Using internal communication for brand building.
The MMI Holdings Limited case study.

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ABSTRACT

MMI Holdings Limited (MMI) is a South African based financial services group listed on the Johannesburg Stock Exchange (JSE). MMI was established from the merger of Metropolitan and Momentum, both are South African based insurance-based financial services companies. In 2010, at the time of the merger MMI was positioned as an investor brand; however in 2016 it was repositioned as a client facing brand without a clearly communicated brand strategy to employees. Organisations place more emphasis on building their brands externally. Brand building starts with employees. It is as important for organisations to build their brand internally, as they do externally. Based on this notion the main objective of the study was to explore and describe how internal communication is used or brand building at MMI. The goal was to find out how internal communication is used as a strategy for brand building within organisations. This study uses of a mixed method approach, this includes using both quantitative and qualitative approaches. The data collection method used was an online survey and face-to-face interviews with MMI employees. The objectives of the study was to investigate internal communication strategies, explore the relationship between internal communication and brand building, and describe the existing brand identity symbols used by internal communication for brand building. Findings identified a need to increased leadership and HR driven brand buildings initiatives and confirmed the need for the brand strategy to be communicated.

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1.   Chapter 1: Introduction

The foundation of internal marketing is the increasing recognition of the importance of the employees' role. The function that enables this is internal communication. Internal communication promotes brand concepts that benefits and increases employee participation. Marketing external brand communication campaigns internally is also important (Ind, 2008:15).

MMI was formed from the merger of Metropolitan and Momentum; both were sizable insurance-based financial services players in South Africa. At the time of the merger the two businesses maintained their brand identities internally. However, in 2016 MMI Holdings Limited launched an internal brand identity to build the brand internally (MMI Holdings, 2017).

The purpose of the research was to enable MMI Holdings Limited to explore and describe how internal communication is used for brand building. Internal communication is used as a tool to communicate the brand identity to employees, as well as to create excitement and to create a positive experience around the brand. This shows that internal communication is the core function to communicate to employees.

Therefore the research study used a mixed methods research approach. This approach uses both quantitative and qualitative approaches. The research paradigms identified for the study is interpretivist and positivism. The literature study includes two theoretical studies and four literature reviews, as well as looking at key concepts throughout the study.

1.1. Rationale

Employees need to hear the same messages that an organisation sends out to the marketplace. At most organisations, internal and external communications are mismatched. This can be very confusing, and it threatens employees' perceptions of the company's integrity: they are told one thing by management but observe that a different message is being sent to the public (Mitchel, 2002).

Internal communication is the medium between the organisation and employees. It is what keeps employees informed about all business related information. This function can be used to the advantage of the organisation to build the brand internally through its different channels and messaging.

Being involved in the launch of the internal MMI brand in 2016 as an internal communication specialist has led to the exploration of this research topic in an aim to understand the significance if the internal communication function.

1.2. Problem statement

Internal communication communicates the brand to employees and it can be used for brand building at MMI Holdings Limited.

1.2 Purpose Statement

The purpose of this study is to explore and describe how internal communication is used for brand building at MMI Holdings Limited.

1.2.1. Research questions

For the purpose of this study, the main research question is supported by three sub-questions designed:

- How is internal communication used as a strategy for building a brand identity within organisations?"

Sub-Questions

- How important is it to use internal communication to build a brand internally?
- What internal communication tactics can be used to build brand identity?
- What is the relationship between internal communication and brand identity?

1.2.2. Research objectives

The aim of the study is to explore and describe how internal communication is used for brand building.

- To investigate internal communication strategies
- To explore the relationship between internal communication and brand building
- To describe the existing brand identity symbols used by internal communication for brand building.

1.3. Theoretical Foundation

A theory allows for a rigorous understanding of a phenomenon. A theory can be defined as a logical explanation of the concepts, constructs and relations of facts in a specific field of study. A theory explains how concepts are linked. Theories are the basis for academic research and translate data to learning. Simply put, it is an arrangement of assumptions, concepts, principles and relationships which describes a phenomenon, which form the basic components of a theory (Bezuidenhout & du Plooy-Cilliers, 2013: 37). The structuration theory and Aaker's Brand identity model have been selected as theories that form the basis of this particular research study.

The functions of a theoretical framework are to: outline what is relevant to the study; serve as a handbook and a lens in which to view and examine the topic; highlight the concepts that requires attention; and directs the way in which the data is collected and analysed (Bezuidenhout & du Plooy-Cilliers, 2013: 55). A concept is regarded as the constituent of theory. When a theoretical definition for a concept is provided, it turns into a construct (Bezuidenhout & du Plooy-Cilliers 2013: 108). Concepts are abstract thoughts that are related to other thoughts and are not seen, but the understanding of it is created through

encounters within different contexts (2003:7). Keyton (2011:41) sited in Bezuidenhout & du Plooy-Cilliers (2013: 108) defines a concept as 'a word that can have many different meanings depending on where it is used or who is using it'. A construct is formed when concepts are linked to other concepts and terms to construct meaning. It consists of a grouping of concepts that make up a theoretical definition and is used to share meaning for the purpose of a study (Bezuidenhout & du Plooy-Cilliers, 2013: 109).

1.4 Structuration theory

The structuration theory was established by Anthony Giddens, a sociologist of the post-war period (Giddens & Pierson, 1998: 1). According to Giddens (1984: 170) "The structuration theory is based on the proposition that structure is always both enabling and constraining, because of the relationship between structure and agency." The 'structure' in structuration theory is identified as rules and resources.

The study will be taking place at MMI Holdings Ltd, a financial services institution, and will focus on the role of the internal communication function. Therefore the structuration theory is appropriate for this study because this theory can be applied to studies of organisational climate and culture, organisation constitution and structure, to the generation and maintenance of communication networks and organisational identity (Littlejohn & Foss, 2009, 452).

Bryman & Bell (2011: 7) explains that the structuration theory signifies an effort to link the gap between the influences of structure and influences of agency in social life. Bryman and Bell (2011: 7) further explains that the structuration theory "has the potential to overcome the divide within organisational studies between 'structural' perspectives of traditional theories of bureaucracy and 'interactional' perspectives that emphasise informal processes of talk and action". Structuration theory therefore echoes the complex interaction between structural conditions and actors' social practices.

Key assumptions of structuration

The core assumptions of this theory are that behaviour and structure are intertwined. Human beings experience a socialisation process and become reliant on current social structures, at the same time social structures are being altered by their activities. Structuration theory recognises the relations of meaning, values and standards, and power and posits a dynamic relationship between these different facets of society (Gibbs, 2013).

The structuration theory is made up of the following constructs: agency, structure, social systems and structuration.

1.4.1 Social Systems

Habitual activities bring people into social systems. Social systems are produced overtime through continuous interaction; these social systems exist on different levels: work, home or polity. Participating in these systems underwrites the human potential for agency (Golsorkhi et al, 2011:110).

1.4.2 Agency

In the structuration theory 'agent' means any social unit that is able to make a difference, and agency is the continuous flow of conduct. There is a potential for agency in everyon, because naturally humans particpate in various social systems. Agency is enhanced by control over resources, it is exercised through either following or rejecting rules, which are structutal properties of social systems (Golsorkhi et al, 2011:110).

1.4.3 Structure

Structure refers to rules and resources, or sets of transformation relations, organised as properties of social systems. System is reproduced relations between actors or collectivities, organised as regular social practices (Golsorkhi et al, 2011:111).

1.4.5 Structuration

Agency and structure are jointly dependant because structure is the medium through which agency is produced (Giddens, 1979:60). Duality of structures means that social structures are both established by human agency and yet at the same time are the very medium of this constitution (Giddens, 2003: 121).Structuration connects human action with structural explanation in social analysis (Giddens, 200349)

1.5 Aaker's Brand Identity Planning Model

Aaker advises that the brand identity provides a strategic direction, purpose and meaning for a brand. It creates brand associations, implies a promise to customers and establishes a relationship that generates value proposition. The constructs that makes the Brand Identity Planning Model is brand as product, brand as organisation, brand as person and brand as symbol (Aaker, 1992: 56).

