. and Crothers, S.	Why Internal Branding Matters: The Case of Saab	5
3	Bernstel, J. B.	Branding the wild two-headed merger	5
4	Blumenthal, D.	Internal branding: Does	6

		it improve Employees' quality of life?	
5	Buckley, J.	Wearing the Label	4
6	Dunn, M. and Davis, S.	Building brands from the inside	4
7	Eisner, S., Haglund, D. and Steffensen-Johansson, M.	Attitudes in mergers	5
8	Enterprise IG	Building brands from the inside out	3
9	Frook, J. E.	Burnish your brand from the inside	4
10	Gillemo, S. and Rijksen, M.	SAAB versus internal marketing	5
11	Gregory, J. R.	Branding the merger, merging the brand	6
12	Hahn, D.	What just happened to my brand? Brand integration strategies for merging companies	4
13	Haspeslagh, P. C. and Jemison, A. R.	Managing Acquisitions	7
14	Heaton, C. and Guzzo, R.	Making every employee a brand manager	6
15	Hogan, S. and Hodge, K.	Branding and M&A's: The Risks in "Getting the Deal Done"	4
16	HR Focus	Building your brand from the inside out	6
17	Hubbard, N.	Acquisition Strategy And Implementation	6
18	Jacobs, R. W.	Brand building strategies	5
19	Johne, M.	Brand building after the merger	5
20	Juntunen Group	Internal Branding: Creating a Culture of Commitment	4
21	KPMG	Unlocking shareholder value: the keys to success	5
22	Landmann, R.	Connecting your people	6

		with your brand – or: The magic of practicing what you preach	
23	Mellor, V.	Delivering Brand values through people	6
24	Mitchell, C.	Selling the brand inside	4
25	Reed, S. F. and Lajoux, A. R.	The art of M & A	6
26	The Bedford Group	Change Marketing: The universal truths for marketing the benefits of a major merger / acquisition	5
27	Thomson, K., de Chernatony, L., Arganbright, L. and Khan, S.	The buy-in benchmark: How staff understanding and commitment impact brand and business performance	6
28	Tosti, D. T. and Stoz, R. D.	How to build an employee brand	5
29	Vaara, E.	On the discursive construction of success/failure in narratives of post- merger integration	6
30	Zucker, R.	More than a name change – Internal banding at Pearl	4

The added usefulness of this analysis was found to be that once all the relevant studies had been analysed the information was entered into a matrix. This matrix allowed for the individual columns to be categorised using broader categories and the frequencies of each category could be counted.

Six of the thirty research data / samples collected (20%) exclusively examined the integration process in M&A's. Data solely focused on

this subject was comprehensive and relatively easy to find, as this was found to be a well-documented and academically researched topic. Data on this subject was limited since the stage of data-redundancy was quickly reached and every new data included in the synthesis told the same theory with regard to this process rather than provide another perspective.

In total nine of the thirty research data utilized in this study (30%) discussed branding in the context of a post-M&A's environment and more specifically in the context of the integration process environment.

Fifteen of the thirty research data utilized in this study (50%) focused on the topic of internal branding. Of these only one article, namely, "Internal Branding: Creating a Culture of Commitment", mentioned internal branding as most important to an organisation undergoing an acquisition. This fact reiterates the lack of research conducted on the topic of internal branding and its affect and usage in M&A's.

#### **4.3 CONCLUSION**

Chapter Four stresses the importance of the analysis of the available data as the foundation to the development of the internal brand strategy for a post-merged organisation.

## **CHAPTER FIVE: ANALYSIS AND INTERPRETATION OF NON-EMPIRICAL DATA**

### **5.1 INTRODUCTION**

In this final chapter the researcher presents the findings of this research project. From these findings, a discussion of the different connections found will be made, and these findings and connections will be integrated with the research question.

### **5.2 SUMMARY OF RESEARCH FINDINGS**

Meta-analysis and the research synthesis of qualitative research play an important role in the dissemination of knowledge and in the shaping of future research. The objective of these research methodologies is to preserve the integrity of the individual studies at all times, while summarising the findings into a product that can offer practical value. This concept is of utmost importance and should be ever-present in the researcher's mind during the research process. The summary of the research process is recorded below.

#### **5.2.1 Key Problem Areas in the Integration Process**

It is said that no other event is more difficult, challenging, or chaotic as M&A's and thus represent the ultimate in change for a business. The integration process is seen as the key to making M&A's work. Not until the two organisations come together and begin to work toward the merger or acquisition's purpose can value be created (Haspeslagh and Jemison, 1991:105).

During the research process the following key problem areas were found to be the common obstacles in the success of the integration

process: pre-deal planning about post-deal management, pre-deal planning about the integration process, communication, brand strategy and brand consistency, insufficient programmes and processes implemented for employee education, lack of continuous evaluation and monitoring of the integration process, management of organisation culture change, development of employee buy-in, employees becoming internally focused, determinism, value destruction, and leadership vacuum. The integration process as illustrated in Figure 2.1, depicts the areas that affect the interaction of the pre-merged organisations and directly influence the merged organisation's ability to gain competitive advantage in the marketplace.

The findings were categorized under the previously discussed headings in the integration process, namely: problems in the integration process, atmosphere for capability transfer and transfer of strategic capabilities. However, it was found that the majority of the findings fell into more than one category and were creating unnecessary duplications. Furthermore, the majority of the findings are in some way interrelated and cannot be addressed independently or totally segregated.

This is not a drawback, as the internal brand strategy addresses all of these key problem areas as one interactive group. However, the obvious has to be stated that these findings have one major common attribute: these key problem areas directly, and ultimately, affect the success of the brand, and consequently the merger or acquisition.

- Pre-deal planning about post-deal management. Numerous works expressed a concern over lack of planning about who the brand and



the organisation was going to be managed by, prior to the merger. This resulted in an unplanned evolutionary process developing, which quickly turns into a situation of the survival of the fittest. This is unfortunately both for the brand and the employee. A well-planned and managed process ensures the growth and development of the brand and the merged organisation into the actual organisation that was initially promoted to the stakeholders.

- Pre-deal planning about the integration process. The majority of the works utilized in this study indicated a lack of pre-deal planning for the integration process. This was due to perceived insignificance or importance of this process prior to the actual merger.

