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# “The face of a company”

A study of brand identity in a management consultancy firm

**Master’s thesis in Marketing**

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## **Master's Thesis in Business Administration**

**Title: The face of a company – a study of brand identity in a management consultancy firm**

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**Date: 24/5-2011**

**Subject terms: Brand, brand identity, brand leadership, consultant, service**

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## **Abstract**

**Problem:** Today a brand means more than just an image or logo. Employees often see themselves as the brand and feel a connection to it. Since a brand is representing and telling us something about the company and its consultants, it is important to describe what is contributing to eventual brand identity solidarity or why critical differences are occurring. An internal shared understanding about brand identity between employees and brand leadership can result in achieving organizational goals. Companies that would like to signify to their customers what their brand identity is and what it stands for, have to start within the company. Therefore before signifying to their customers, the company have to make sure that their own employees understand what their brand identity stands for and what it is, which the problematization in this study is.

**Purpose:** The purpose is to explore and describe the company's main brand identity by interpreting the consultants' and the brand leadership's perceptions and associations about the brand identity.

**Methods:** The empirical approach is based on interviews with consultants and brand leadership. To analyze the empirical results we have gathered information about the topic via literatures, journals and articles that explain the main ideas in brand identity.

**Conclusions:** When analyzing the results, we have identified how the consultants and the brand leadership differ in their perceptions and associations in their brand identity. Based on the results we have obtained different answers with similar contents that helped us to identify their main brand identity.

## **Magisteruppsats inom företagsekonomi**

**Titel: "Ansiktet utåt av ett företag" – en studie inom varumärkesidentitet i ett konsult företag**

**Författare: Shida Sanaee & Pierre Salloum**

**Handledare: Tomas Müllern**

**Datum: 24/5-2011**

**Ämnesord: Varumärke, varumärkesidentitet, varumärkesledning, konsult, tjänst**

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## **Sammanfattning**

**Problem:** Idag betyder ett varumärke mer än bara en image eller logotyp. Anställda ser ofta sig själva som varumärket och känner en relation till den. Eftersom ett varumärke representerar och säger oss någonting om företaget och dess konsulter så blir det viktigt att förklara vad som bidrar till en eventuell gemensam eller åtskild varumärkesidentitet. En intern förståelse om varumärkesidentitet mellan anställda och varumärkesledningen kan resultera i att nå företagets mål. Företagen som vill externt visa vad deras varumärkesidentitet är och vad den står för måste först försäkra att deras anställda förstår vad företagets varumärkesidentitet står för.

**Syfte:** Syftet är att finna och beskriva företagets huvudsakliga varumärkesidentitet genom att tolka konsulternas och varumärkesledningens uppfattningar samt associationer om varumärkesidentiteten.

**Metod:** Det empiriska tillvägagångssättet är baserat på intervjuer med konsulterna och varumärkesledningen. För att analysera det empiriska resultatet har vi insamlat information om ämnet genom litteratur, journaler och artiklar som förklarar huvuddragen inom varumärkesidentitet.

**Slutsats:** Under analyseringen har vi identifierat hur konsulterna och varumärkesledningen i skiljer sig till varandra i uppfattningen och associeringen till sin varumärkesidentitet. Baserat på resultaten har vi erhållit olika svar med liknande innehåll som hjälpte oss att identifiera deras huvudsakliga varumärkesidentitet.

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**Appendix 1. Interview guide Consultants**

**Appendix 2. Interview guide Brand leadership**

**Appendix 3 Search strategy**

# 1 Introduction

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*In this chapter we are introducing the problematization of this study. We are also describing different concepts of branding. Finally, we are presenting the research question and purpose, which is our main problematization of this investigation. The delimitation is also presented.*

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A *brand* is a name of a product or a service that is unique and connected to a specific company in order to distinguish the product or service from other companies (Kotler & Keller, 2006). Levy and Weitz (2008) claim that a brand is an image, package of a company or a slogan, but McNally and Speak (2002) differ by defining the brand as a relationship. Further McNally and Speak (2002) state, that building relationships within the company can be successful of that reason that when companies focus on strategies to build strong relationship, they also can build a brand at the same time.

Branding is a wide study topic, in which brand identity is the focus in this study. The term *brand identity* is explained by Dahlén, et al. (2010), which is how a company wishes the brand to be perceived in our minds. Further Dahlén et al (2010) explains that *brand image* is strongly connected to brand identity, but there is a difference. While brand identity is focusing on the future, brand image is focusing on the past. This makes it also relevant to understand that *brand association* is an important factor to take into account and investigate, because it deals with the awareness and beliefs of what a brand means to a person. McNally and Speak (2010) state that a brand and a logo can create symbolic meaning and mental images and in that way it makes the brand more personal and at the same time it provides understanding of the brand.

This study is based on consultants and brand leadership perspective in a management consultancy company. *Management consultancy* has many definitions, but can be explained according to Kubr (2002, p.4), as “*professional service, or as a method of providing practical advice and help*”, and at the same time used as to assist companies to improve its management and organizational performance. Aaker and Joachimsthaler (2000) indicate that building a strong brand identity involves also a strong *brand leadership*. Brand leadership is in this study, referred to the marketing staff in the company, such as the marketing manager and managers working with the brand. Of this reason we have chosen to call those managers for brand leadership.

To investigate the actual brand it is necessary to investigate the actual brand identity, thus the awareness of the brand can be understood. Moreover, to identify the brand and put an identity on it, we have to keep in mind that it also explains a relationship within the company (McNally and Speak, 2002). McNally and Speak (2002) further indicate that if the brand identity is strong in the company it also indicates that the relationship between employees is strong. From our point of view, there has to be an internal shared understanding about brand identity between consultants and brand leadership to achieve organizational goals. According to us, building relationships within the company is something that companies should aim for; because consultants will experience that they are in a value system organization. If there is a lack of understanding there is a risk of weaker relationship, which might result that consultants cannot provide the promised brand. What consultants assume belief and associate about the brand will affect the brand outcomes, according to de Chernatony (2010). Furthermore, this investigation can as well lead us to discover if the relationship within the company is strong or not, and if consultant and the brand leadership together can build a

strong brand identity. The brand identity is, according to Kapferer (1997); seen as how the brand leadership and the consultants together create a unique brand, which is strongly dependent on the relationship within the company. According to McNally and Speak (2010) a strong brand identity is when the consultants are one part of the brand and when they feel they are in a value system in the organization. The relationship is a crucial factor to maintain a strong brand identity, and therefore it becomes important to investigate this. Nevertheless, Kapferer (1997) says that, branding studies were more focused on the external perceptions of brand image which today has over time shifted to more internal perspectives about the brand identity. Therefore, it is up to date to investigate this subject through an internal perspective, which is another reason to focusing and investigating brand identity. (Kapferer, 1997)

Furthermore, companies that would like to signify to their customers what their brand identity is and what it stands for, have to start within the company. Therefore before signifying to their customers, the company have to make sure that their own consultants understand what their brand identity stands for and what it is, which the problematization in this study is. Kotler and Pfoertsch (2007) refer, that the typical misunderstanding that the perception of a brand is only a name of a company or a brand. Therefore, this is also a reason to investigate and interpret consultants and brand leadership perceptions and associations of the brand and its identity, since the brand can be perceive differently

This study can provide value for the company in this thesis, because it can result in that they will receive an insight in their company about how the brand identity is perceived and associated among their consultants.