The brand identity of an organisation must resonate with the customers and stakeholders, to motivate them. It should also explain its differentiator from its competitors and its reason

for existence, as well as what the organisation will do over time. (Aaker, 2015:63). The Brand Identity Planning Model has been developed as a tool to help develop, understand and what goes into a brand identity. This model is appropriate for this research study because it will identify which of the four constructs MMI Holdings associates with and it will reveal its core identity and which association makes the brand unique and makes employees resonate with it.
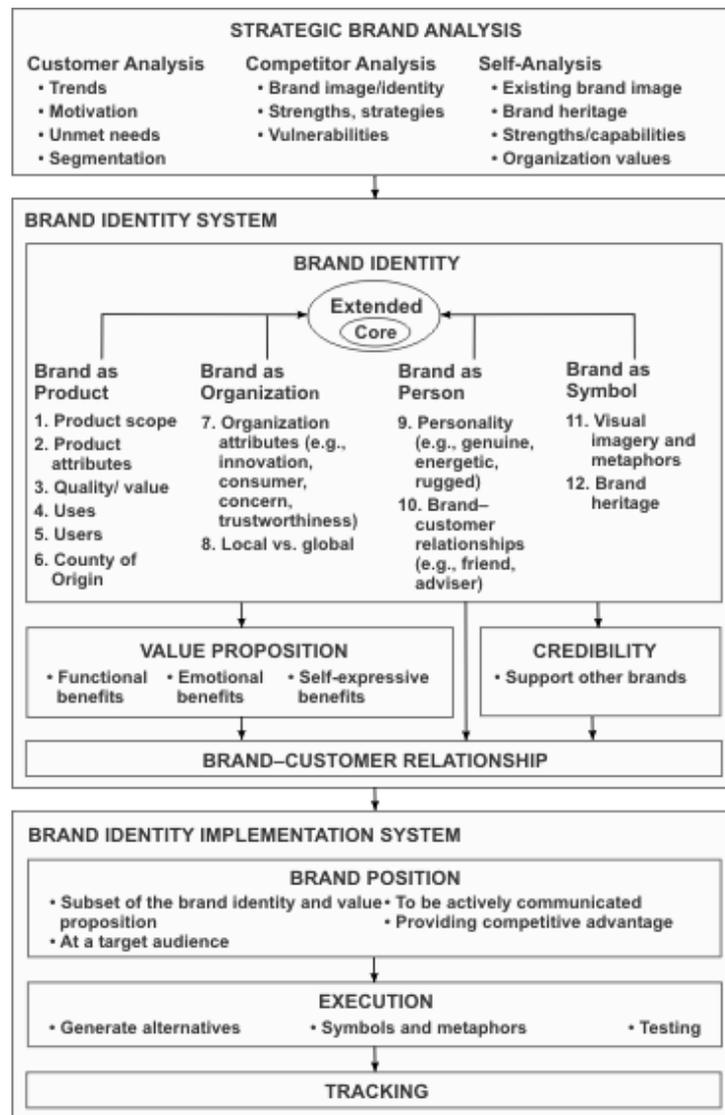
Figure 1: The Brand Identity Planning Model (Aaker & Joachimsthaler, 2000: 44).

1.5.1 Brand as a product

Brand as a product refers to product attributes and scope, quality versus value, functional benefits, and how the user experiences the product (Aaker & Joachimsthaler, 2000: 43). Identifying what employees know about the organisation's product or their perception of the product like quality or value can assist the research study with regards to brand building.

1.5.2 Brand as an organisation

Brand as an organisation refers to organisational attributes and how the brand is positioned locally versus globally. If the organisational has strong associations, then it can be powerful because it is intangible, and this makes it challenging to contest with (Aaker & Joachimsthaler, 2000: 43). This model can assist the research study by highlighting employee associations and identifying if it is positive or negative associations with the organisation.

1.5.3 Brand as a person

Brand as a person is about the brand's personality and brand-customer relationships. It refers to how the brand comes across – is the brand authentic, energetic or a rugged brand? A brand personality can make the brand attractive or memorable. If a brand that does not have a personality can struggle to acquire brand awareness and build relations with consumers (Aaker & Joachimsthaler, 2000: 44). This can help the research study because identifying how employees view the personality of MMI Holdings will determine how internal communication within the organisation is perceived.

1.5.4 Brand as a symbol

A powerful brand symbol offers cohesion and structure to a brand's identity. A brand symbol can be a tagline, character, visual metaphor, colour, gesture, musical note, or program. A brand symbol plays a vital role in establishing and sustaining brand equity (Aaker & Joachimsthaler, 2000: 44). This is appropriate for the research study because the study will determine if MMI employees identify with the MMI brand symbols and if this is used as a drawing card in their internal communication.

2. Chapter 2: Literature Review

A literature review involves searching for, reading evaluating and summarizing as much as possible of the available literature that relates directly and indirectly to your research topic. The different types of literature review are historical review, thematic review, theoretical review and empirical review. The focus for this literature review is empirical reviews which focus on numerous methodologies used and summarise empirical evidence for the interested phenomena.

The following literature looks into the key concepts that will guide the research study, namely: brand building, brand identity, internal communication and internal marketing. Klopper and North (2011) provide a comprehensive brand identity perspective from a brand management point of view. Ouwersloot and Duncan (2008) and Koekermoer (2014) were selected for the literature review because the authors provide a local (South African) view on integrated marketing communication.

Internal communication is the medium between the organisation and employees. It is what keeps employees informed about all business related information. This function can be used to the advantage of the organisation to build the brand internally through its different channels and messaging.

2.1 Internal Communication

Internal communication stems from organisational communication, which is the method in which communication is exchanged and understood by two or more people. Communication efforts within organisations are greatly influenced by the media used to transmit messages (Bagraim et al, 2011: 88).

Ind (2008:15) states that internal communication promotes brand concepts, and that benefits and employee participation is encouraged. Marketing external brand communication campaigns internally is also important.

Organisations should use various channels and messaging to reach its workforce. Employees are customers too and have favoured means of receiving communication. This includes, but is not limited to the company intranet, newsletters, email, bulletin boards and face-to-face meetings (Ouersloot & Duncan, 2008: 19).

According to Koekemoer (2014: 52) internal communication is the practise of distributing business communication from the top down to make sure can do their jobs. This is still a form of two-way communication that uses the following principles when communicating to employees: communication is essential to management; a formal communication strategy should be in place; and communication channels and plans must be evaluated for effectiveness regularly.

2.2 Internal Marketing

Internal communication is a function that enables internal marketing. The foundation of internal marketing is the increasing recognition of the importance of the employees' role. Internal marketing is seen as the tool that builds a trust with all stakeholders, by communicating the same way brands do to consumers: authentically, accurately and with transparency (Kotler and Keller, 2006: 179).

Ouersloot & Duncan (2008: 18) describes internal marketing as "an ongoing effort to involve employees in the planning process and then communicate the finalised plan back to them to get their buy-in and support", and that the responsibility not only lies with the marketing or the internal communication function but is a company-wide responsibility, from the intern to the CEO. There are three fundamental components to internal marketing communication, this includes: informing, empowering and listening to employees.

Informing employees refers to organisations making brand building and customer service real for the workforce. It is important for employees to understand the company's strategy in order for them to execute it. When executing a strategy, it is vital to inform those who have to execute it; brand communication strategies are included (Ouersloot & Duncan, 2008: 18).

Empowering employees is the process of internal marketing giving employees information and resources. The objective of empowering employees is to: inform

employees about their role in customer satisfaction and their role in the organisation's success (Ouersloot & Duncan, 2008: 19).

Listening to employees is about two-way communication, just like external communication. Internal marketing campaigns require a feedback mechanism to understand if employees agree with the messaging and to find out if they support the campaign (Ouersloot & Duncan, 2008: 19).

Koekemoer's (2014: 52) interpretation of internal marketing process is that it should employ the same persuasive marketing which is used to market products or services externally to promote employee engagement so that they can best accomplish the company's objectives. Koekemoer (2014: 52) further mentions that just like an external marketing campaign, an internal marketing campaign endeavours to: accurately outline objectives; acquire senior management buy-in; identify the target audience and their needs through interviews, questionnaires or focus groups; connect internal marketing to HR initiatives such as employee benefits, and rewards and recognition schemes; link the organisation's brand to brand values and culture to create value and meaning for employees; and to decide on the tone of messaging and method of communication: posters, brochures, videos, quiz, etc. to create awareness and strengthen key messages Koekemoer (2014: 53).

Internal marketing benefits
Ouersloot & Duncan (2008: 18) suggests that employees are more likely to please customers if they are involved in the organisation's endeavours to build customer relationships. Providing employees with a sneak peak of advertising and marketing campaigns before launch makes employees feel 'part of the team'. Internal marketing can also increase employee loyalty and decrease employee turnover. Internal marketing creates an internal understanding of the brand's essence by communicating the organisation's values.

According to Kotler and Keller (2006: 179) if organisations treat their employees like customers, it will lead to increased employee fulfilment and ultimately grow a customer, market and sales focused employees.

2.3 Brand Building

Laforet (2010: 101) outlines internal branding as the alignment of employees and the organisation's culture and values. According to Klopper & North (2011: 199) a brand concept is communicated through key main structures: marketing, employees' understanding, and by the service of the product being sold by the brand; all of which are interconnected. Employees are vital in the supporting the brand's marketing communication campaigns. As a result, employees play a leading role and it is what renders the internal marketing of external communication significant (Klopper & North, 2011: 199).

Klopper & North (2011: 200) further states that internal marketing is vital in communicating the brand position and values so that employees are well-informed to accomplish their role as brand builders. Delivering on a brand promise requires the help of employees as brand ambassadors, especially when engaging with customers. The essential components of internal branding are: effectually communicating the brand to employees; promoting the brand's worth and its significance; and connecting each work task to the organisation's delivery of the brand (Klopper & North: 201).