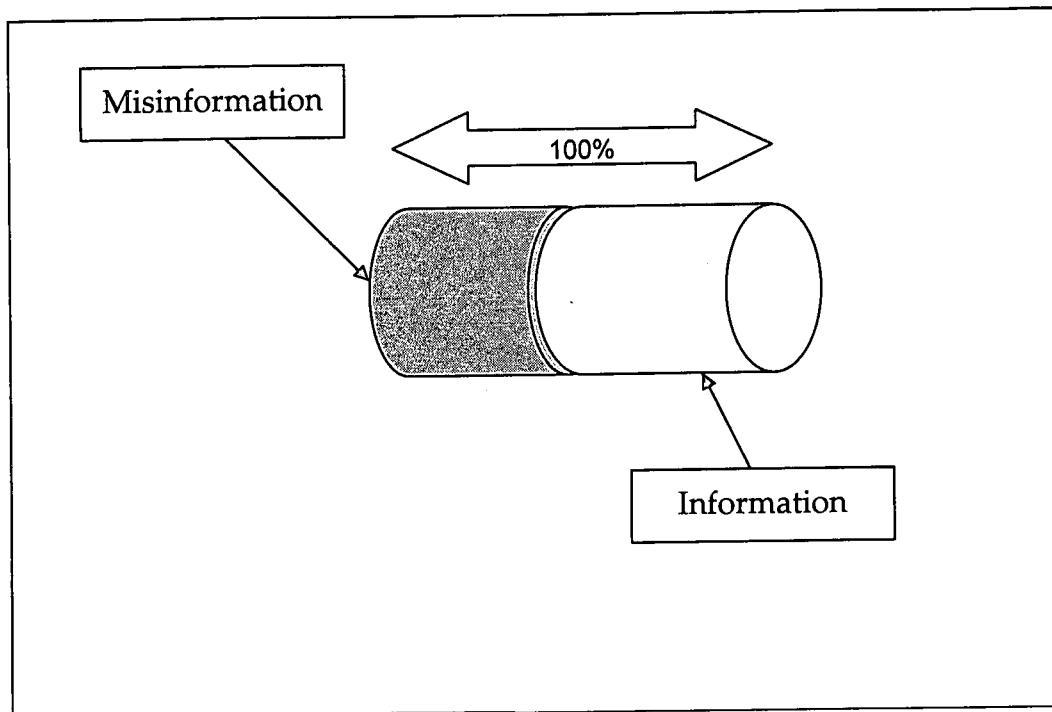
There are various aspect that need to be researched prior to the integration process. An example of which would be operational resource sharing, which is the most straightforward type of capability transfer. This transfer occurs through either the giving or sharing of operational resources. Examples of this are the combining of sales forces, sharing of manufacturing facilities, trademarks, brand names, office space, or distribution channels just to mention a few (Haspeslagh & Jemison, 1991; Eisner, Haglund and Steffensen-Johansson, 1999). Value is created in these instances through economies of scale and scope. The problems arise when the resources are either rationalised or combined during the structuring of the new organisation without prior planning or research. As a result of this action, trauma and disruptions are generated and felt within the new organisation and the use of the resource then represents a compromise for both organisations. Resulting in the key objective for this process to manage and create

value to outweigh the hidden cost of compromise is lost (Haspeslagh & Jemison, 1991).

- Communication. One hundred percent of the data utilised in this study indicated and stated that effective communication was essential in the integration process. A pre- and post-deal communication strategy is essential. This study, however, is to only focus on post-deal communication problems.

A lack of communication was indicated and proven to be the surest way of creating uncertainty in the merged organisation. If one thinks of the image of an “information tank” that represents all of the information that can be shared during the change process. Then this information tank will always be full of information which is received through communications. If the tank is filled with 10% good information from management then the remaining 90% will be filled with rumours and speculation. It is up to the management to decide how much information in the tank is correct (The Bedford Group, 2002). With this in mind, one also has to ensure that the frequency rate of information transmission, through communication from management to the employee, is habitual enough to satisfy the employee’s needs.

**Figure 5.1 The Information Tank**



**The Bedford Group (2002)**

The lack of communication in the form of two-way communication was also cited as being a major obstacle in the process. This form of communication allows for open dialogue on all issues and importantly allows employees an opportunity of venting their concerns. Two-way communication must be timely, effective and active in order to prevent a communication vacuum from developing.

- Brand strategy and brand consistency. The lack of a clear and concise brand strategy was found to contribute significantly to the failure of the integration process. Furthermore, the brand managers / ambassadors were often found to act inconsistently with this brand strategy, thus creating further internal brand confusion.

- Insufficient programmes and processes implemented for employee education. This problem was found to contribute directly to failure of the integration process, as well to the development of numerous and various secondary problem areas. An example of a secondary problem is internal conflict is developing between the different sides of the merger or within the divisions of the merger because of the lack of training with regard to the internal policy and procedures.
  
- Lack of continuous evaluation and monitoring of the integration process. This problem caused mergers to experience the problem of "strategic drift" without awareness of it until it was too late. To rectify the situation, the organisation has to re-strategise often resulting in restructuring, refocusing the brand and the organisation, which is an unnecessary waste of time and money, which are often scarce resources in the integration process.
  
- Management of organisation cultural change. The data analysed in this research project indicated that this is one of the major problem areas within the integration process. It was found that the culture of the merged organisation was left to sort itself out. Most organisations did not manage this change, although culture is probably the most difficult aspect of any organisation to change and it is essential that culture modification occurs in the merged organisation in order for the organisation to evolve into a singular desired culture. Furthermore, the need for cultural modification will be crucial in the merged organisation for internal branding to take place so that it becomes a way of life for the organisation and not "just another programme."

The lack of managed cultural change is detrimental to the integration process as the organisation's culture is "the set of shared, taken-for-granted implicit assumptions that a group holds and that determines how it perceives, thinks about, and reacts to its various environments" (Kreitner, Kinicki and Buelens, 1999:57). It is this culture, which has the employees into believing in the brand and displaying the right attitude and behaviour to make the brand come alive for the customers (Nutshell, 2003 ).