## **1.1 Research question**

### **How do consultants and brand leadership in a consultancy firm differ in their perceptions and associations of the brand identity?**

To answer the main question, we have also formulated this question:

- What is their core brand identity?

## **1.2 Purpose**

The purpose is to explore and describe the company's main brand identity by interpreting the consultants' and the brand leadership's perceptions and associations about the brand identity.

## **1.3 Delimitations**

This study does not consider customers perceptions of the brand identity. Therefore it is only concerning an internal perspective in the company where only brand identity is considered. It is also delimited to only one company in Sweden. The perceptions are only based on the consultants' and the brand leaderships' opinions.



## 2 Methodology

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*Every investigation is unique. Therefore, different methods are usually used for different workings depending on what is intended to be investigated. Basically, methods approaches are important subjects because they work as guides to give the investigators directions of how to plan, carry through and put together the work into a report. In the following chapter we are explaining our choice of approach in way of research structure, data collection and critiques about our methodology approach.*

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### 2.1 Research structure

For all studies, according to Birks and Malhotra (2007), a *research design* work as a frame and is needed to know how to plan and put through an investigation to finally solve a research problem at the end. The ways and alternatives are different depending on what is appropriate and relevant for the subject. There are some steps that can be followed and taken into account, which we have used in our thesis and will be described fuller in the following chapters by Birks and Malhotra's (2007) model:

1. First of all we *defined the research problem*. We discussed what to examine and why it is of importance.
2. Deciding the *overall design*, a *descriptive* design was chosen to fulfill this thesis.
3. After discussions, we decided what *direction* to take in the descriptive design. The thesis is taking a qualitative design with interviews as basis.
4. Following, the *data collection* was gathered by using appropriate and relevant interview questions and theoretical frame of references.
5. The *sample* for our interviews consisted of relevant respondents in relation to our subject and research question.
6. Finally, how to *analyze* the gathered information was chosen after how the data collection was recorded.

We have studied different literatures dealing with research designs and agreed on using this type of model since we think that it is typical structural and methodical. After having studied different literatures we think that Birk's and Malhotra's (2007) model, is the most appropriate approach because of its simplicity and clearness. It deals with all steps needed to put through an investigation in a very concise way. Although it is easy to understand and follow, it does not mean that it is not qualified for an investigation. On the contrary, the model in the book is giving a good overview and also concerns detailed and deep aspects that have to be taken into account through the whole investigation. This method might seem a bit formal without being flexible, but we thought about its clear guidance as the strongest argument for using this model.

This thesis examines the brand identity among consultants in three consultancy offices at Deloitte in Sweden. Managers from the brand leadership are also being investigated and related to the consultants through an internal perspective. The Deloitte offices to examine are located in Gothenburg, Jönköping and in Stockholm. The brand leadership is located in Stockholm and in Gothenburg. The positive aspect of this study is that it is taking place in three cities. It strengthens this thesis because we are getting information from different

locations, which makes it possible to make better analyzes. This means that different locations not necessary mean different way of thinking or working, but eventual differences make it interesting to analyze if it occurs.

The consultants and the brand leadership will both be called “respondents” in this chapter to facilitate the writing. When we choose to use “respondents” depends on the context of the sentence.

## **2.2 Overall design**

Depending on what is to be examined, there are exploratory and descriptive designs to use. Exploratory designs are used when there is little or no knowledge about a problem area where investigators seek to create a wider understanding; lots of techniques are required to gather information and the study is at the same time flexible (Davidsson & Patel, 1994; Birks & Malhotra, 2007). A descriptive approach is used when there is already knowledge about a subject, and therefore investigations are based on working structurally and describing various conditions, relations or specific issues aspects about a phenomena or subject (Davidsson & Patel, 1994). Merriam (1988) claims that the main goal is to explain, describe and understand events as they are, rather than predicting behaviors and when variables are impossible to find when investigating a phenomenon. This shows that all authors agree on what a descriptive approach is, but is explained different and sometimes more detailed and deeper.

Before choosing overall design it was decided that only one type of overall design was to be used because it fitted our purpose and research question best, and also since it is only focusing internally between the consultants and the brand leadership. We have also studied journals and literatures before choosing an approach to see if there exists any knowledge about brand identity. The results showed that the knowledge area about brand identity is wide after all. Since this study is aimed to investigate a specific issue in a delineated area in marketing about brand identity, where some knowledge already exists, it means that it is more appropriate to work structurally.

Moreover, it was also discussed that putting maximal focus on only one data collection approach might increase the quality of the answers and analyses in the thesis. We thought it was unnecessary to work with two types of method collections at the same time when we are only focusing one aspect in the investigation, because it would not give any crucial or more results. It is also important to point out that this thesis is not flexible because it is preplanned on what to investigate and especially how to investigate and analyze. Therefore, we thought a structural approach is better since the majority of the respondents are having the same positions within the company. Also, a good argument for using a structural overall design is due to our inexperience. We have not any huge experience on how to work flexible and therefore we thought that working structurally makes us feeling comfortable when the thesis is proceeding, especially if hitting on obstacles during the work.

Everything discussed in this chapter points out that a descriptive design is the most appropriate approach for this thesis. Further on, our purpose is to explore and describe which automatically connects to the arguments for choosing a descriptive approach.

## 2.3 Research approach

What research approach is appropriate depends on what is wished to be investigated (Merriam, 1988). There are qualitative and quantitative designs to take into account before making a study. Quantitative methods are used when measuring and finding relationships between variables is in focus (Malhotra & Birks, 2007). On the other hand, qualitative approaches are used when one want to interpret and answer the questions “what” and “why” (Davidsson & Patel, 1994). Because our goal is to explore and describe the brand identity and describe “why” things turn out be the way they are, it became naturally to use a qualitative approach for this thesis. Describing and analyzing the respondents’ understandings about brand identity, a qualitative approach gives us an opportunity to discover and understand the existing internal differences between them. The main idea in a qualitative approach is, according to Merriam (1988), to understand the meaning of an experience, which arguments for our choice of qualitative approach. Also, Trost (2005) explains that investigators who are in interest to understand and describe in order to analyze should use a qualitative method.