Creating an internal brand

North & Klopper (2011:204) expresses that building an internal brand is comparable to building an external brand. Employees need understand all the dimension of the organisation's brand. Internal marketing with the use of internal communication is used to build the brand internally.

The brand's values should be recognised by employees for them to successfully convey the brand message to the market place through the various marketing communication channels North & Klopper (2011:212). The brand's values are an important part of the brand messages communicated to stakeholders. According to Ind (2008:107-134) the following internal initiatives that can help embed brand values in employees:

Actions of management: management support is an essential component of building an internal brand. Laforet (2010:96) supports this and advises that leadership by example is the greatest form of communicating with employees. He further states that a brand cannot fulfil its promise if employees are not living the brand. If management considers the brand to be unimportant then employees will think alike.

Brand books, games and videos: the objective of a brand manual or corporate identity is to provide context to employees and is a source of reference. The book should encompass the brand. Through the use of games, an organisation can innovatively promote its brand and values, this allow for increased employee participation. This also creates an opportunity for reiteration to allow a profounder comprehension of the brand.

Brand champions: the role of a brand champion is to be a brand ambassador within the different business areas, in order to promote employee participation, measure objectives and communicate best practices.

Brand workshops: in brand workshops employees actively participate in creating meaning for the brand by describing the company's purpose.

Events: the objective of events is to increase interest in the brand. It is also a chance for brand champions to drive the brand.

Human resources (HR): the HR team can play a pivotal role in building the brand internally to both new and existing employees. The brand should filter through in their recruitment, training and rewards.

The establishment of an internal brand does not happen organically. The development and growth of an internal brand requires deliberate and careful planning and management, this forms part of the organisation's strategy and requires assistance from the internal communication function (North & Klopper 2011:212).

2.4 Brand Identity

Ouwersloot and Duncan (2008: 38) states that "a brand identity is what the brand stands for, how it is described in most fundamental terms, to which all other characteristics and actions can be traced back". A brand identity is owned by the company, but the brand's image lives in the minds and hearts of consumers. Brand image refers how consumers perceive brand identity.

Keller's (2008:39) defines a brand identity as the "DNA of the brand" and advises that it is developed for two reasons: to emphasise the purpose of the brand and to underline the way in which the brand's purpose enhances the lives of all brand stakeholders. The organisation's strategy needs to support to the brand's identity.

According to Klopper & North (2011: 69) the objective of a brand identity system is to verbally and visually bring the identity of the brand to life. This system consists of the following brand elements: values, tagline and mantra, positioning, purpose, vision, personality, and visual and verbal language. The elements are linked and have an effect on one another; this can be seen through the logo and slogans which support the other elements in the brand identity system and as a result, there is no leading property in the creation of a brand identity. The brand identity is created based on the objectives and goals of the brand. Klopper & North (2011: 69) says it is essential that the brand identity system needs to distinctly communicates "how the vision propels a clear purpose and positioning, how defined personality is supported by core values, how and why the internal mantra guides employees, how and why the tagline reveals the brand's commitment to it's purpose, and what the guidelines to the brand's visual and verbal language are".

Brand vision ensures that the relationship with the brand has meaning (Klopper & North, 2011: 72). This vision must inspire employees to achieve the organisation's objectives. Porras and Collins (1996) state that the key objective of the brand's vision is "to serve as a unifying source of purpose and inspiration". The brand's vision emphasises its reason for being. Porras and Collins (1996) further suggest that in order for a brand to create a vision, the brand management needs to consider where the brand will be in two decades: where will the brand be and what will the brand accomplish in that time?

The **Brand purpose and positioning** must relate to the brand's vision, because it is what directs the brand's objectives and shows how the brand's vision can be realised. The brand purpose is the key aspect of a brand's positing. (Klopper & North, 2011: 72). The brand purpose and positioning are closely linked together because the way in which the brand is positioned is how it will be experienced by consumers. The brand purpose articulates how the brand creates meaning and value in the lives if consumers and what differentiates it from competitors.

Brand personality refers to the character of the brand, which should express the brand purpose and vision (Klopper & North, 2011: 74). Kapferer (1997: 101) mentions that if a brand was personified, what personality would it have? The personality of a brand is created to portray a character which has its own voice and tone.

Brand values are the brand's belief system and are innate to the brand's personality (Klopper & North, 2011: 76). According to Kapfier (1997: 101) the brand's values forms its culture and how it performs externally and internally. The brand values determine the how the brand upholds relations with external and internal stakeholders, and determines how it applies its organisational culture.

Brand mantra and tagline is articulates the brand's personality, purpose and positioning. It aims to prompt an emotional reaction in stakeholders. It is a quick articulation that states the brand's reason of being (Klopper & North, 2011: 79).

The **visual and verbal language** of a brand follows a precise framework for each interaction with stakeholders. It is usually the most visible intricate component of the brand identity because it visually expresses the brand. This needs to be consistent with the other components of the brand and are influenced by the brand's tone of voice, brand symbols and the brand story (Klopper & North, 2011: 79).

3. Chapter 3: Research Methodology

3.1. Research paradigm

According to Bryman (2012:630) "A paradigm is a cluster of beliefs and dictates which for scientists in a particular discipline influence what should be studied, how research should be done, and how results should be interpreted". A paradigm can be described as an abstract framework or a model of reality. Paradigms are referred to as research tradition or worldviews in the social sciences. The following two paradigms are used because of the mixed method approach of the study.

3.2 Interpretivism Paradigm

The paradigm selected for the qualitative research study is interpretivisim, specifically the methodological position of interpretivism (Maree, 2007: 30). This paradigm is appropriate for the study because interpretivism is based on the following assumptions (Maree, 2007: 61): Human life can only be understood from within; social life is distinctly human product; the human mind is the purposive source or origin of meaning; human behaviour is affected by knowledge of the social world; and the social world does not exist independently of human knowledge. This paradigm is linked to qualitative research methodology.

Methodological position

The methodological positioning is a guiding process of problem solving. It includes methods that are viewed as applicable for collecting and analysing data in order to generate knowledge about the phenomena that is being deliberated, such as qualitative, quantitative or mixed-method research.

3.3 Positivism

According to Bezuidenhout & du Plooy-Cilliers (2013: 51) the positivist theory is from objective and rational reasoning and is authenticated by direct observation. The positivist theory proposes that there is an objective reality with high levels of assurance and accuracy.

Positivism is a scientific based research paradigm. It is concentrated on the objectivity of

the research process. This paradigm aims to investigate, predict and confirm law-like patterns of behaviour. It is often used to test hypotheses. It is used in physical science and natural science and to some degree in social sciences, when large sample sizes are used. The positivist paradigm uses experimental methods involving treatment and control groups (Taylor, 2013).

Positivism emphasises the importance of using the methods of natural sciences. Positivism entails elements of both deductive and inductive approach to research. There is a sharp distinction between theory and research. The role of research is to test theories and to provide material for the development of propositions (Taylor, 2013).

3.2. Research approach

Cohen et al. (2001) explains that the purpose of a research design is to find applicable answers for the research question and to define the process of conducting research for a specific study (Maree, 2007: 35).
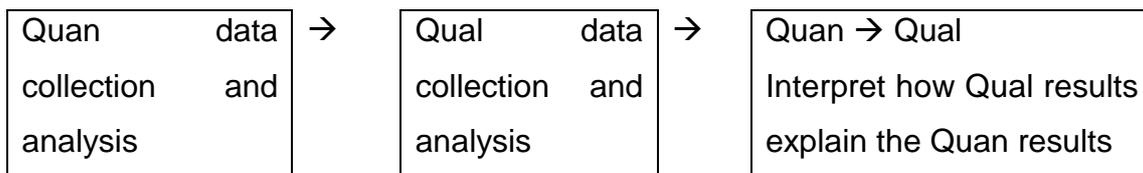
Kumar (2011: 396) states that the research design is a comprehensive plan for the full research report. It also helps the researcher answer questions objectively, accurately, economically and validly. The research design is a framework of what thee researcher will be doing from the hypothesis to concluding the analysis (Bezuidenhout & du Plooy-Cilliers, 2013: 93).

According to Creswell & Plano Clark (2011) mixed method research is the practice of collecting, analysing and combining qualitative and quantitative data at a stage of the research process (Maree, 2007: 313). Researchers collect both text and numeric information, and "mixing" is when the quantitative and qualitative findings are merged within the study.

A mixed method mode of inquiry has been adopted. The mixture of quantitative and qualitative methods within a mixed method approach permits for a more comprehensive analysis of the research situation because the methods complement each other (Maree, 2007: 15). A mixed methods approach assists in explaining the relationship among variables and how their linkages work (Maree, 2007: 313). In the case of this research

study the mixed method approach will explain the relationship between the internal communication function and brand building within the identified corporate, MMI Holdings. The mixed method study will use an exploratory research design. The aim of an explanatory sequential design is for the qualitative findings to assist with refining and explaining certain quantitative findings. The process in this design takes place in two phases. The initial phase consists of the researcher first collecting and analysing the quantitative data, and then use the findings to plan the qualitative phase.