- Development of employee buy-in. The analysis of the research data indicated that if employee buy-in into the brand and or the merger was not achieved this develops into problems that directly affected the integration process. It was found that employee apprehension, as a result of the possible personal effect of the merger and the lack of information, was the main stumbling block preventing employee buy-in.
- Employees becoming internally focused. Research showed that during the integration process many employees became internally focused. The result was that customers became confused, allowing the competitors to capitalise on this opportunity.
- Determinism. Employees on both sides of the merger showed a tendency to cling onto the original justification for the merger when faced with a change with the actual merger in contrast with their initial expectations of the merger.
- Value destruction. This is the negative effect that the merger has on individual managers and the employees.

- Leadership vacuum. The lack of appropriate and visible leadership in the merged organisation, whose responsibility it is to ensure that the new purpose for the combined organisations is articulated unvaryingly throughout the merged organisation. This void allows the employees to default back to their old organisations culture and brand attributes.

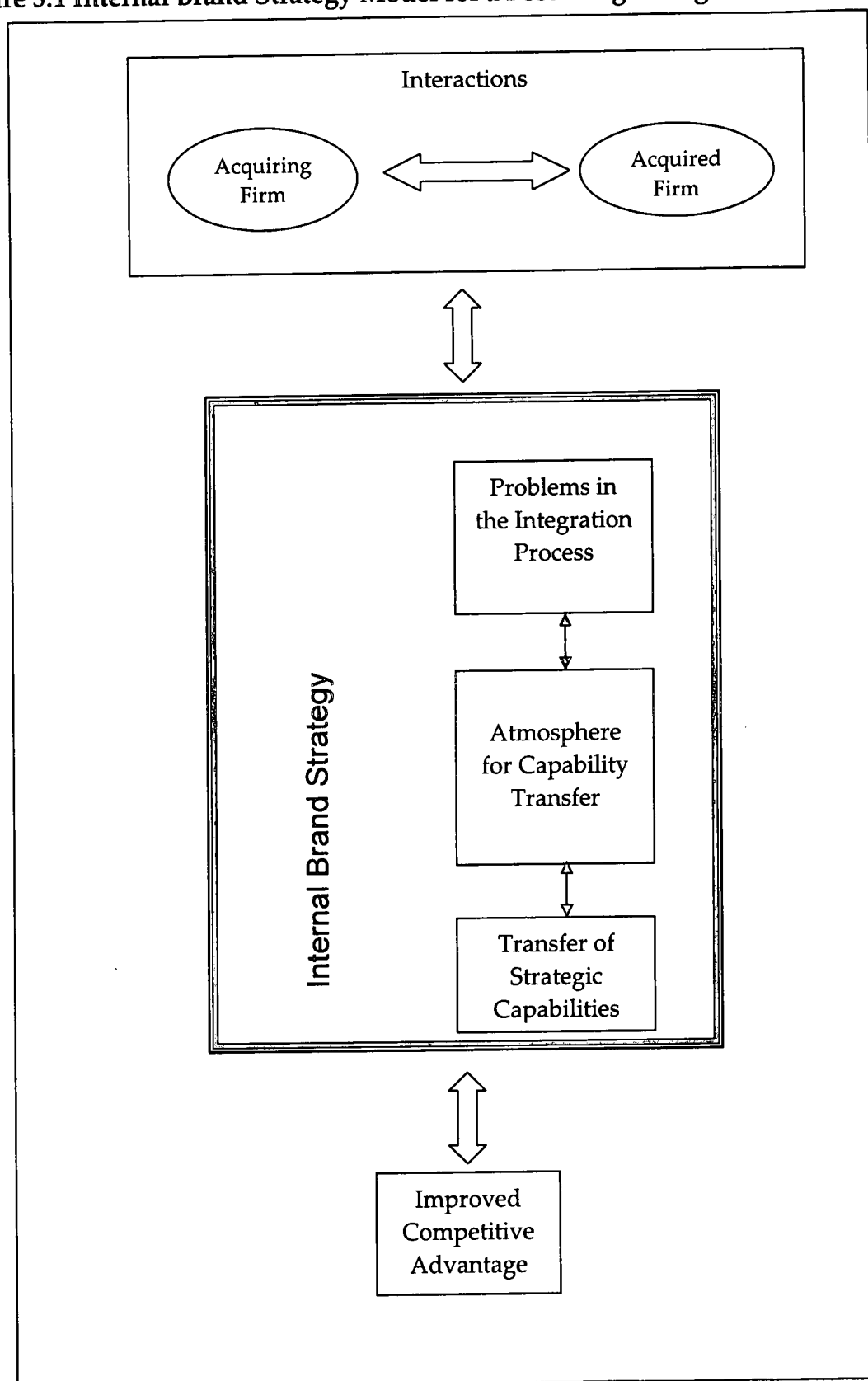
Ultimately the merged organisation's vision, values and communication are at the heart of integration process, and without the correct strategy that deals with all of the different aspects of this process, it is destined to fail.

### **5.2.2 Internal Brand Strategy for a Post-merged Organisation**

The intent of this study was to discover if an internal brand strategy would assist organisations with the integration process of M&A's? As depicted in Figure 5.2 the intention is to fit the internal brand strategy into the integration process in such a manner as to eliminate as many integration problems as possible. This is achieved through the process of aligning the organisation with the brand by coordinating marketing efforts with the principles of organisational change management (Tosti and Stoz, 2001).

The analysis of the research data revealed that an effective and active internal brand strategy created many benefits to the employee and the organisation, and led to customer satisfaction. However, in the analysis of the data it was found that for the integration process and the internal brand strategy to be successful, both these programmes had to be developed prior to the integration of the organisations. This pre-deal planning process, required to develop the internal brand strategy, would eliminate the first integration problem of pre-deal planning about the post-deal management and the integration processes.

Figure 5.1 Internal Brand Strategy Model for a Post-merged Organisation



Adapted from Haspeslagh and Jemison, 1991.



The internal brand strategy that is to be developed must be designed through the use of proven strategic principles. These strategic decisions need to be based on the strategic analysis of the organisation to ensure strategic fit of the organisations activities to the environment in which it operates in (Johnson and Scholes, 1999).

The internal brand strategy will be unique for each organisation due to organisation design, its environment and the strategic management decisions that will be taken. Hence, the writer is unable to design a strategy that will be appropriate for any organisation in general. However, through this research key attributes that need to be encompassed in the internal brand strategy were discovered. These attributes have been developed into questions that need to be answered by the internal brand strategy to ensure the success of the strategy.