Because we are investigating the understandings and opinions of the consultants and the brand leadership to explore and describe the company’s main brand identity, Merriam (1988) points out these arguments as reasons to use a qualitative approach. This thesis is focusing on a qualitative interview study. An interview study can be examined on a group of individuals such as on a company (Merriam, 1988). We think that this chosen topic in this thesis is complex within a organization. “Brand” and “brand identity” are complex and abstract words to define; therefore it becomes difficult to explain it with a single definition, especially when focusing on symbolic aspects such as meanings and associations in the perceived brand identity. To solve this issue, it is required analysis and interpretations. Therefore, Trost (2005) thinks that the most appropriate approach and best way to obtain information is to understand and interpret statements from the consultants and the brand leadership by using interviews. Also, interacting interviews give the possibility to analyze the respondents’ feelings and behaviors, which Trost (2005) means is a strong argument for choosing interviews which we think is needed for this topic. Interpreting emotional behaviors makes it possible for us to understand how the results are obtained. While this study mainly is exploring and describing the brand identity, it is somehow at the same time providing an understanding about the subject to the company. Providing an understanding means that it is important to see and interpret the respondents’ behaviors during interviews, and therefore Trost (2005), claims that this is why interviews cannot be avoided.

Interviews also give an opportunity to interpret, understand and put the obtained answers into wholeness, which Merriam (1988) notes this as the main purpose when using interviews. Since our interest is to describe the consultants’ and brand leadership’s understandings about their perceived brand identity, therefore explaining and understanding in order to interpret becomes a necessity. In the branding area there are a lot of different words that are similar to each other and sometimes difficult to explain and understand the meaning of them, such as *brand identity*, *brand image* and *brand associations*. Given the consultants’ and brand leadership’s opinions and perceptions, it makes it possible to describe and explain different conditions into wholeness within the compnay. Therefore, it becomes obvious that this study does not have only one answer. Since qualitative investigations are based on understanding and subjectivity, the results we obtain from the respondents are different. Merriam (1988), means that qualitative approaches are the same as many realities together, which is based on the human’s subjective interpretation of the reality and the interaction between them.

The results cannot therefore be measured, but only interpreted into wholeness. The results of this thesis are many because of the respondents' different perceptions, since their realities are built on how they interpret the work in general and it is primarily based on their working experience. This is a very good scenario, because it allows us to make many interpretations and understand the reality through many perspectives. Still, we think that the answers have to some extent have similarities to secure that their knowledge is not inadequate.

However, the question is if other types of research approaches would have given the results as good as interviews? There are different approaches to use when investigating, such as quantitative surveys. The greatest argument for surveys is that it would have made it possible to ask several respondents at the same time and would be very fast. But on the other hand, it could also lead to that respondents between each other get affected to answer exactly the same. Answers that are unclear would make it more difficult to examine, since surveys do not give the same great opportunity to re-contact with respondents (Dahmström, 2005). The reason of not using surveys is because of the disadvantages which Dahmström (2005) is pointing out here. If several respondents would respond exactly the same because of falling for pressure between each other, it would not make it possible to analyze if the respondents are having enough or poor knowledge. But we do think a quantitative survey would give the same quality of responses as interviews. The branding area focusing on brand identity is a very abstract and complex subject including difficult words with definitions that are almost similar to each other. It would become difficult to scale and formulate a clear understandable question that could easily be answered by the consultant if using surveys. Dahmström (2005) also claims that the risk for loss is very big if the respondent does not understand or not having the willingness to answer. Interviews is for this study more appropriate to use because of the opportunity to follow up questions that the respondents do not understand and also give us to take more advantage to get more detailed and fuller answers, which surveys do not.

How we prepared and put through type of the interviews will be described more later on in chapter 2.5 – 2.6.

## **2.4 Data collection**

To create an understanding about a subject, data collection becomes a necessity. The data can be gathered through many ways. Normally, it is distinguished between *primary data* and *secondary data*. New data that is collected, on the basis that it was not already known since before, is called primary data. This can for instance be done through observations, surveys and interviews. When using already available and known data, secondary data is then collected (Dahmström, 2005).

This is done because to get a theoretical fundament and also a practical view of the theory. Primary data was collected by interviews with the consultants and the brand leadership at Deloitte in Sweden. In the beginning we had some difficulties to find a company that wanted to set up for interviews. With some help from JIBS (Jönköping International Business School), we managed to get in contact with Deloitte in Jönköping. Since JIBS has a lot of contacts with host companies in Jönköping, it made it easier to find a company willing to cooperate. We contacted Deloitte in Jönköping for a discussion about different thesis topics.

The 19/1 2011, we met one of the consultants and discussed how to plan and come up with an interesting report that can be of value for the company. After evaluating different alternatives, we agreed on writing about branding with focus on brand identity. Further on, one of the managers for the brand leadership in Stockholm was contacted a few days later on via mail and telephone. With some help from the consultant in Jönköping we managed to get totally ten interviews with the offices in Jönköping, Stockholm and Gothenburg. Out of ten interviews, three of them are interviews with the brand leadership in Stockholm and Gothenburg. It was our desire to have that much respondents in this thesis. This depends of the difficulty to put through the analysis if using too much respondents, which one of the consultants in Stockholm wanted to inform and recommend. We do agree with the consultant from Stockholm, since interviews contains a lot of information which can lead to difficulties when analyzing. The respondents and the location for the interviews have not been chosen by us but, by one of the consultant in Jönköping, who has contact with the offices in Gothenburg and Stockholm, which facilitated the work for choosing respondents. Since we do not know the company well and which respondents are best to use for interviews, we are putting all trust on the consultant in Jönköping to choose the best and most relevant ones for interviews. At the same time, this trust is fragile. We hope that the respondents have not been favored or manipulated by the consultant from Jönköping to answer in a certain way. However we think the consultants will give us more and deeper information than the brand leadership, since the consultants are performing the services and meeting customers. We think that the brand leadership answers are a complement for this study, to further analyzes consultants' answers. This will lead to that we can easier distinguish the brand leadership's and consultants' answers of the brand identity.

Of course it can be discussed whether ten interviews is enough or not, but we agree on that it is enough if these interviews are deep containing good information, and also if the respondents dare to criticize what they are dissatisfied with. That will absolutely increase the quality of the analysis, even though ten interviews are used. On the other hand, this study maybe should have contained more managers to provide a better picture about brand identity. However, we think that the consultants, dispersed over the country, give us an opportunity to analyze if eventual differences or similarities exist between them and the brand leadership.