The sequential flow (Quan → Qual) is shown below in Figure 2.

| Quan data collection and analysis | → | Qual data collection and analysis | → | Quan → Qual Interpret how Qual results explain the Quan results |

Figure 2: Explanatory sequential mixed methods design (Maree, 2007: 316).

The rationale for using the mixed method approach to the study is that the quantitative data collected from employees would identity how the internal communication function is linked to brand building and inform the qualitative plan to explore in more depth the role of internal communication in an organisation from a strategic brand building point of view.

3.3. Population and sampling

According to Wiid and Diggines (2013: 186) a population is an entire group of social artefacts or people from which data is needed (Bezuidenhout & du Plooy-Cilliers, 2013: 132). Population parameters signify the shared characteristics and the amount of people or social artefacts within a population. The population parameters of a study denote to the size, nature and distinctive characteristics of the population and are used to classify the population study (Bezuidenhout & du Plooy-Cilliers, 2013: 133).

Bezuidenhout and du Plooy-Cilliers (2013: 133) advise that once the population parameters have been established, the difference between the target population and the accessible population needs to be defined. The target population comprises of everyone who falls within the population parameters. The accessible population signifies only the people who can be involved in the study; those who can be reached (Bezuidenhout and du Plooy-Cilliers, 2013: 133). An element is the unit from which information is obtained; this

may include people who share the same characteristics (profession). Elements may also be events, objects, organisations, documents. All elements together constitute the population. In the case of this research study, the target population consists of all employees who are exposed to the MMI brand internally; this also includes external individuals who are contractors. The people who are accessible and fall under the accessible population are MMI specific employees who reside in the Centurion head office building.

This type of sampling will be used to target respondents meet the following eligibility criteria to be able to participate in the survey: full-time MMI employees, based at the centurion head office, and who are accessible through the company's internal communication channels. The target population is all MMI employees. The Access population is employees who will be participating.

Sampling

Sampling theory has been established to advise methods of drawing "scientific" samples; this refers to samples which are random and representative of the population, and whose results can inform the researcher about the population in general. Probability sampling and non-probability sampling are the two main categories of sampling methods. Probability sampling is based on the concept of randomness and probability theory which accurately generalises the population (Maree, 2007: 192). Non-probability sampling methods do not use random selection and consist of four main methods: convenience sampling, quota sampling, snowball sampling and purposive sampling (Maree, 2007: 192). According to Bezuidenhout & du Plooy-Cilliers (2013:137) non-probability sampling is used when it is challenging to obtain access to the whole population or if determining the entire population is unfeasible. This research study will make use of non-probability sampling due to time constraints, limited financial resources and difficulty of reaching the population.

The type of non-probability to be used is convenience sampling. Convenience sampling is used in occasions where the population components are based on the fact that they are conveniently and effortlessly available. According to Maree (2007: 197) this method of sampling is useful in exploratory research where researchers require a quick and inexpensive estimate of the truth. In the case of this research study the sample consists of

MMI employees (where the researcher is also employed) who are based in the Centurion head office (the location where the researcher is based); this speaks to accessibility.

The sample size consists of a total of 50 employees who will be approached to participate in the online survey and a total of three employees for the face-to-face in-depth interviews.

3.4. Data collection

The data collection methods for this research study consisted of surveys for the quantitative research and face to face in-depth interviews for the qualitative research. McMillan and Schumacher (2001:602) describe surveys as the evaluation of the present status, feelings, views and attitudes by questionnaires or interviews from a population. According to Cohen, Manion and Morrison (2001: 169) surveys aim to describe and explain "what is". Surveys are commonly conducted by means of questionnaires, but data can also be collected by means of interviews, observation and telephone calls (Maree, 2007: 174). Bezuidenhout & du Plooy-Cilliers (2013:149) states that surveys is a prevalent research tool for demographic data as well as for collecting data about opinions, attitudes and satisfaction levels. This tool is used to provide a numeric description a population's trends or opinions. This study will make use of a cross-sectional survey. This type of survey is used to produce a general picture of a phenomenon at a point in time. Data is collected only once from respondents, this means that it will be the first and last time data is collected from respondents in the study (Bezuidenhout & du Plooy-Cilliers, 2013: 149).

Surveys are appropriate for the mixed method research approach. Surveys can collect a large about of data about individual respondents. Surveys using questionnaires mostly use close-ended questions, rating scales and checklists in order to quantify responses. The use of measurement scales in questionnaires is important for this reason. The questionnaire will make use of the Linkert scale to obtain an ordinal measure of a respondent's attitude (Maree, 2007: 186). The total score will be calculated for each respondent. Online surveys were distributed to 50 MMI employees, and a total of 33 responses were received. Survey Monkey is the online survey tool that was used. The advantage about online surveys is that it is convenient; the questionnaire can be completed by the respondent at any time; and the questionnaire can also be completed anonymously (Bezuidenhout & du Plooy-Cilliers, 2013: 156).

Interviews are the research tool that will be used to conduct the qualitative research. An interview is a two-way conversation with an interviewee and participant in order to understand the participant's views, ideas, opinions and behaviour (Maree, 2007: 92). The objective of interviews is to collect descriptive findings to understand the participant's social reality and knowledge. Individual in-depth interviews can be conducted face-to-face, telephonically or on-line. In the interview respondents explore the subject matter of the interview in detail (Aaker et al, 2013:157). There are two types of in-depth interviews: non-directive interviews and semi-structured or focused interviews. The difference between the two is in the amount of guidance given to respondents. The type of interview this study is concerned with is the semi-structured or focused interviews, which consists of open-ended questions followed by probing and clarification. This form of interview requires more guidance for the discussion than non-directive interviews and she structure helps address main topics (Maree, 2007: 93).

For this research study, a total of three in-depth interviews was conducted with participants who employees and exposed to MMI internal communication and are somewhat knowledgeable in the field of internal communication and branding. In order to record the interview data, permission was obtained from the participants before the commencement of the digital recording. The digital recording is supplemented by handwritten notes; this helped with asking additional questions of necessary. The recorded interview was transcribed soon after the interviews took place for data-analysis purposes.

3.5. Data analysis

For the qualitative research study a qualitative content analysis was used to identify themes and patters entrenched in a particular text, themes were numbered and underlined. Zhang and Wildemuth (2009: 319) defines the process of qualitative content analysis as paying attention to distinctive themes that show the range of the meanings of the phenomena instead of the numerical significance occurrence of certain text. An inductive approach will be used for this research study. This approach makes use of inductive reasoning, whereby themes emerge from the data through the researcher's examination and comparison (Bezuidenhout & du Plooy-Cilliers, 2013: 234). The qualitative data techniques in Figure 3 were adhered to when analysing the data.

Steps	Data-analysis technique	Description of technique
1	Organisation and preparation of data	Relevant in-depth interviews and notes transcribed.
2	Reading the data	Obtained a general sense of the information gathered by reading and rereading through all the data.
3	Initial data-analysis process using coding procedure	Coding the aforementioned transcribed material.
4	Identifying subthemes and themes	Combining related codes into themes or categories. Each category is labelled.
5	Discussion of themes	Discuss the findings of the analysis.
7	Interpretation of the data by discussing meanings attributed to the research findings	Integrate the research findings by drawing on the theoretical framework of the study.

Figure 3: Qualitative data-analysis techniques (Creswell, 2003: 192; Nieuwenhuis, 2007: 103 - 105).

3.6. Validity, Reliability and Trustworthiness

Validity and reliability are important facets of research. Careful consideration as these two properties impacts the trustworthiness of the research. Reliability refers to the consistency, stability and the repeatability of the participant's explanations, as well as the investigator's ability to collect and record information accurately. It is concerned with the research method consistently producing the same result over recurring testing periods and entails the researcher having to develop coherent responses; the accuracy of the results is dependent on the reliability (Brink, 1993: 35).

For the study to be trustworthy, the research project requires a high level of internal and external validity. A high level of internal validity means that there was adequate control over variables other than the treatment; therefore it can be assumed that the treatment alone is a cause factor that produces change in the dependent variable. Validity can simply be explained as concern around the accuracy and truthfulness of the research project (Maree, 2007: 196).

External validity is the level to which variables can be generalised to the whole population. A high level of external validity means that the research findings can be generalised to events outside the research study, these findings should not only be true in similar research studies, but also in real life (Maree, 2007: 196).

According to Maree (2007: 196) factors that threaten the internal validity of a research study should be minimised. Historical factors are factors that are unplanned to the treatment and may be present between the first and second measurement that influence the dependent variable (Maree, 2007: 196). Selection conveys to the means in which groups are composed which could influence the final result. Pretesting refers to the fact that respondents are taking the test, and this might influence the results. Instrumentation is the use of undependable instruments or in the change in the measuring instrument. Maturation or alterations in participants, is mostly for longer-term research studies but refers to change in the respondents themselves, this has an influences the outcome (Maree, 2007: 196).