- Is the strategic intent of the post-merged organisation defined and developed?

The research showed that a key aspect of the internal brand strategy is to develop strategic intent for the brand and, ultimately, is the organisation. The strategic intent is developed prior to the integration process and defines all the attributes of the brand, such as brand identity, brand values, brand image, brand positioning and brand promise. Further to this, the research showed that this educated the employees and enabled them to answer the following key questions:

- What is my company's purpose?
- What is my company's brand promise – to me as an employee and to our customer?

- How does my department, division and how do I contribute to that brand promise? (Juntunen Group, 2003)

The objective of the internal brand strategy is not only to have the employees answer the questions, but more importantly have them believing in the answers as well. This has been often cited as the foundation of developing brand ambassadors and brand loyal employees. It is from this point that the employees develop a powerful and emotional connection to the products and services the organisation sells.

- Does the strategy facilitate organisational buy-in?

The buy-in process, which pertains not only to the brand but also to buy-in to the merger itself, can be broken down into two facets, namely: intellectual and emotional buy-in. The previously above-mentioned process develops the intellectual aspect through education and employee knowledge, while the emotional aspect has to be developed over time. Emotional buy-in describes the employees' commitment to achieve goals through their emotional attachment and associations (Thomson, et al., 1999). Both facets of employee buy-in are developed through communication. The research showed the problem with internal communications is that the human resource division of the organisation generally owns the process and the communication channels. Human resource personnel seldom have experience with marketing or an understanding of the brand values and attributes. The result is that the communications are mismatched with the strategic intent, resulting in confusion which threatens the employees' perception of the organisation's integrity (Mitchell: 2002).

- Does the strategy ensure effective two-way communication?

The communication process requires an entire strategy on its own. However, this communication strategy should be closely tied to the internal brand strategy and, most importantly, will have to take the form of two-way communication. The research showed that organisations with strong internal brand strategies shared the following brand communication principles:

- They have a consistent, clear and prioritised internal brand message, in the content of which reflects the brand attributes and promise to both the employee and the customer.
  - Communications crossed all channels and functions within the organisation.
  - All communications are planned and executed with the same amount of passion, thought, frequency and resources as the external communications.
  - All form of communication has a strong internal identity, which is easily identifiable by the employee.
  - Two-way communication, allowing for questioning, venting of frustrations, suggesting of ideas and highlighting opportunities.
- Is the modification of the organisations culture facilitated within the strategy?

Understanding the culture of any organisation is important when developing any strategy, the problem is that this is not an easy task. Although the strategy and values of an organisation can be written down, the underlying assumptions which make up the cultural paradigm can only be observed in the day-to-day actions of the employees (Johnson and Scholes, 1999).

To assist with the analysis and the understanding of the organisations culture, it is suggested that a cultural web is developed for the post-merged organisation. This will assist in the development of the internal brand strategy to ensure that the strategy and the culture will fit. It is from this point that the strategy can be developed to change the culture from its present form to the desired form, if required.

- Have systems been developed to evaluate and monitor the progress of the integration process?

Due to the ever changing environment in which the employee and the organisation coexist in, strategic drift is an ever present threat. To ensure that this does not occur, continuous evaluation and monitoring of the entire process must be regularly conducted. This was highlighted in the research as an area which is often overlooked and often resulted in major setbacks which contributed to the post-merged organisation not obtaining its goal (Johnson and Scholes, 1999).

The attributes listed above are not a finite list but are the common and essential attributes that reoccur throughout the study. The remaining issues that were discussed in the previous section must also be addressed by the internal brand strategy. However, these will have to be evaluated in the context of their environment and the correct strategy designed to correct these areas of weakness.

It must be stated that the internal brand strategy would not be the driver of the integration process. However, the internal brand strategy would ensure that the entire organisations decisions and efforts will be consistent and focused on the development of the post-merged organisations brand and its goals. The strategy directs and scopes the organisation over the long term,

which goal is to achieve advantage for the organisation through its configuration of resources within a changing environment, and to meet the goals and needs of the market and the shareholders (Johnson and Scholes, 1999). Thus the writer believes that the internal brand strategy can play an integral part in the success of M&A's.

### 5.3 CONCLUSION

The writer has attempted to match the weaknesses of the integration process with the strengths of the internal brand strategy from the research findings. It can be seen that the internal brand strategy does indeed complement the integration process, if planned and implemented correctly.

### 5.4 RECOMMENDATIONS

It is recommend that in order to implement an internal brand strategy successfully, the following steps (that are not discussed in this thesis) are taken.

- The corporate brand and the brand are formally defined, with a clear vision and goal.
- The organisation's culture needs to be understood and developed into a culture that complements and embraces the internal brand strategy.
- A formal two-way communication process are designed, implemented and monitored.
- Monitoring and checks are designed and implemented to ensure effectiveness and prevent strategic drift.

## 5.5 FUTURE RESEARCH

As mentioned throughout, the intention of this research project was to develop an understanding of the status quo of the internal brand strategy with special emphasis on its relationship to the integration process of M&A's. It is hoped that the reader is enabled to deduce the importance and necessity of future research into the field of internal branding in general and the strategising thereof.

Unfortunately, internal branding has been researched unintentionally independently to the environment of M&A's, due to the lack of available data on these combined. The writer believes that this is a key area of the business environment that needs to be further researched due to the sheer numbers of M&A's that take place on a daily basis.

Other interesting questions within the field of internal brand strategising have emerged during this research project. This study has only focused on the subject within the field of M&A's, but it would be interesting to study the effect of such a strategy in a non-merged or acquired organisation. Furthermore, it would be of interest to see if this type of strategy will have a bigger effect on a product or service orientated organisation.

The writer believes, and has shown, that the internal brand strategy will assist developing brand loyalty. The question is how does the organisation know if it has succeed in developing internal brand loyalty and how does the organisation measure internal brand loyalty?

## 5.7 CRITIQUE OF THE STUDY

This study discovered an assortment of proven factors that have a definite and profound effect on the integration process and the outcome of mergers in general. Unfortunately, internal branding in the environment of M&A's was researched was limited due to the lack of available data on this topic and one must concluded that the work is not one hundred percent complete. This fact supports the need for future research in the field of internal branding in the environment of M&A's.