Our main idea was from the beginning was also to interview other relevant managers such as the Chief Executive Officer (CEO). We think that the CEO might have stood out more than these ten respondents because of the CEO's huger experiences. That might have lead to obtain totally different answers because of the most important position in the company that perhaps would have changed the analysis and conclusions about their brand identity. We also asked for the brand policy without any further success. The brand policy would have made it easier to relate the respondents' answers to easier find their main brand identity resulting in strengthening the thesis. Because of Deloitte's previous experience with students writing theses, they claim that the co-operation is sensitive and therefore information from the brand leadership is limited. To handle this access problem, we are taking as much advantage and information as possible from all ten interviews and Deloitte's internet homepage to cover eventual empty gaps. However, the internet homepage did not give any more important information for this thesis. What this access problem might depend on is further discussed and analyzed in the analysis chapter.

## 2.5 Preparing for interviews

After having gathered information from literatures and articles, and advanced our knowledge in brand identity, we made up questions which developed into an interview guide later on. Trost (2005) proves that it is important that investigators have big knowledge and a clear purpose before making an interview guide. When making interview questions it becomes a necessity to discuss the standardization and the structuring of the questions. Davidsson and Patel (1994) explain that when investigators are interested in doing a qualitative analyze of the results, one can either use high level of standardization and structuring, or the opposite. The level of standardization deals with the level of freedom and responsibility that is given the interviewer when designing questions. The level of structuring means how much freedom the respondent is given to interpret based on previous experience. High standardization means that we are questioning the same questions in the same order for all respondents, while low standardization gives the interviewer the opportunity to create questions during the interview. On the contrary, a totally structured interview means that respondents is given very little freedom to interpret and develop the answers (Davidsson & Patel, 1994).

We want to mark that we cannot point out our optimal way for a specific level of standardization or structuring for this thesis. Because of our main purpose in this thesis, we think that we cannot use any of its extremes. Even though our interview guides are based on fixed questions that are used and asked in the same order for all respondents, we are also formulating questions that might pop up into our minds during the interviews or when the respondent gives answers that require following up. The questions are designed thus our respondents are free to interpret relying on their work experience. Still, the questions are clearly and structurally designed only concerning different aspects in brand identity to minimize the risk of falling outside the subject when the respondents are answering. The questions are more or less both standardized and structured but not to their extremes. We want to claim that using either maximal or minimal standardization and structuring together is not the optimal approach for our thesis, since our research question and purpose require subjective interpretations from these respondents and from our side. Therefore, we think that something between maximal and minimal standardization and a balance between the standardization and structuring is more appropriate approach to put through our empirical chapter.

## 2.6 Interviews

According to Dahmström (2005), there are several types of interviews, which can be done via mail, telephone or by visiting the respondents. We are performing interacting interviews with the consultants, because we think that the advantage of that is the opportunity to ask many and complicated questions at the same time because of the opportunity to interact. Using low level of structuring, it makes it inspiring and interesting for the respondents at Deloitte to answer the questions and give wide and deep understanding about the subject of matter. Also, if there is some ambiguity in the questioning, it can easily be solved between us and the respondent by reformulating the question but without adding any extra information to the question (Dahmström, 2005). Further on, we think that the positive thing with interviews is that we also can follow up with questions to obtain more understanding and information about something that we had not thought about before.

But as always there are advantages, there are also disadvantages. Dahmström (2005), notes that interacting interviews take a lot of time and are costly. There are also risks that the interviewer leads the respondent when uncertainties occur and the answer will therefore be built on the interviewer's desired outcomes. To undermine the risk for leading questions, we are double checking the questions with our supervisor. Dahmström (2005), claims that the risk for prestige bias is also very high when the respondent has to estimate prestige questions before answering, such as "how many times do you visit the cinema during a typical month", which typically leads to an overestimation. We are strongly aware of the disadvantage of interviews. Because of our inexperience in interviewing we cannot claim that we are professionals of following up answers. Therefore everything that is intended to be asked on paper is written down, even questions that require following up. But, all questions cannot be written down. Questions that are asked during the interviews without having them pre-planned are written down later on. The other big disadvantage is that the some of the consultants' answers might be relied on documented policies and checklists, which they can use to escape by unwillingness to answer, by lying because of poor knowledge or being highly recommended by the brand leadership to give an idealistic picture. Despite the time it takes and the other disadvantages, interactive interviews are sometimes needed to obtain detailed answers and good quality.

Now, telephone interviews are in contrast to interactive interviews faster, cheaper and ambiguous questions can easily be explained again if there are any uncertainties. The opportunity to stimulate the respondent to answer is also an advantage as in interacted interviews. The disadvantage with this method is that telephone interviews cannot be too long, not too many difficult questions can be asked and the responses might not be that well thought – out Dahmström (2005). However, because of the simplicity and appropriation and since we are living far away from Stockholm, we therefore chose to do two interviews via telephone with the brand leadership.

Because we are investigating both the consultants and the brand leadership it becomes very sensitive to discuss particular aspects. We are solving this with anonymity, which makes it possible for them to secure that none gets identified and it is only we who have access knowing who has said what, (Davidsson & Patel, 1994). We are choosing to do this because it makes them relaxed and can talk about sensitive aspects without any fear to get caught. To investigate the differences in the brand identity between the consultants and the brand leadership, interviews are effective tool to use to make them talking about opinions they are dissatisfied with if using anonymity, we think. Without doing it, there is a risk that all of them choose to express ideal perspectives. With anonymity we can get fuller information and maybe things that they normally would not talk about which can give more valuable for our analysis. But anonymity is not enough to secure the confidence. The interaction between interviewer and respondent depends on the interviewers' personalities, the respondents' attitudes and how an interviewer and respondents together perceive the situation (Dexter, 1970). Therefore, we are beginning to introduce the subject to the respondents by giving them opportunity to introduce themselves and by asking non-deep questions, and later on discussing the core subject. This will strengthen the confidence and the respondents will be motivated (Davidsson & Patel, 1994). The interviews are recorded to facilitate the work after the interviews (Repstad, 1993). A recorder can be perceived as awkward to the respondents and they might take a defensive position. We did inform the respondents about this long before doing the interviews, which they agreed on. Because of the anonymity it made it easier to use a recorder.

To anonymize the respondents, we chose to call the consultants for A, B, C, D, E, F and G. The brand leadership was called A1, B1 and C1.

The interviews for the consultants took place in:

- 22 Mars 2011. A, E
- 30 Mars 2011. B, C
- 5 April 2011. F
- 6 April 2011. G
- 7 April 2011. D

The interviews for the brand leadership took place in:

- 12 April. B1
- 15 April. A1
- 19 April. C1

Every interview lasted approximately 30-50 minutes. The time of the interviews can also be discussed. If the interviews had been longer it may have given the thesis more information but even though they lasted for 30-50 minutes, much and valuable information were obtained. Of course more interviews would strengthen the validity and reliability, but due to tough difficulties to put through analyze if using many respondents no more interviews were made. No respondent were contacted afterwards because of no request.