Maree (2017, 170) further explains the factors that threaten external validity are insufficient realism, ecological validity, demand effect, failure to describe independent variables explicitly, sensitisation or reactions to experiential conditions and instrumentation. Insufficient realism denotes to participants being randomly selected and representative of the population to ensure that the results can be generalised to the population and the treatment should be as realistic as possible. Ecological validity is linked to the research conditions, and provides an sign of the level to which generalising results is limited to comparable conditions and comprise of factors such as the nature of the independent and dependent variables, time of the year, surroundings, pre-testing or post-testing sensitisation and effects caused by the presence of the researcher. An example is the Hawthorne effect, where participants could respond in a different differently way they usually would realistically, because being part of the research study may make them anxious or cause them to fake responses to look good, etc. (McMillan and Schumacher, 2001; 193). Maree (2007, 171) also highlights common pitfalls researchers should avoid; this includes the experimenter effect, the Hawthorne effect, the Pygmalion effect, the placebo effect, and the John Henry effect.

3.7 Ethical Consideration

Ethical considerations were adhered to for this research study in order to safeguard the participants and respondents dignity and safety. This includes honouring the participant's right to privacy, by protecting the identity of participants. Honouring the participant's right to safety. Obtaining signed letters of consent, which holds permission to be interviewed

and agreeing to destroy digital recordings. Respondents have the right to access the research results, which will be made available to respondents. Survey techniques will not be used for selling purposes and names and addresses for prospects for direct marketing. Transparency will be present, in terms of informing all role players of the true purpose of the research. Communicating the findings to participants for verification purposes to avoid misinterpretation of the research findings. Whatever circumstances could lead to participants being harmed, will be avoided (Aaker et al, 2013: 20).

Saunders et al. (2009:193-194) recognise a variety of ethical issues related to the data collection stage. The ethical considerations adhered to are as follows: Ensuring confidentiality and anonymity: all the participants were informed that the information provided would be treated as confidential and that their identity would be protected. Making sure that respondents have provided voluntary consent: the nature and objectives of the research was contextualised with the survey link to MMI employees. The survey was BCC's for anonymous participation. The link to access the survey also contained an 'opt option' for those who did not want to participate in the survey. Making certain no harm comes to participants: participants were verbally informed that no harm will come to them as a result of their participation in the research. Ensuring permission is obtained: permission to conduct research was obtained by MMI Holdings. Also participants signed a consent form before in-depth interviews were conducted.

3.8 Limitations

The time constraint in conducting the research is a limitation, also the data in the study was gathered from a relatively small group of MMI employees. Also the study was not representative because of the type of the convenience sampling method used. The disadvantages of convenience sampling are that it is susceptible to selection bias and impacts beyond the control of the researcher, and there is an elevated risk of sampling error. Cohen, Manion and Morrison (2001: 184) identify the integral limitation of this by advising that the findings of the study might not be generalisable. The sample size for this study is small and therefore generalisations will not be able to be made.

4.   Chapter 4: Findings

This section covers the findings and analysis of the results of the main study. The section includes the analysis of the results and a discussion of the research with an interpretivist perspective at answering the research objectives: to investigate internal communication strategies, explore the relationship between internal communication and brand building, and describe the existing brand identity symbols used by internal communication for brand building.

4.1 Findings

When asked if internal communication is a tool that communicates the brand identity to employees, the majority (94%) of respondents affirmed that they felt that it is imperative that internal communication is be used to communicate the brand identity of the organisation. In addition, respondents (67%) further indicated that internal communication at MMI is currently used as a brand building tool. This confirms that internal communication is the link between the business and employees, and what gets communicated to employees through the internal communication function can be used to inform employees. This includes informing and educating employees about the brand's identity through messaging and visuals; which is currently being used at MMI. Moreover, two out of the three participants asserted that "it is very important, because in your internal communication you going to have branding and your staff need to see that branding. It has to be visible." On the contrary, the remaining participant stated that "Internalcomms primary objective is to communicate to employees' matters of importance or information for public knowledge, but it's not a brand building tool, I think it's a brand supporting tool". In summary all views expressed have in some way linked internal communication as an aid to building the brand identity. This is also supported by Ind (2008:15) who states that internal communication promotes brand concepts, and that benefits and employee participation is encouraged".

|	AGREE STRONGLY	AGREE SOMEWHAT	NEITHER AGREE NOR DISAGREE	DISAGREE SOMEWHAT	DISAGREE STRONGLY	TOTAL RESPONDENTS
Internal communication is a tool that communicates the brand identity to employees.	51.52% 17	42.42% 14	0.00% 0	0.00% 0	6.06% 2	33
Internal communication at MMI is used as a brand building tool.	39.39% 13	27.27% 9	15.15% 5	3.03% 1	15.15% 5	33

Figure 4: The questions are related to internal communication. Please select only one answer for each statement.

With regards to internal communication channels, respondents ranked email communication from the Internalcomms mailbox (30.30%) and restroom reads (36.36%) as the top two preferred methods of receiving employee communication. This alludes to the fact that both the Internalcomms email and the restroom reads are trusted sources of communication. These two channels also very distinctly display MMI branding. Furthermore, the participants went on to purport that "The emails we get, we know exactly when we see that branding who it's coming from and that it's for the whole company" and "we don't really question the validity of an Internalcomms message, we trust that it has been vetted and that it is truthful".
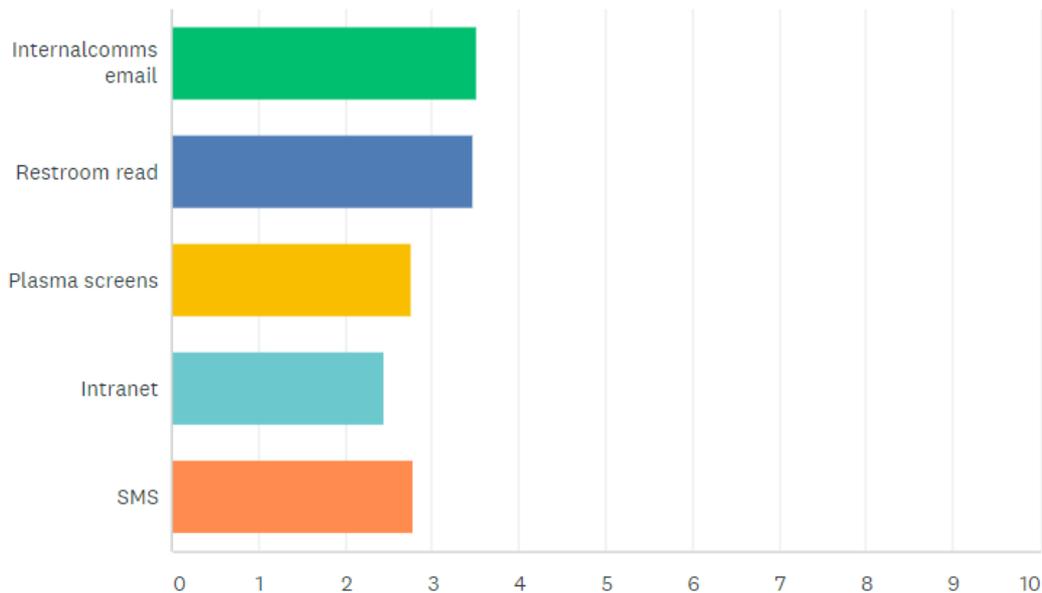

Figure 5: Rank the following regular internal communication platforms from 1- 5 according to your preference. Rank 1 being the most preferred and rank 5 being the least preferred.

In relation to communicating brand messages innovatively, the majority (91%) of respondents asserted that innovation is necessary when communicating brand messages through the internal communication function. This can be alluded to the fact that MMI internal communication has limited internal communication platforms (email, restroom read, plasma screens, intranet and SMS) or that the organisation prefers to use traditional channels for brand communication. Furthermore, participants one went on to purport "My experience says that it is traditional. It is the use of email and in supporting collateral". Participant two felt strongly about using a specific technology as a communication tool "D6 gives you instant communication feeds on your computer or on your phone." Participant three supported he notion of technology and advised "The app world has become a really convenient space. Everyone has a smartphone. Most companies have Wi-Fi". The use of innovation is ratified by Ind (2008:107-134) who states that internal initiatives can help embed brand values in employees, through the use of innovation (games, books and videos) an organisation can promote its brand and values, this allows for increased employee participation. This also creates an opportunity for reiteration to allow a profounder comprehension of the brand.
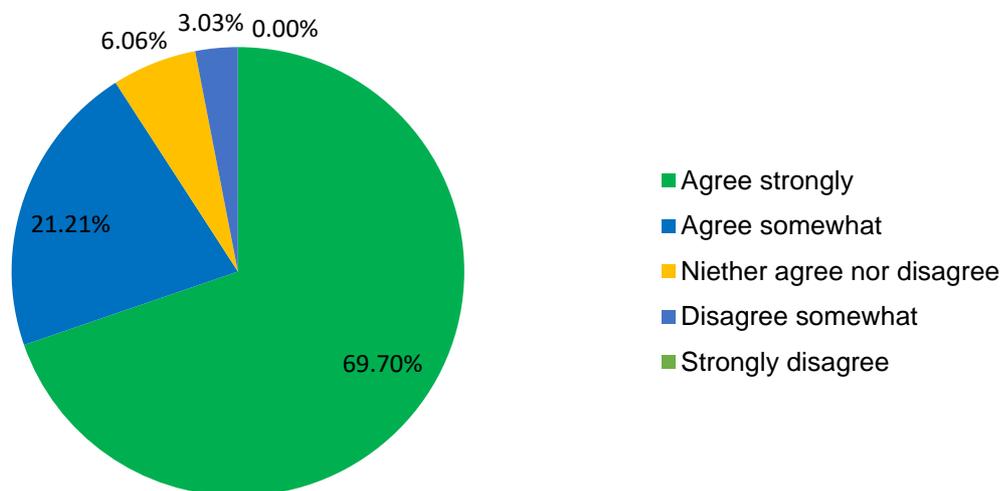

Figure 6: Internal communication needs to use more innovative platforms to communicate brand messages.