The skill and time required to perform a sound and quality meta-analysis is by no means to be under estimated! Continuous concentration, diligence and repetition are just a few of the key attributes required when undertaking such a study. These attributes require a resource that is finite to everyone, yet can require an unquantifiable amount. The resource is, Time!

After completing this study the writer has a sense of insecurity that the study is subject to a variation in the interpretation, analysis and validation of the qualitative data utilised. This highlights the importance and need for triangulation and verification of the data in any study. However, the writer does not want to detract from the value of this type of study, as it is believed that this type of study is necessary and holds as much value as any other form of study. Although this qualitative study demonstrates that the correct internal brand strategy will have a positive effect on the outcome on M&A's, it still needs to be proven in the real world, which will ultimately prove or disprove the findings of this study.

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## APPENDICES

### Meta-Discussion Tool

Title	Internal Brand Management: The Ginatricot Case	Rating NA
Author(s)	Anderson. M., Lindgren. C., and Wiliö. L.	NA
Type of Evidence	4 = Meta-Analysis or Meta-discussion 3 = Cohort 2 = Case Study / technical report 1 = Free standing literature	2
Concepts Discussed	<p>"The Ginatricot Case", is a thesis that describes and explains different aspects that together contribute to the development of internal brand loyalty. The concepts discussed are:</p> <ul style="list-style-type: none"> <li>• Brand management.</li> <li>• Organisational culture.</li> <li>• Relationship marketing.</li> </ul> <p>The study shows how these concepts are integrated and dependent on each other. It focuses on the internal environment instead of the customer.</p>	NA
Conceptual Clarity	3 = Clear and useful 2 = Some ambiguity, but useful 1 = Unclear or questionable use	3
Total Rating (Max 7)		5



## Meta-Discussion Tool

Title	Why Internal Branding Matters: The Case of Saab	Rating
		NA
Author(s)	Bergstrom, A., Blumenthal, D. and Crothers, S.	NA
Type of Evidence	4 = Meta-Analysis or Meta-discussion	2
	3 = Cohort	
	2 = Case Study / technical report	
	1 = Free standing literature	
Concepts Discussed	<p>In this paper the concept of internal branding is reviewed and its importance to the overall brand engagement is outlined. Its relationship with regard to the field of reputation management is also discussed. The brand consultancy's international branding methodology is introduced in theoretical terms, and then applied to the case study SAAB. Thereafter challenges, lessons, and broader implications are discussed.</p> <p>The paper concludes that internal and external brand attributes and marketing strategies must match.</p>	NA
Conceptual Clarity	3 = Clear and useful	3
	2 = Some ambiguity, but useful	
	1 = Unclear or questionable use	
Total Rating (Max 7)		5



### Meta-Discussion Tool

Title	<b>Change Marketing. The universal truths for marketing the benefits of a major merger / acquisition</b>	Rating
		NA
Author(s)	Bedford Group	NA
Type of Evidence	4 = Meta-Analysis or Meta-discussion	2
	3 = Cohort	
	2 = Case Study / technical report	
	1 = Free standing literature	
Concepts Discussed	The article discusses the following concepts: marketing, employees, internal communication and strategies in relation to mergers and acquisitions.	NA
Conceptual Clarity	3 = Clear and useful	3
	2 = Some ambiguity, but useful	
	1 = Unclear or questionable use	
Total Rating (Max 7)		5



## Meta-Discussion Tool

Title	<b>Branding the Wild Two-Headed Merger</b>	Rating
		NA
Author(s)	<b>Bernstel, J. B.</b>	NA
Type of Evidence	4 = Meta-Analysis or Meta-discussion	2
	3 = Cohort	
	2 = Case Study / technical report	
	1 = Free standing literature	
Concepts Discussed	<p>The article examines some of the different approaches taken in response to the problem of brand continuity following a merger or acquisition. The article explores two perspectives on the topic of branding after mergers, namely, forethought and equity.</p> <p>The article makes use of a case study to highlight organisational culture and communication issues which impact on the brand.</p>	NA
Conceptual Clarity	3 = Clear and useful	3
	2 = Some ambiguity, but useful	
	1 = Unclear or questionable use	
Total Rating (Max 7)		5



## Meta-Discussion Tool

Title	Internal Branding: Does IT Improve Employees' Quality Of Life?	Rating
		NA
Author(s)	Blumenthal, D.	NA
Type of Evidence	4 = Meta-Analysis or Meta-discussion.	3
	3 = Cohort	
	2 = Case Study / technical report.	
	1 = Free standing literature.	
Concepts Discussed	<p>This paper explores the impact of internal branding, on employees' quality of life. It suggests that a positive correlation between the two is necessary in order for internal branding programmes to succeed.</p> <p>The background into internal branding, its evolution and rationale for modern corporate practice is outlined in the paper.</p> <p>The process is described in theoretical terms based on one brand consultancy's approach to it. Reactions of employees who were engaged in an internal branding project developed by this consultancy are explored.</p> <p>Based on observed gaps between theory and practice, a perspective is offered for maximising the positive effect of internal branding and in turn the success of the internal branding programmes.</p>	NA
Conceptual Clarity	3 = Clear and useful	3
	2 = Some ambiguity, but useful	
	1 = Unclear or questionable use	
Total Rating (Max 7)		6

### Meta-Discussion Tool

Title	Wearing the label	Rating
		NA
Author(s)	Buckley, J.	NA
Type of Evidence	4 = Meta-Analysis or Meta-discussion	1
	3 = Cohort	
	2 = Case Study / technical report	
	1 = Free standing literature	
Concepts Discussed	The article discusses how a strong internal brand helps employers deliver their external brand. The writer focuses is on how benefits can be utilized as a tool to build and reinforce the internal brand within the organisation.	NA
Conceptual Clarity	3 = Clear and useful	3
	2 = Some ambiguity, but useful	
	1 = Unclear or questionable use	
Total Rating (Max 7)		4