## 2.7 Analyzing the interviews

After collecting the data it is time to *analyze* and *interpret* the results. Using a recorder, it facilitates the analyzing because it is possible to listen to the interviews several times when transcript the recordings. Every interview is transcript by us and printed to read the results later on. We are aware of the enormous long time it takes, but this facilitates the interpretation of the interviews. The aspects that are more of importance are totally written down, but other aspects that are less important are summarized to get an overview. What are seen as less important to us are subjects that fell out the main subject. The results of the secondary aspects can be perceived as less important, but can be used later on when analyzing which makes it easier to understand the meaning of more important aspects (Repstad, 1993; Trost, 2005). There are several other techniques, but we do only see this as the most optimal approach because it does not miss any information. What is then seen as irrelevant and less important can be deleted. Since this approach of working includes all information it secures that nothing is missed and therefore it strengthens the results.

After transcript the interviews, they are put together in an empirical chapter containing the most relevant and important information to interpret and analyze the results later on. Information that was not important and used is deleted. The results from the consultants and brand leadership are compressed and put together. The answers from the consultants and the brand leadership that discuss a particular aspect in the branding area are put under a specific heading. Because the brand leadership also was asked other questions, their answers were put in a specific chapter. This made it necessary to divide the empirical chapter into two parts. When analyzing the answers, we used the theoretical chapter as basis. We reflected and then interpreted the meaning of different themes and expressions to match specific theories.



We found interesting answers that could be connected and discussed with the frame of references. According to Repstad (1993), how we interpret and analyze is however strongly dependent on personal conditions and knowledge. This approach has its negative side, because the interpretation can be distorted by own values and background, which might make prejudice come up. This means that the same results are different interpreted from person to person and from time to time. The interpretation in this thesis has a neutral approach, which means that everything is pure interpretations to undermine the risk for basing analyzes on own subjective values and prejudice to not distort the analysis. (Repstad, 1993)

## 2.8 Validity

When doing investigations it becomes very important to discuss whether the results are consistent with reality, which explains how well the investigation is examining what it is intended to examine. There are different types of validity, but one important aspect to discuss is the internal validity (Davidsson & Patel, 1994; Merriam 1988). Investigators usually use different instruments as help when researching and therefore an analysis of the instrument's content is required by anyone, because investigators do not often see their own mistakes (Davidsson & Patel, 1994). In this qualitative investigation, the interview guide was analyzed three times by our supervisor to secure that the questions are relevant to our frame of reference and subject, and to undermine the risk for leading questioning and preventing too sensitive questions. We thought that three times were needed because of the different improvement proposals that was suggested by the supervisor to secure the internal validity. Important to mention was that the brand leadership asked for their interview guide and therefore it was given before the interviews were made. This might weaken the validity since the brand leadership can prepare for the answers, and since the interviews with Deloitte Stockholm are made via telephone it might also even weaken the validity because of the lack of physical meeting.

According to Merriam (1988), validity can only be based on interpretations, because there are no fixed objectivities and realities. The term validity has changed over time and therefore its definition is becoming more subjective, since validity only can be based on interpretations. Furthermore, qualitative investigation are only depictions of the reality and what *seems* to be true is even more interesting than what *is* true (Merriam, 1988). Therefore, our assessments during the interviews are more important than what is being said by the respondent, Walker (1980) claims. This means that this thesis cannot guarantee that the results will be consistent with reality, because it is impossible to bring out the real reality, which according to Taylor and Bogdan (1984) mean that investigators are more interested in different perspectives the respondents are giving during the interviews rather than the truth itself. The respondents at Deloitte can interpret the questions differently, base their answers on fixed policies, or hide important information. Since marketing and the branding area consist of difficult words in which their meaning resemble each other, there is a risk that the respondents will respond differently. Good validity can only be achieved if the investigators can reconstruct the respondents' many perceptions and experiences about the reality very clearly and honestly (Guba & Lincoln, 1985; Taylor & Bogdan, 1984).

Having these authors' opinions, we are choosing this way of observing and reproducing the reality, because the internal validity becomes enhanced and secured, which according to Merriam (1988) is very positive to enhance the qualitative investigation. We do agree that validity is difficult and can be a multi-perceived definition, because the reality is subjective and can only be interpreted, especially when using a qualitative approach.

The most appropriate approach for this is to understand what the respondents say and how they experience the aspects in brand identity, since brand identity is a very narrow and complex subject built on experiences. That is why we also choose to record the interviews with a recorder, listening to it afterwards and writing the whole interviews on paper to not miss any information, in order to make deep and honest interpretations and analysis about the respondents' realities.

## **2.9 Reliability**

Reliability concerns how many times a result can be repeated or the level of trustworthiness, (Davidsson & Patel, 1994; Merriam, 1988). Reliability and validity are strongly connected to each other, but according to Guba & Lincoln (1981) the internal validity is more important than the reliability, because a strengthening of the internal validity automatically means an enhanced reliability. Reliability is best used and measured during quantitative researching, but for qualitative approaches the reliability gets another meaning and cannot be measured, (Merriam, 1988). When interviewing, the reliability is strongly dependent on the interviewers' abilities and experiences on interviewing, (Davidsson & Patel, 1994). Because of our inexperience we are writing all follow-up questions to not miss any important question to ask, in order to secure a higher reliability. Also, we have recorded the interviews to listen to them several times and secure that nothing has been misunderstood, which Davidsson and Patel (1994) recommend.

However, Merriam (1988) explains that reliability is not that meaningful for qualitative research. It is primarily based on the relationship between the interviewer and the respondent during the interview, which is based on the interviewer's ability and the respondent contributing to the information. Furthermore Merriam (1988) explains, the approach during a qualitative study is successively developed and therefore it is not pre-determined. If repeating the study it will result in a totally different outcome because humans constantly change imaginations and this depends on that humans live in a changing world meeting new experiences. Therefore, the same questions will definitely not by guarantee mean that interviewers receive the same answer. As long as no new studies and information have been performed and collected, this means that the first study only can be based on new interpretations. (Merriam, 1988) All this results in that reliability has no further meaning in qualitative studies more than it is important on how the study is performed and proceeded to gather as good and much information as possible (Davidsson & Patel, 1994; Merriam, 1988).