In the case of brand identity, a total of 51% of the respondents claimed that MMI's brand messages have been communicated through the Internalcomms function. Based on the data gathered, it can be assumed that MMI Holdings Ltd market's its purpose externally, as well as internally. However, they can be more deliberate and explicit when communicating the brand's purpose internally. Currently internal brand messages are communicated on an ad hoc basis. Conversely, participants purported that "It's important to align your external brand with you internal brand". Ind (2008:15) validates this notion and states that internal communication promotes brand concepts, and that benefits and employee participation is encouraged. Marketing external brand communication campaigns internally is also important.
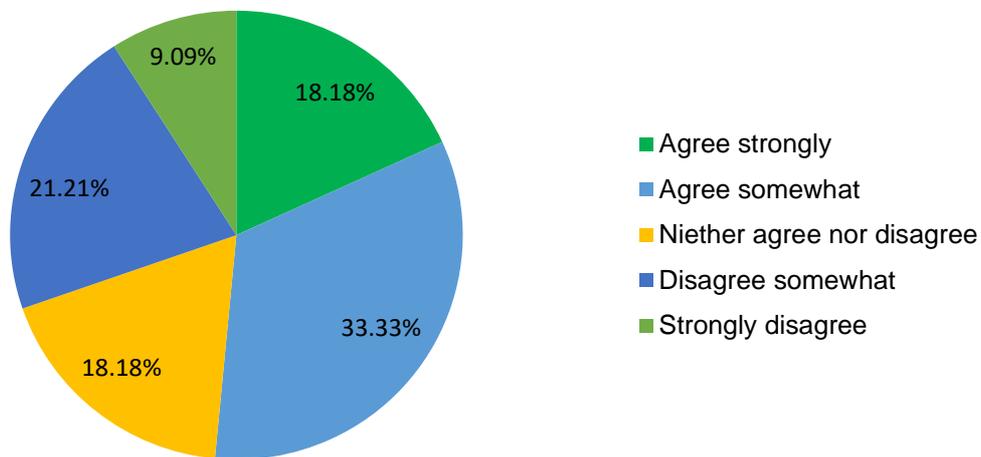
Figure 7: MMI's brand purpose has been clearly communicated to employees through internal communication

In the case of brand building, an overwhelming majority (82%) of respondents strongly agreed that in order to build a brand internally employees need to have sight of the brand communication strategy. This suggests that after employees were not adequately informed when MMI Holdings Ltd changed from being an investor brand to a client facing brand. The client facing brands under the MMI Holdings umbrella have strategies in place. In addition participants went on to assert that "Sharing strategy allows each division within the organisation to align". In the context of MMI Holdings Ltd becoming a client facing brand, participants indicated that "It feels like we don't really have a strategy at the moment… It feels like there needs to be a strategy to support that". Koekemoer (2014: 52) validates sharing of the brand communication strategy and expresses that internal communication is the practise of distributing business communication from the top down to make sure can do their jobs, and that a formal communication strategy should be in place. Ouersloot & Duncan (2008: 18) further supports this by stating that when executing a strategy, it is vital to inform those who have to execute it. Based on the research findings, employees of MMI Holdings Ltd do have a need to understand the brand strategy, but research shows that it has not yet been shared with employees.
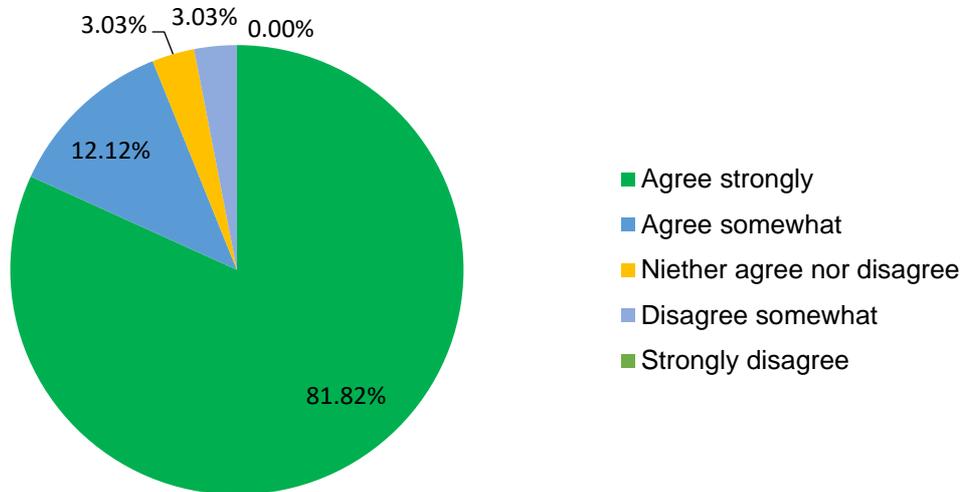
Figure 8: The brand communication strategy must be shared with employees in order to build the brand internally

With regards to the role of management in brand building, a total of 82% of the respondents asserted that they felt it is imperative that management play a role in building an internal brand. This suggests that employees want to see leadership within MMI do more to support the brand over and above their regular employee roadshows Laforet

(2010:96) supports this notion by advising that leadership by example is the greatest form of communicating with employees. If management considers the brand to be unimportant then employees will think alike. Furthermore, participant two went on to purport that "I don't know if they do at the moment and I think that is where the new Chief Marketing Officer is probably going to make a big difference" however participant three has an opposing view and explains "I think it's something they really are doing. Are they doing it to the best of their potential? I certainly don't think so but I think it's a growing process." Based on the research it can be presumed that leadership plays an important role in brand building, however there is room for growth for management leading by example at MMI. Ind (2008:107-134) further validates by expressing that management support is an internal initiative that can help embed brand values in employees and is an essential component of building an internal brand.
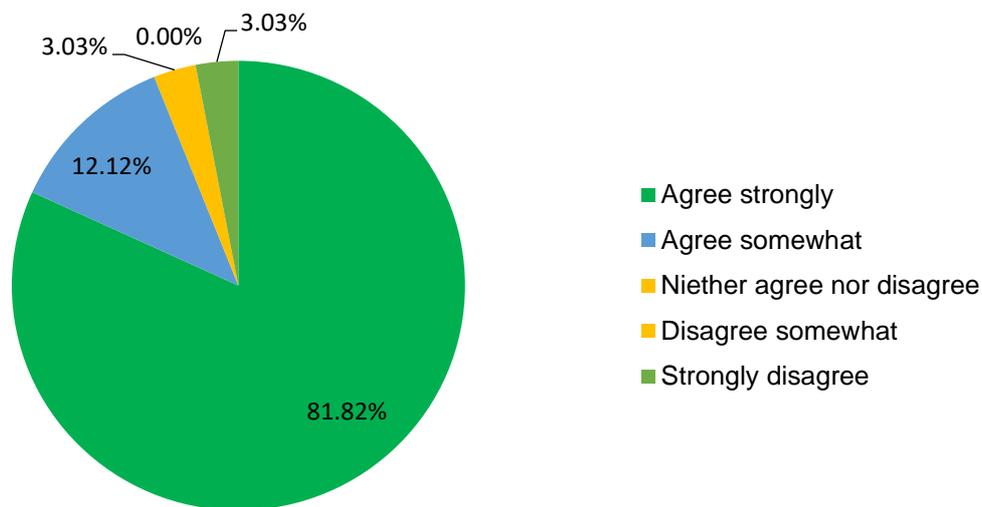
Figure 9: Management support is an essential component of building an internal brand