### Meta-Discussion Tool

Title	<b>Building brands from the inside</b>	Rating
		NA
Author(s)	<b>Dunn, M. and Davis, S.</b>	NA
Type of Evidence	4 = Meta-Analysis or Meta-discussion	1
	3 = Cohort	
	2 = Case Study / technical report	
	1 = Free standing literature	
Concepts Discussed	<p>This paper explores the internal systems of the organisation which supports the brand. It discusses the need for alignment between the brand strategy and business strategy. Issues relating to the brand strategy are discussed, namely:</p> <ul style="list-style-type: none"> <li>• Consistency</li> <li>• Total organisation involvement, top down</li> <li>• Becoming a brand-driven organisation</li> </ul>	NA
Conceptual Clarity	3 = Clear and useful	3
	2 = Some ambiguity, but useful	
	1 = Unclear or questionable use	
Total Rating (Max 7)		4



### Meta-Discussion Tool

Title	Attitudes in Mergers	Rating
		NA
Author(s)	Eisner, S., Haglund, D. and Steffensen-Johansson, M.	NA
Type of Evidence	4 = Meta-Analysis or Meta-discussion	2
	3 = Cohort	
	2 = Case Study / technical report	
	1 = Free standing literature	
Concepts Discussed	<p>This thesis is a study of the attitudes influencing the integration process in a merger. The study includes a case study, while using empirical data to gain an overview of the information that was sought. The following issues were studied:</p> <ul style="list-style-type: none"> <li>• Mergers and Acquisitions and the creation of value.</li> <li>• The Merger Integration Process.</li> <li>• Problems in the Integration Process.</li> <li>• Types of Integration Strategies.</li> <li>• Employee Attitudes in Mergers.</li> <li>• Cultural Aspects in a Merger.</li> </ul>	NA
Conceptual Clarity	3 = Clear and useful	3
	2 = Some ambiguity, but useful	
	1 = Unclear or questionable use	
Total Rating (Max 7)		5



## Meta-Discussion Tool

Title	Building Brands From the Inside Out	Rating
		NA
Author(s)	Enterprise IG	NA
Type of Evidence	4 = Meta-Analysis or Meta-discussion	1
	3 = Cohort	
	2 = Case Study / technical report	
	1 = Free standing literature	
Concepts Discussed	This short article discusses the issues surrounding custodianship of a brand. It discusses internal marketing and the effects of employee buy-in.	NA
Conceptual Clarity	3 = Clear and useful	2
	2 = Some ambiguity, but useful	
	1 = Unclear or questionable use	
Total Rating (Max 7)		3



Meta-Discussion Tool

Title	Burnish Your Brand From The inside	Rating
		NA
Author(s)	Frook, J. E.	NA
Type of Evidence	4 = Meta-Analysis or Meta-discussion	2
	3 = Cohort	
	2 = Case Study / technical report	
	1 = Free standing literature	
Concepts Discussed	This case study reviews the discipline of employee branding and the principles which are used to create differentiation in the marketplace. Employee stability is highlighted and demonstrated as an essential aspect of the process.	NA
Conceptual Clarity	3 = Clear and useful	2
	2 = Some ambiguity, but useful	
	1 = Unclear or questionable use	
Total Rating (Max 7)		4



## Meta-Discussion Tool

Title	SAAB Versus Internal Marketing	Rating
		NA
Author(s)	Gillemo. S. and Rijkxen. M.	NA
Type of Evidence	4 = Meta-Analysis or Meta-discussion	2
	3 = Cohort	
	2 = Case Study / technical report	
	1 = Free standing literature	
Concepts Discussed	<p>This thesis addresses the difficulties in communicating corporate plans throughout the whole organisation and develops a new model on internal marketing.</p> <p>Concepts that are discussed are:</p> <ul style="list-style-type: none"> <li>• Internal marketing</li> <li>• Relationship marketing</li> <li>• Brand identity</li> <li>• Brand image</li> <li>• Brand strategy</li> <li>• Communication</li> </ul>	NA
Conceptual Clarity	3 = Clear and useful	3
	2 = Some ambiguity, but useful	
	1 = Unclear or questionable use	
Total Rating (Max 7)		5



## Meta-Discussion Tool

Title	Branding the Merger, Merging the Brands	Rating
		NA
Author(s)	Gregory, J. R.	NA
Type of Evidence	4 = Meta-Analysis or Meta-discussion	3
	3 = Cohort	
	2 = Case Study / technical report	
	1 = Free standing literature	
Concepts Discussed	This article discusses issues surrounding mergers and brand. It focuses on the problems of the integration process and the net negative effect on stock price. It describes the brand as being the merger and that this must be exploited. Communication within the organisation is highlighted as a key success factor in the process.	NA
Conceptual Clarity	3 = Clear and useful	3
	2 = Some ambiguity, but useful	
	1 = Unclear or questionable use	
Total Rating (Max 7)		6

Meta-Discussion Tool

Title	What Just Happened to My Brand? Brand-integration Strategies for Merging Companies	Rating
		NA
Author(s)	Hahn, D.	NA
Type of Evidence	4 = Meta-Analysis or Meta-discussion	1
	3 = Cohort	
	2 = Case Study / technical report	
	1 = Free standing literature	
Concepts Discussed	In this publication the writer discusses the key attributes to post-merger branding and suggests six branding strategies to consider during a merger.	NA
Conceptual Clarity	3 = Clear and useful	3
	2 = Some ambiguity, but useful	
	1 = Unclear or questionable use	
Total Rating (Max 7)		4



## Meta-Discussion Tool

Title	Managing Acquisitions	Rating
		NA
Author(s)	<b>Haspeslagh, P. C. and Jemison, D. B.</b>	NA
Type of Evidence	4 = Meta-Analysis or Meta-discussion	4
	3 = Cohort	
	2 = Case Study / technical report	
	1 = Free standing literature	
Concepts Discussed	<p>This text book is compiled from 20 years of research and includes 20 case studies of international organisations that have been through the merger process.</p> <p>It examines the reality of the acquisition decision-making process, and highlights, and elaborates on, managing the acquisition and the integration process.</p> <p>A framework for the integration process is developed. The study utilises both practical and theory in the development of this frame work.</p> <p>The following topics are covered in depth in the text:</p> <ul style="list-style-type: none"> <li>• Acquisitions</li> <li>• Managing the Acquisition Decision process</li> <li>• Integration: the source of Value creation</li> <li>• Managing Integration for Value Creation</li> <li>• Linking Acquisitions to Strategy</li> </ul>	NA
Conceptual Clarity	3 = Clear and useful	3
	2 = Some ambiguity, but useful	
	1 = Unclear or questionable use	
Total Rating (Max 7)		7