Annika Hall had on the 19/1-2011 at Jönköping International Business School a lecture about how to choose an appropriate method for a study. It was, among other aspects, discussed about reliability and whether a qualitative study can be generalized to other populations. Hall strongly demented that no qualitative study based on interviews can be generalized. All interview studies are unique because they are based on humans' assumptions and opinions about the reality. Therefore this study cannot be used or generalized in other companies since every situation in a company is different. But we want to note that other companies can use this study to obtain an insight and understanding about what brand identity is and why problems might occur within an organization. This means that it can be used as an inspiration for an understanding, and not as a tool to implement changes within an organization.

### 3 Frame of reference

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*This chapter will give an insight about what a business-to business is. Further on, it is clarified what a brand and brand identity is, and what is required to build a brand identity. In the end of this chapter, it will be acknowledged about the brand management in a consultancy company.*

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#### 3.1 Introduction

This introduction part will give directions to the whole frame of reference chapter about what will be learned and acknowledged more deeply and why these chosen theories are of importance.

What kind of role a company has depends on the company's mission and vision. A company's mission answers the question "which kind of business are we in", which explains the main reason for existing in the market. On the other hand a company's vision wants to seek out to answer the question: "What do we want to become"? A company's vision is therefore about to set goals and try to achieve those goals. (Ferrell, et al., 2002) Furthermore, according to Ferrell et al. (2002), to identify the company's mission it has to state if the company is in a *service business* or in a product business. When a company is in the service business, it is offering special *services* to customers instead of tangible products (Ferrell, et al., 2002). Grönroos (2007) explains that a service can be seen as a process or a performance, and it is characterized by its intangibility, simultaneous production and consumption, perishability, and heterogeneity. When a company has identified its service business, it has to decide to whom the services will be offered. In this thesis, Deloitte is selling services to other companies, which usually is called business – to - business. The business-to-business subject will be more acknowledged in chapter 3.2.

After having clarified the mission, the company can start set their goals and achieve their vision. To accomplish this, according to Ferrell et al. (2002), the company has to know that its success often depends on *marketing* ability. Marketing can easily be defined as identifying and meeting human and social needs (Ferrell, et al., 2002). It is known by Hoffman et al. (2005) that a company can set and reach their vision through marketing, and to execute this they have to set a plan called *marketing strategy*. Marketing strategy is a part of a corporate strategy. Furthermore, according to Hoffman et al. (2005), marketing strategies are several marketing tools which can be used for the positioning in the market. However, in this thesis we are focusing on *brand* and what *brand identity* is, and what other aspects contributes to a strong brand identity. Other aspects as personal branding, brand identity framework and customer-based- brand equity model that contributes to a strong brand identity will be acknowledged in this chapter. According to us, brand identity also is a marketing tool that can be a way of positioning the company in the market. We are also introducing what brand means in general, and how to build a strong brand.

Finally, a company has to achieve its goals through meeting and exceeding customers needs better than their competitors. Currently, it is known that all organizations need a *corporate strategy*, which is a scheme for utilizing and integrating resources in different departments in the company to carry out the companies' mission and vision (Ferrell, et al. 2002).

According to us, to have a consistent corporate strategy a company has to have a consistent management handling the brand. The challenge is to build a strong brand leadership that will manage the brand, and have employees that can carry out the brand. The end of this chapter will be finished by presenting different types of brand management that deals with the brand, such as brand leadership, employer brand and consultants.

### **3.2 What is Business – to – Business?**

In general, marketing is based on exchanges between buyers and sellers. Today, it is said that marketing is based on beneficial long-term relationships and how to succeed to maintain it. These exchanges can be based on goods, information, people, and services (Hunt & Morgan, 1994). The traditional view is that customers only are households, but that is not always the way. Also, organizations between themselves are customers (Honeycutt, et al., 2001; Brennan et al. 2008). For example, organizations often buy management consultancy services, which households not do. But anything a household buys can also be bought between organizations. Being a customer, there are differences between households and organizations by market structures, buying behaviors and marketing practices (Brennan, et al., 2008).

Synonymous with business-to-business marketing, the name *organizational marketing* and *industrial marketing* are also used (Honeycutt, et al., 2001). With times changing, industrial marketing has been replaced for the use of business – to – business marketing or just *business marketing*. As for industrial marketing, organizational marketing is seen to be superior because it includes *all* industries, while business marketing only includes companies that are concerned with business (Wilson, 1999). These discernments are used because of the different objectives in different types of businesses. Still, all companies have one mission that “*the purpose is to create and serve customers*” (Drucker, 1954 p.64). This is to be achieved by first recognizing customers’ needs, then integrating organizational functions for customer orientation, and finally achieving long-term customer satisfaction (Honeycutt, et al., 2001).

Because we are writing this thesis in co-operation with Deloitte who is selling services to other businesses, business marketing becomes an appropriate word to use. In this chapter, we are using “B2B” because of its simplicity and relevance for our subject of matter.

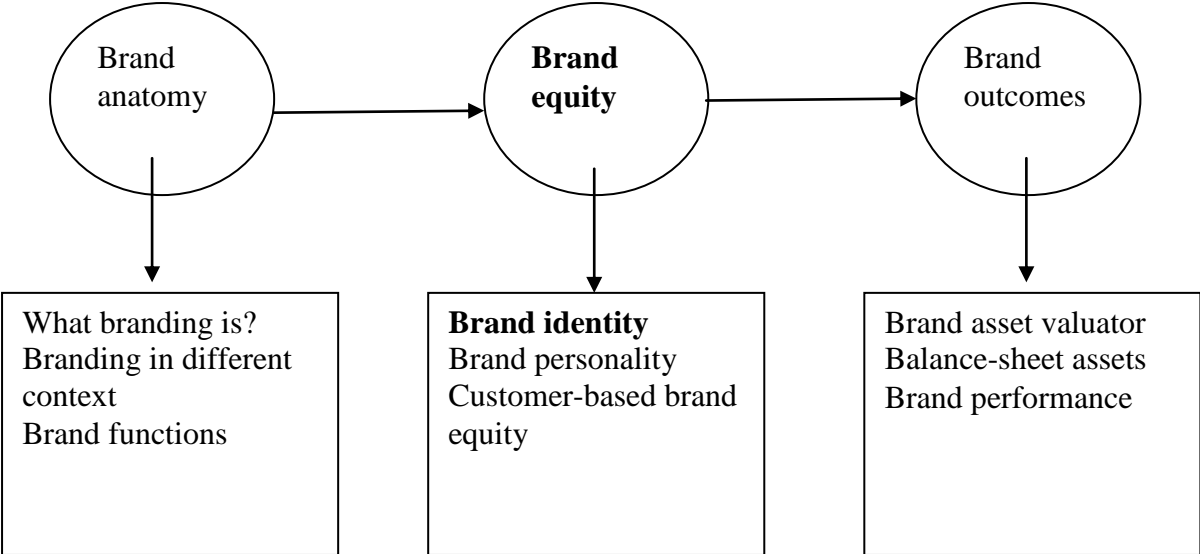
Basically, selling the brand is the main factor in the exchange between two organizations. In a B2B perspective a brand makes a company known by its services and differentiates the brand from other competitors. The brand also communicates the benefits and value provided in terms of quality and performance, which leads to certainty among customers when choosing a brand. For service companies, advice is a way of decreasing uncertainties among customers or to obtain new solutions for improvement. This requires listening and a well going communication between sellers and buyers, reacting to buyers needs and providing new solutions for competitiveness (Beverland, et al., 2004). Buyers choosing well known advice brands in the service sectors mostly build long-term relationships with sellers and try to find partners to co-operate with in order to strengthen their business.