A majority of respondents (91%) affirmed that just as leadership plays a role in building the brand internally, the Human Capital (HR) teams play a pivotal role in building the brand internally. This alludes to the fact that Group HR initiatives can be regarded as brand building initiatives. An example of this is MMI's employee value proposition (EVP) which is owned by HR, but driven through Internalcomms to all MMI employees. Moreover, participant two went on to explain that through EVP communication "I feel that my brand cares about me as a staff member". Participant three confirms that "a lot of our internal communication is targeted towards building the employee value proposition (EVP)… and what as a company we can do to improve your life". Participant Ouersloot & Duncan (2008: 19) supports this view and states that the objective of empowering employees is to: inform employees about their role in customer satisfaction and their role in the organisation's success. Koekemoer (2014: 52) proposes connecting internal marketing to HR initiatives such as employee benefits, and rewards and recognition schemes; link the organisation's brand to brand values and culture to create value and meaning for employees.
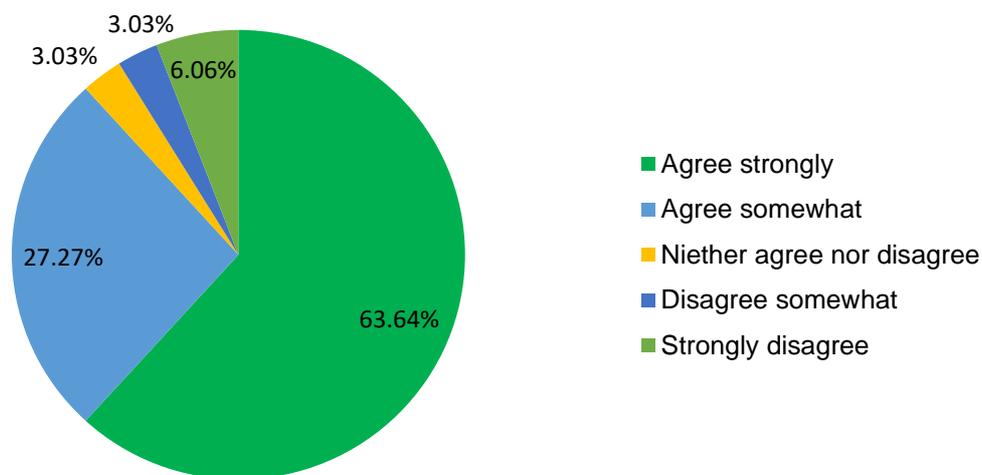

Figure 10: The Human Capital team plays a pivotal role in building the brand internally to both new and existing employees

When asked about brand identity only 30% of respondents understand what differentiates the MMI brand from its competitors, similarly only 24% of respondents are knowledgeable about all MMI's product offerings. Based on this, it can be suggested that there is a need for MMI to more explicitly express (both externally and internally) what its unique offering is. Additionally, there is a lack of orientation or communication around the various products offerings. Participants agree with this notion and denote "we haven't seen it been

put together… breaking down what a brand stands for and using internal communication to play on those element". Aaker validates this by stating that the constructs that makes the Brand Identity Planning Model is brand as product, brand as organisation, brand as person and brand as symbol (Aaker, 1992: 56). He further states that an understanding of these elements provides a strategic direction, purpose and meaning for a brand. It creates brand associations, implies a promise to customers and establishes a relationship that generates value proposition. Klopper & North (2011: 199) corroborates this by advising a brand concept is communicated through key main structures: marketing, employees' understanding, and by the service of the product being sold by the brand; all of which are interconnected. Aaker's brand identity elements are evident within MMI Holdings Ltd; however the employees need a deeper understanding of the individual elements and a holistic view of it as suggested by Klopper & North above.
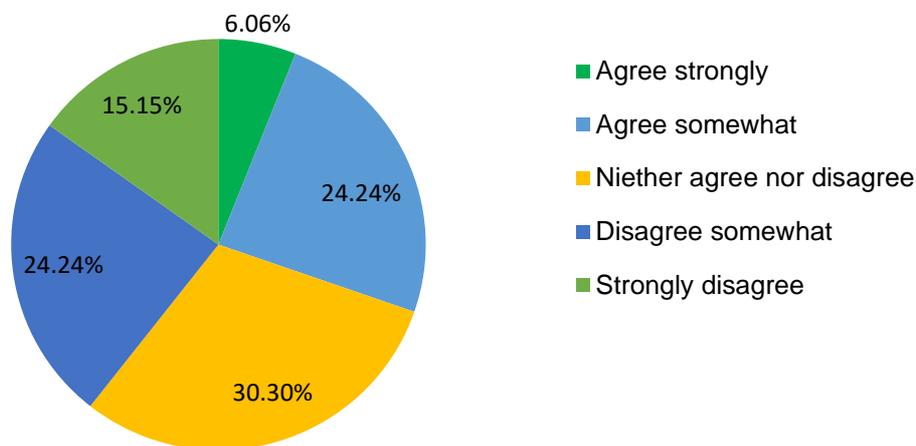

**Figure 11:** Employees understand what differentiates the brand from its competitors
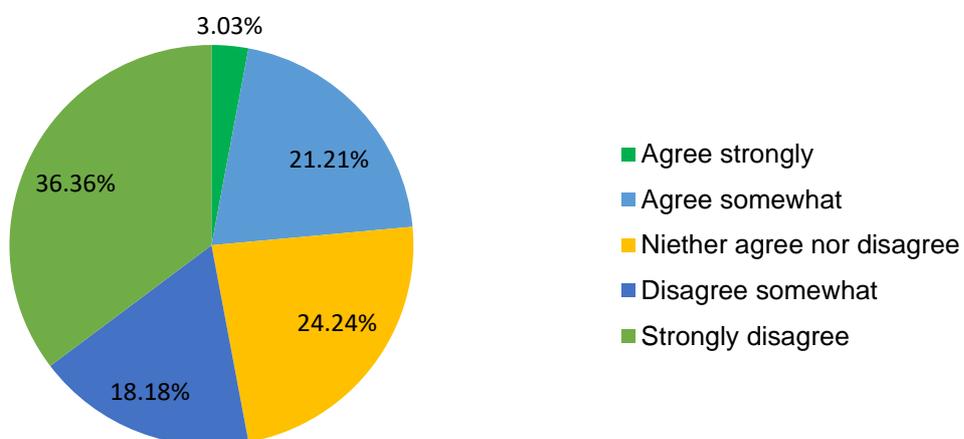
Figure 12: Employees know all the organisations' product offerings

In the case of brand identity, respondents ranked the MMI logo and the ribbon element as the top two recognisable brand symbols. Based on this, it can be deduced that MMI employees identify and recognise the MMI brand symbols and it is used as a drawing card in their internal communication. The MMI branding is apparent through lift decals at the Centurion head office, pull-up banners, branded restroom reads. Participants assert that internal communication at MMI Holdings Ltd has consistent branding. Participant one explains "We use the colour schemes, we use the same style banners; there is a layout consistency more often than not". Interviewee two says that "All branding that I see in the building is MMI branding, so at least I have that recognition or alignment". This is validated by Aaker & Joachimsthaler (2000: 44) who state that a powerful brand symbol offers cohesion and structure to a brand's identity and a brand symbol plays a vital role in establishing and sustaining brand equity. Klopper and North (2011: 79) further support this by advising that a visual and verbal language of a brand is usually the most visible intricate component of the brand identity because it visually expresses the brand. This needs to be consistent with the other components of the brand and are influenced by the brand's tone of voice, brand symbols and the brand story.
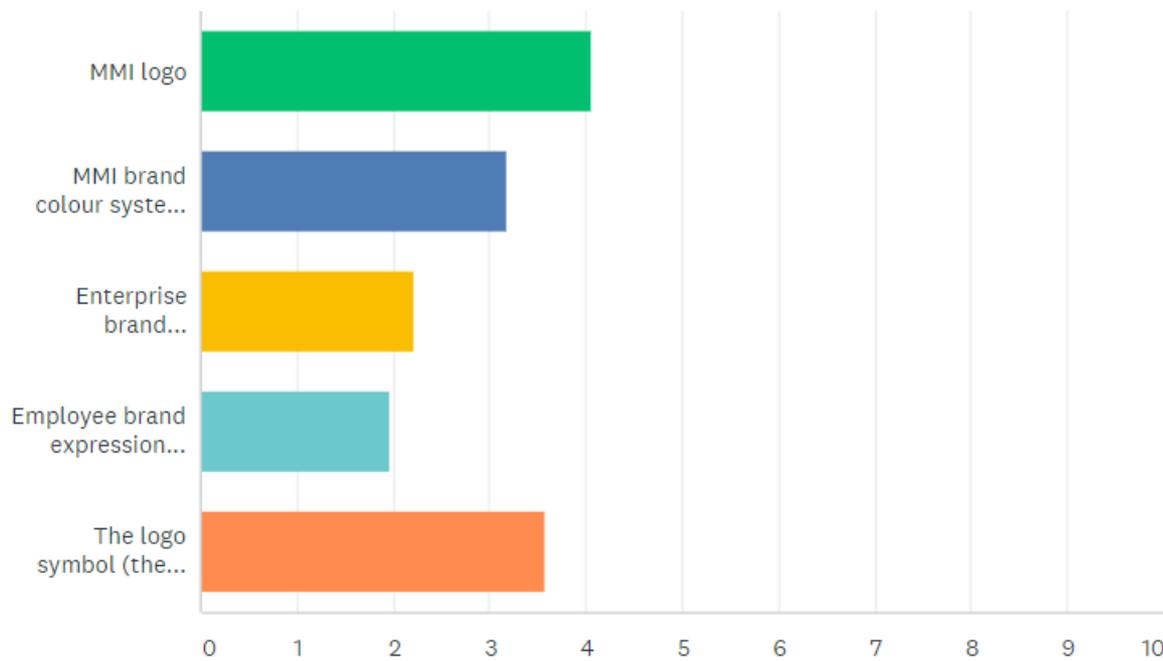
Figure 13: Which of the MMI brand symbols do you recognise the most? Rank the following from 1 – 5. Rank 1 being the most recognisable and rank 5 being the least recognisable.