Meta-Discussion Tool

Title	Making Every Employee a Brand Manager.	Rating
		NA
Author(s)	Heaton, C. and Guzzo, R.	NA
Type of Evidence	4 = Meta-Analysis or Meta-discussion	3
	3 = Cohort	
	2 = Case Study / technical report	
	1 = Free standing literature	
Concepts Discussed	This research article focuses on the notion that employees are a critical, yet underemphasised element in delivering the positive customer experience necessary to build a strong brand. The article takes a strategic approach to human capital, which is designed to enable employees to deliver to their fullest potential. It identifies barriers that affect the employee's ability to deliver.	NA
Conceptual Clarity	3 = Clear and useful	3
	2 = Some ambiguity, but useful	
	1 = Unclear or questionable use	
Total Rating (Max 7)		6

## Meta-Discussion Tool

Title	Branding and M&A's: The Risks in "Getting the deal Done"	Rating
		NA
Author(s)	Hogan, S. and Hodge, K.	NA
Type of Evidence	4 = Meta-Analysis or Meta-discussion	2
	3 = Cohort	
	2 = Case Study / technical report	
	1 = Free standing literature	
Concepts Discussed	This article discusses the attributes of the brand that can and do contribute to merger failures, if not properly addressed. This issue is discussed in two different time frames in the merger lifecycle namely: pre-merger and the integration process.	NA
Conceptual Clarity	3 = Clear and useful	2
	2 = Some ambiguity, but useful	
	1 = Unclear or questionable use	
Total Rating (Max 7)		4



## Meta-Discussion Tool

Title	<b>Building Your Brand From The Inside Out.</b>	Rating
		NA
Author(s)	<b>HR Focus</b>	NA
Type of Evidence	4 = Meta-Analysis or Meta-discussion	3
	3 = Cohort	
	2 = Case Study / technical report	
	1 = Free standing literature	
Concepts Discussed	This article focuses on the implementation of the internal branding process. It defines internal branding and the roles of the organisational hierarchy. It concludes with a case study of Archstone and the effect that their internal branding strategy had on the organisation in comparison to their competitors..	NA
Conceptual Clarity	3 = Clear and useful	3
	2 = Some ambiguity, but useful	
	1 = Unclear or questionable use	
Total Rating (Max 7)		6



Meta-Discussion Tool

Title	Acquisition Strategy and Implementation	Rating
		NA
Author(s)	Hubbard, N.	NA
Type of Evidence	4 = Meta-Analysis or Meta-discussion	3
	3 = Cohort	
	2 = Case Study / technical report	
	1 = Free standing literature	
Concepts Discussed	<p>This text book highlights the typical pitfalls that are experienced by merging organisations. Furthermore, it highlights that organisations continue to fail in the same areas, namely, poor planning, lack of communication and mishandled implementation.</p> <p>The text utilises six case studies and describes a six stage planning process, the history of mergers, global trends and reasons for success and failure.</p>	NA
Conceptual Clarity	3 = Clear and useful	3
	2 = Some ambiguity, but useful	
	1 = Unclear or questionable use	
Total Rating (Max 7)		6



Meta-Discussion Tool

Title	Brand Building Strategies	Rating
		NA
Author(s)	Jacobs, R. W.	NA
Type of Evidence	4 = Meta-Analysis or Meta-discussion	2
	3 = Cohort	
	2 = Case Study / technical report	
	1 = Free standing literature	
Concepts Discussed	<p>This paper discusses branding with regard to merged organisations, specifically in the insurance industry. The following concepts are discussed:</p> <ul style="list-style-type: none"><li>• Success criteria of a brand</li><li>• Brand structure</li><li>• Branding challenges</li></ul>	NA
Conceptual Clarity	3 = Clear and useful	3
	2 = Some ambiguity, but useful	
	1 = Unclear or questionable use	
Total Rating (Max 7)		5



Meta-Discussion Tool

Title	Brand Building After the Merger	Rating
		NA
Author(s)	Johne, M.	NA
Type of Evidence	4 = Meta-Analysis or Meta-discussion	2
	3 = Cohort	
	2 = Case Study / technical report	
	1 = Free standing literature	
Concepts Discussed	The paper looks at how some companies are correctly and successfully forging a new identity following the merger. It details the problems employees face during this process and how these were solved.	NA
Conceptual Clarity	3 = Clear and useful	3
	2 = Some ambiguity, but useful	
	1 = Unclear or questionable use	
Total Rating (Max 7)		5

Meta-Discussion Tool

Title	Internal Branding: Creating a Culture of Commitment	Rating
		NA
Author(s)	Juntunen Group	NA
Type of Evidence	4 = Meta-Analysis or Meta-discussion	1
	3 = Cohort	
	2 = Case Study / technical report	
	1 = Free standing literature	
Concepts Discussed	<p>The paper discusses the listed below attributes to internal branding:</p> <ul style="list-style-type: none"><li>• What is internal branding?</li><li>• The components of a strong internal brand</li><li>• When is internal branding is important to an organisation</li></ul>	NA
Conceptual Clarity	3 = Clear and useful	3
	2 = Some ambiguity, but useful	
	1 = Unclear or questionable use	
Total Rating (Max 7)		4



Meta-Discussion Tool

Title	Unlocking shareholder value: the keys to success. Mergers & Acquisitions a Global Research Report	Rating
		NA
Author(s)	KPMG	NA
Type of Evidence	4 = Meta-Analysis or Meta-discussion	2
	3 = Cohort	
	2 = Case Study / technical report	
	1 = Free standing literature	
Concepts Discussed	<p>In this report, KPMG presents the findings of their survey into the issues surrounding M&amp;A integration. It emphasises what successful organisations are doing right to unlock the value from their deals.</p> <p>The report deals with both the hard and soft issues regarding M&amp;A integration.</p>	NA
Conceptual Clarity	3 = Clear and useful	3
	2 = Some ambiguity, but useful	
	1 = Unclear or questionable use	
Total Rating (Max 7)		5