Delivering services, the exchange between organizations means relying upon trust, and therefore the exchange is very sensitive (Brennan, et al., 2008). Thus, communication is an important factor to take into account since personal selling is the most effective communication tool between buyer and seller, which might strengthens the trust (Honeycutt, et al., 2001). If the company succeeds in selling their services or products, the buyer will repeat its buying behavior relied on brand loyalty. However, today’s knowledge about B2B

services is very much less than for B2B products (Roberts & Merrilees, 2007). Because of the complexity and inconsistency in services, it has been expressed that is more difficult to achieve right brand associations in terms of meaning, beliefs and awareness (Chernatony & Segal Horn, 2003).

According to us, it becomes important to know why and what makes a service company special, especially between its competitors. Because it is difficult to understand what a brand stands for, especially in service companies, we conclude that further investigation is needed to discuss meaning and understanding aspects to a brand. This can lead to answer why there are any internal differences in the perceived brand and brand identity between employees working operationally and strategically.

### 3.3 An overview of the branding area



**Figure1.1.** Brand anatomy, brand equity and brand outcomes framework. (Dahlen, et al., 2010).

To understand branding, a three dimensional framework can simplify the understanding. To begin, the brand anatomy is important to investigate focusing on what a brand is and what kind of functions it has. Brand equity can be built through understanding the brand identity, brand personality and customer-based brand equity once the knowledge of what brand is has been acknowledged. The last dimension in this framework is what the brand outcomes (Dahlen, et al., 2010). Before introducing brand identity and its criteria it has to been known what it comes from and what other attributes connects to brand identity.

### 3.3.1 Brand anatomy

Levy and Weitz (2008) claim that brand is an image, the packaging of a company or a slogan, but McNally and Speak (2002, p.3) defined it as a relationship:

*“A branded relationship is a special type of relationship –one that involves the kind of trust that only happens when two people believe there is a direct connection between their value systems”.*

Furthermore, McNally and Speak (2002) state that the branded relationship can be the relationship between the company and their customers and the relationship between the company and their employees. A company is successful when it focuses on strategies to build strong relationship, which also can be achieved when building a brand. This is according to us something that companies should aim for with their brand thus the consultants’ feel that they are in a *value* system organization, and also make them feel that they are in part of something important.

Desgrippes (2001) defines branding much more than just visibility and functionality, and explains that it is about bonding emotionally with people in their daily life. This can be related to McNally and Speak (2002), explaining that branding is about relationship. Desgrippes (2001) means that bonding emotionally with people in the company leads to a good cooperation. Our interpretations of that can result that employees feel that they are one part of the brand and that they can influence it. According to Dahlen, et al. (2010) a brand can also be defined as a perception or an emotion of the company related to the business. The creation of a brand requires deep meaningful *association* and meaningful symbolic relationship between the company and customers; hence the company can achieve lifetime loyalty with them.

As it can be seen, branding has different definitions. McNally and Speak (2002) differ by claiming that it is a relationship, which shows that branding is much more than just an image or a slogan. According to us, branding is something that has to be worked within the company to strengthen the relationship which will result into a stronger brand.

### 3.3.2 Brand equity

Furthermore, now when it is known what branding is, it becomes important to discuss the other dimension of branding, which is *brand equity*. Aaker (1991, p. 15) describes brand equity as:

*“A set of assets and liabilities linked to the brand, its name and symbol, that add value or subtract from the value provided by a product or service to a firm and or to that firm’s customers”.*

The interpretation of this definition can be that brand equity in general means brand value. According to Dahlen, et al. (2010), brand equity can be built through establishing *brand identity* with depth and width of *brand awareness*. In other words this means that a company cannot establish a brand identity without brand awareness. For that reason the clarification of brand awareness is significant. Brand identity can be explained, according to Dahlen, et al. (2010), as a culture, relationship and a personality that the company wants to show to customers and to the market. Brand awareness means that if the customer or the company can *recall* or *recognize* the brand. Furthermore, brand recognition for the company can increase the familiarity through repeated exposure. On the other hand the recall of the brand is when the company forges associations with the service or the product. However, according to Levy and Weitz (2008), companies should be careful with the repeated exposure of the brand, because too much of that can worn out the brand. Brand awareness is also referred as brand salience. A desirable scenario is when people have both deep and broad awareness of the brand, which means when people can recall and recognize the brand (Dahlen, et al., 2010). Nevertheless, Keller (2001) adds that the most important in building brand awareness is to make sure that customers understand the service category which the brand competes with. Companies have to be determined with other services sold under the brand name in order to reduce confusion. This means that brand awareness is also about understanding the brand and at the same time obtaining knowledge about the brand thus customers and companies can recall and recognition the brand. (Keller, 2001)

In conclusion brand awareness is important of that reason that a brand identity can be established through brand awareness (Levy & Weitz, 2008). For that reason brand awareness has to be completely acknowledged before understanding brand identity. Brand awareness is also something that links what people have for perception and association with the brand, which is of importance in this thesis. By investigating the brand awareness among the consultants and the brand leadership in this thesis, we can obtain valuable information that could strengthen their brand identity.