A total of 55% of respondents interpretted MMI's brand personality as competent (reliable, intelligent, successful). This is an indication that the MMI brand resonates authority and is trustworthiness and assumed that the external brand presonality is mirrored internally. Participant one support this "brand identity… there is a trust, there is an authority." Aaker and Joachimsthaler (2000: 44) validates this through Aaker's Brand Identity Planning Model, in which brand as a person is a component. It refers to how the brand comes across. If a brand that does not have a personality can struggle to acquire brand awareness and build relations with consumers, however it can be denoted that this is not the case with MMI.
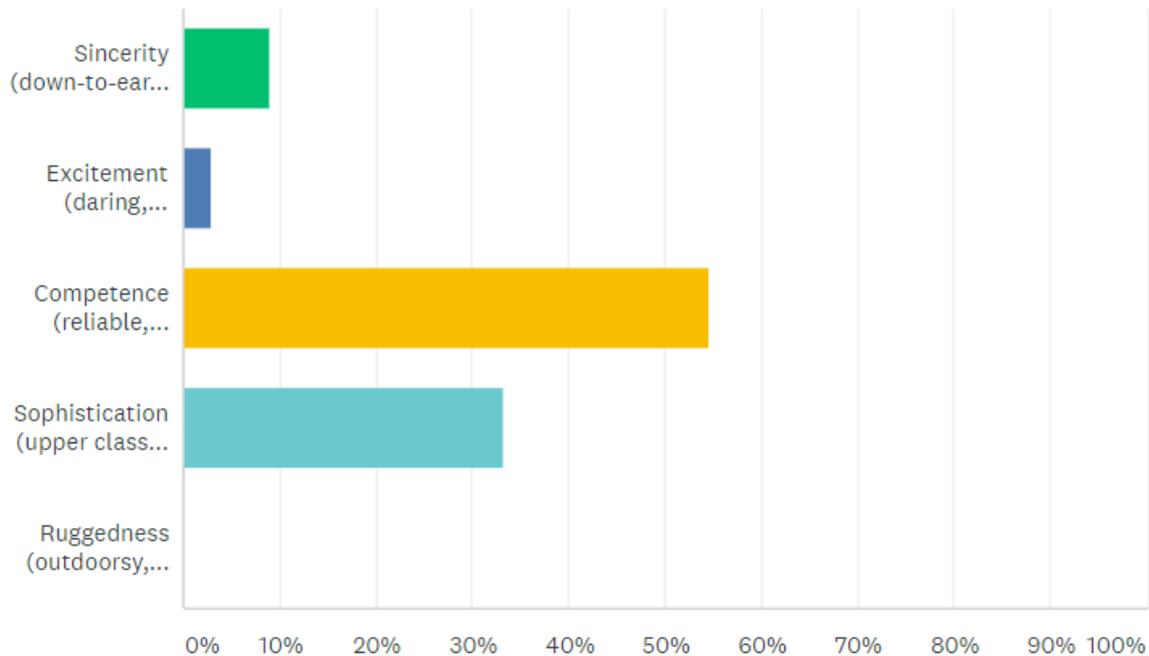
▼ Sincerity (down-to-earth, honest, wholesome, cheerful)	9.09%	3
▼ Excitement (daring, spirited, imaginative, up-to-date)	3.03%	1
▼ Competence (reliable, intelligent, successful)	54.55%	18
▼ Sophistication (upper class, charming)	33.33%	11
▼ Ruggedness (outdoorsy, tough)	0.00%	0

Figure 14: What brand personality does the MMI brand have? Select one option.

4.1 Interpretation

The main aim of this study was to identify how internal communication is used for building a brand identity within organisations. The first research objective was to investigate appropriate internal communication strategies to be used to build a brand. Based on the research study, it is clear that brand building starts internally as employees are important stakeholders.

The findings also strongly suggest that an MMI brand strategy needs to be shared with employees because the lack thereof is confusing to employees. MMI employees have a need to understand the brand strategy. Although MMI branding is visible, employees want to understand how all the components of the MMI brand fits together and internal communication is the function that can share this, however it is not currently clear to employees. This is confirmed by Koekemoer (2014: 52) who asserts that internal communication is the practise of distributing business communication from the top down to make sure can do their jobs. By understanding the MMI brand strategy employees are

empowered to build the brand and potentially become brand ambassadors. Klopper & North (2011: 200) further supports that internal marketing is vital in communicating the brand position and values so that employees are well-informed to accomplish their role as brand builders.

Based on the findings, email from the Internalcomms mailbox is a preferred channel of communication as it was ranked the top preferred method of communication; however employees have a need for more innovative platforms because MMI still uses more traditional method of communication. Participants provided insight on tactics that MMI can use, this includes D6 technology which an instant branded pop-up notification on desktops. Employees who have smartphones can benefit from the establishment of an MMI mobile application. This is supported by Ind (2008:107) who promotes innovation through the use of games promote the brand increase employee participation.

The second research objective was to explore the relationship between internal communication and brand building. The key findings seemingly suggest that internal communication does play a role in internal brand building. Internal communication is viewed as a supporting brand building tool as it is what connects the business to employees. The majority of respondents (94%) and participants affirmed that internal communication is a brand building tool. This is confirmed by Ouersloot & Duncan (2008: 19) who state that organisations should use various channels and messaging to reach its workforce because employees are customers too and have favoured means of receiving communication. This includes, but is not limited to the company intranet, newsletters, email, bulletin boards and face-to-face meetings.

The findings suggest that there is a definite relationship between leadership and brand building and that in the case of MMI; management needs to take on more responsibility to build the brand because they lead by example which influences employees. This is confirmed by Ouersloot & Duncan (2008: 18) who asserts that management support is an essential component of building an internal brand.

The increasing importance of Human Capital (HR) in driving brand buildings initiatives is evident. The EVP and the internal rewards and recognition programme is successfully driven through internal communication to employees in MMI. This is an opportunity for HR to take the lead or to partner with internal communication teams to drive other brand

building initiatives like employee on boarding, companywide brand workshops or employee incentives. Ind (2008:107) supports this by advising that the HR is an internal function that can help embed brand values in employees.

The third research objective is to describe the existing brand identity symbols used by internal communication for brand building.

Based on the research findings it is evident that the MMI Internalcomms team contributes to building the MMI's brand identity because they successfully makes use of visually displaying the MMI branding through internal messaging. Participants expressed that "All branding that I see in the building is MMI branding" and "The emails we get, we know exactly when we see that branding". Klopper & North (2011: 69) support this and advise that the objective of a brand identity system is to verbally and visually bring the identity of the brand to life, through elements like the his system consists of the following brand elements: values, tagline and mantra, positioning, purpose, vision, personality, and visual and verbal language.

Linked to brand identity systems, MMI's internal communication can improve on communicating its brand purpose to employees; only 51% of respondents agree that this has been clearly communicated. Klopper & North (2011: 69) further support this and advise that it is essential that the brand identity system needs to distinctly communicates "how the vision propels a clear purpose and positioning, how defined personality is supported by core values, how and why the internal mantra guides employees, how and why the tagline reveals the brand's commitment to its purpose, and what the guidelines to the brand's visual and verbal language are". The MMI logo and ribbon element is clearly identifiable; however MMI needs to link the brand elements together to show cohesion across the brand.

5.   Chapter 5: Conclusion

The objective of this study was to explore and describe how internal communication is used for brand building within MMI Holdings Limited and can be considered successful as it met the objectives of the study to investigate internal communication strategies, explore the relationship between internal communication and brand building, and describe the existing brand identity symbols used by internal communication for brand building. Based on the objectives a mixed method study was concluded with discussion and insights obtained from the research. Ethical implications and limitations to the study have also been addressed.

The findings from the research study confirmed that internal communication is a supporting tool for brand building. MMI Internalcomms does communicate brand messages; however employee brand communication needs to be more deliberate. The implementation of an MMI brand strategy and a brand communication strategy is necessary to illustrate to employees how all the brand elements within the brand identity system are interconnected to one another, this will take place through the internal communication function.

Leadership and HR need to take more ownership of driving brand building internally through internal communication as a platform. MMI should consider using more innovative platforms to communicate brand messages so that employees are more engaged.

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Appendices:

A: Ethical Clearance Form

B: Research Permission

C: Survey Questionnaire

D: Survey Results

E: Informed Consent Form

F: Interview Schedule

G: Coded interviews