## Meta-Discussion Tool

Title	<b>Connecting your people with your brand or: The magic of practicing what you preach</b>	Rating
		NA
Author(s)	Landmann, R.	NA
Type of Evidence	4 = Meta-Analysis or Meta-discussion	3
	3 = Cohort	
	2 = Case Study / technical report	
	1 = Free standing literature	
Concepts Discussed	<p>The paper examines the relationship between the customer, the brand, and the employee. It takes an in-depth look at behaviour and develops a practical approach to achieving and sustaining behaviour improvement.</p> <p>Key success factors are discussed that effect successful programme execution. Communication, culture and diversity are acknowledged as important aspects which have to be addressed prior to roll-out. A general strategy for the roll-out is outlined.</p>	NA
Conceptual Clarity	3 = Clear and useful	3
	2 = Some ambiguity, but useful	
	1 = Unclear or questionable use	
Total Rating (Max 7)		6



### Meta-Discussion Tool

Title	Delivering Brand values through people	Rating
		NA
Author(s)	Mellor, V.	NA
Type of Evidence	4 = Meta-Analysis or Meta-discussion	3
	3 = Cohort	
	2 = Case Study / technical report	
	1 = Free standing literature	
Concepts Discussed	<p>The article defines employee branding, the problems currently associated with it and the employer dimensions associated with employee branding.</p> <p>The concept of training employees to be brand ambassadors and examples thereof, is discussed.</p> <p>Concepts such as communication, employee retention and evaluation are discussed under the theme of employee branding.</p>	NA
Conceptual Clarity	3 = Clear and useful	3
	2 = Some ambiguity, but useful	
	1 = Unclear or questionable use	
Total Rating (Max 7)		6



Meta-Discussion Tool

Title	Selling The Brand Inside	Rating
		NA
Author(s)	Mitchell, C.	NA
Type of Evidence	4 = Meta-Analysis or Meta-discussion	1
	3 = Cohort	
	2 = Case Study / technical report	
	1 = Free standing literature	
Concepts Discussed	<p>This paper discusses internal branding and its importance. The key areas discussed are:</p> <ul style="list-style-type: none"><li>• Timing</li><li>• The link between internal and external marketing</li><li>• Bringing the brand alive for the employees</li></ul>	NA
Conceptual Clarity	3 = Clear and useful	3
	2 = Some ambiguity, but useful	
	1 = Unclear or questionable use	
Total Rating (Max 7)		4



## Meta-Discussion Tool

Title	The Art of M&A.	Rating
		NA
Author(s)	Reed, S. F. and Lajoux, A. R.	NA
Type of Evidence	4 = Meta-Analysis or Meta-discussion.	3
	3 = Cohort	
	2 = Case Study / technical report.	
	1 = Free standing literature.	
Concepts Discussed	<p>The writers of this book cover all the aspect of mergers, acquisitions and buyouts. The work covers the following aspects of M&amp;A's comprehensively:</p> <ul style="list-style-type: none"> <li>• Planning and finding M&amp;A's opportunities</li> <li>• Valuation</li> <li>• Financing and Refinancing</li> <li>• Structuring, tax and accounting considerations</li> <li>• Due diligence</li> <li>• Post-merger Integration</li> </ul> <p>The work describes an integration plan as a step by step process.</p>	NA
Conceptual Clarity	3 = Clear and useful	3
	2 = Some ambiguity, but useful	
	1 = Unclear or questionable use	
Total Rating (Max 7)		6



## Meta-Discussion Tool

Title	<b>The Buy-in Benchmark: How Staff Understanding and Commitment Impact Brand and Business Performance</b>	Rating
		NA
Author(s)	<b>Thomson, K., de Chernatony, L., Arganbright, L. and Khan, S.</b>	NA
Type of Evidence	4 = Meta-Analysis or Meta-discussion	4
	3 = Cohort	
	2 = Case Study / technical report	
	1 = Free standing literature	
Concepts Discussed	<p>This paper researches and discusses how greater staff understanding and commitment can enhance brand and business performance. The writers focus on internal branding and highlight the positive impact communication has on buy-in and consequently on performance.</p> <p>An intellectual-emotional matrix is developed to demonstrate how the use of internal communication can further enhance employee by-in.</p>	NA
Conceptual Clarity	3 = Clear and useful	3
	2 = Some ambiguity, but useful	
	1 = Unclear or questionable use	
Total Rating (Max 7)		6



## Meta-Discussion Tool

Title	How To Build An Employee Brand	Rating
		NA
Author(s)	Tosti, D. T. and Stoz, R. D.	NA
Type of Evidence	4 = Meta-Analysis or Meta-discussion	2
	3 = Cohort	
	2 = Case Study / technical report	
	1 = Free standing literature	
Concepts Discussed	This article discusses strategies for internal branding in the context of mergers. It defines cultural elements that have to be addressed in the merged company prior to internal branding. It deals with employee retention and the importance thereof.	NA
Conceptual Clarity	3 = Clear and useful	3
	2 = Some ambiguity, but useful	
	1 = Unclear or questionable use	
Total Rating (Max 7)		5



### Meta-Discussion Tool

Title	<b>On the Discursive Construction of Success/Failure in Narratives of Post-merger Integration</b>	Rating
		NA
Author(s)	Vaara, E.	NA
Type of Evidence	4 = Meta-Analysis or Meta-discussion	3
	3 = Cohort	
	2 = Case Study / technical report	
	1 = Free standing literature	
Concepts Discussed	<p>The article's empirical analysis leads to distinguishing four types of discourse: 'rationalistic', 'cultural', 'role-bound' and 'individualistic'.</p> <p>The analysis also suggests that, as a result using discursive strategies and moves, success stories are likely to lead to overly optimistic or, in the case of failure, overly pessimistic views on the management's ability to control these change processes.</p>	NA
Conceptual Clarity	3 = Clear and useful	3
	2 = Some ambiguity, but useful	
	1 = Unclear or questionable use	
Total Rating (Max 7)		6



Meta-Discussion Tool

Title	More than a name change: internal branding at Pearl	Rating
		NA
Author(s)	Zucker, R.	NA
Type of Evidence	4 = Meta-Analysis or Meta-discussion	1
	3 = Cohort	
	2 = Case Study / technical report	
	1 = Free standing literature	
Concepts Discussed	The article discusses why internal branding was implemented at Pearl and the benefits thereof. The brand map for the organisation is shown and discussed. The strategy and process for the implementation of the internal branding strategy is explained.	NA
Conceptual Clarity	3 = Clear and useful	3
	2 = Some ambiguity, but useful	
	1 = Unclear or questionable use	
Total Rating (Max 7)		4