### 3.3.3 Customer – based brand equity

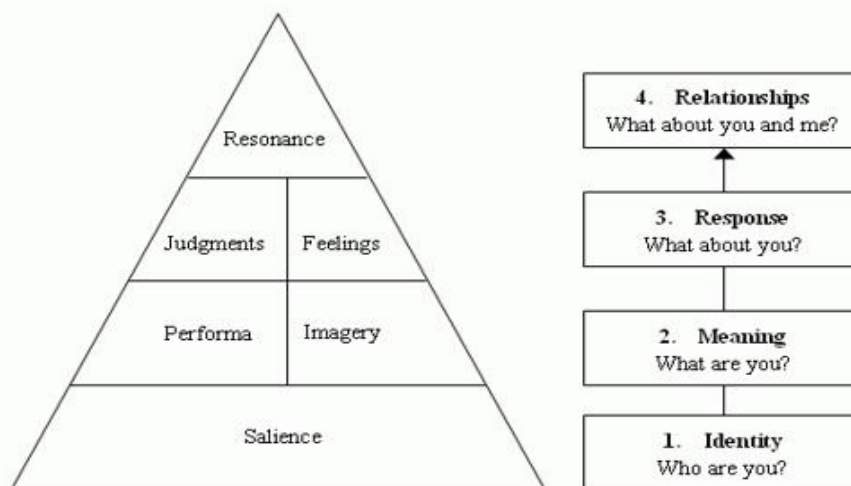
Building a strong brand is a good benefit for the company because it includes greater customer loyalty and less vulnerability to the competitive market, according to Keller (2001). From our point of view, greater customer loyalty and less vulnerability in the market indicate a success for the company, which finally leads to brand outcomes. A way to build a strong brand according to Keller (2001) is the use of Customer-Based Brand Equity model. This model is based on the power of a brand which lies in relation with what customers have learnt, felt, seen and heard about the brand over time. According to Keller (2001) the power of a brand lies in the mind of customers, but this differs from what McNally and Speak (2002)

argue for, when claiming that a brand is stronger when employees are based on the brand and is relevant for employees. Although this model is based for customers, it still can be used in this thesis based on a company's perceptive because both consultants and brand leadership are included in building a strong brand, which McNally and Speak (2002) also indicated.

According to Keller (2001), Customers-Based Brand Equity model is built in terms of steps, in which each step has to be successfully accomplished before going to the next step. These four steps lead to a strong brand:

1. **Brand identity:** The first step is about to create an identity with the brand, thus people can obtain an association and an identification of the brand.
2. **Brand meaning:** The second step is that the company should implement the brand meaning in peoples' minds, thus they gain a full understanding and meaning of the service.
3. **Brand response:** The third step is about to elicit responses to brand identity and brand meaning.
4. **Brand relationship:** The final step is to convert brand responses to create a loyal relationship between people and the brand.

Keller (2001) explains that to endorse a strong brand through the four steps can be complicated and a difficult process. Instead the challenge is to find the right brand identity, brand meaning, brand response, and brand relationship. To accomplish these four steps and make these process easier, building blocks can be a solution. These brand building blocks can be seen as a brand pyramid, which Keller (2001) define as Customer-Based Brand Equity Pyramid.



Keller, K., 2001. *Building customer-based-brand-equity: A blueprint for creating strong brands*. Available at:

<http://mktg.unisvistov.bg/ivm/resources/CustomerBasedbrandEquityModel.pdf> [accessed 20110221]



Keller (2001) explains that each block of the pyramid is equal to the four steps of Customer-Based Brand Equity model, and the right block has to be at the right place. This can be seen that the first step begins in the end of the pyramid.

The first block which is in equal with the first step brand identity is *brand salience*. Brand salience is related with aspects of brand awareness. As mentioned earlier, brand awareness is about how people can recall and recognize a brand. Creating brand salience leads to achieve the right brand identity (Keller, 2001). The second step in the model brand meaning involves establishing a *brand image* and *brand performance*. The brand image is the characters the brand has and what kind of image people has on the brand. This reflects on what associations people have on the brand and what kind of brand meaning it gives. Brand performance on the other hand represents the actual service itself, which is the primary experience people has with the brand. Moreover this includes the word of mouth of the brand, other experiences and the performance it has with its design and performance. Brand image and brand performance provides meaning to a brand. *Brand judgment* and *brand feelings* are *brand responses*, which refers to what people think or feel about the brand and how they respond to it. Brand judgment is often built through different performance and associations of the brand from different kind of opinions. Brand feelings relate to what emotional responses and reactions generates to the brand. A brand can evoke several feelings, there can be either negative/positive or mild/intensive feelings (Keller, 2001). The final step in the model is brand relationship which focuses on the relationship between the brand and the employee and the level of identification. *Brand resonance* is the final block in the pyramid which is in equal with the final step in the Customer-Based Brand Equity model. Brand resonance relates to the relationship in meaning that people can recognize themselves with the brand, have a strong loyalty and engagement with it (Keller, 2001).

To conclude it, the use of Customer-Based Brand Equity model involves four steps which are in equal with the pyramid to gain more instinct in each step to successfully accomplish all the steps to build a strong brand. To achieve these steps according to Keller (2001), a company has to achieve one step at a time. According to us, the use of these steps will result in brand outcomes, which leads to succeed in the market and among their competitors. We think that this model is of importance to a company to build a strong brand, which the first step included brand identity. In other words this means that to build a strong brand, a company has to start to build a strong brand identity, which are main focus in this investigation.

## 3.4 Brand identity

### 3.4.1 Different types of identities

*Identity* is a narrow subject that has several concepts depending of its psychological or corporate terms. In this thesis the identity is defined and interpreted in corporate terms. Balmer and Greyser (2002), define corporate identity as a mix of attributes which makes a unit different from others.

Furthermore, Balmer and Greyser (2002) explain that managing identity has been more salient in the market place and in the media, and indicates that companies should recast their identity into a new vision inspired by identity. Further Balmer and Greyser (2002) state that five types of identities should be considered and that brand leadership should have understandings about these five types of identities. The five types of identities are:

- actual identity
- communicated identity
- conceived identity
- ideal identity
- desired identity

The actual identity is, according to Balmer and Greyser (2002), the current identity of the company, which attributes the company by its leadership, structure, product/service offered, and the overall business performance. Communicated identity consists of controllable and non controllable communication. Controllable communication is when the identity is communicated through advertisement and public relation. On the other hand, non controllable communication is when the identity is being communicated through word-of-mouth. Conceived identity refers to the perception of the identity. The perception of the identity can be seen through the company's image, reputation and brand. The company's management has to make a judgment on how they want to be conceived with their identity. Ideal identity is the idealization a company wants to have with their identity in a competitive market. The idealization is often how the company wants to be positioned in the market and be perceived. The last identity according to Balmer and Greyser (2002) is desired identity. Desired identity is the vision the leadership has for the company. This is very similar to the ideal identity. The difference is that with the ideal identity is often realistic and based by researchers, but desired identity is more to do with a vision which is formed by the leadership (Balmer and Greyser 2002).

Conceived identity is mainly focused in this thesis of that fact that the investigation is about perception of the brand identity in a consultant company. However, a total review of the identities is needed to determine what type of identity the company has. Balmer and Greyser (2002) conclude that even if a company works within one identity type, several variations of identities can be included of that reason that they all are a part of each other. In conclusion, even though mainly working with conceived identity, it is according to us important to work with the other types of identity. In that way the perception of the identity gets stronger when ideal identity, desired identity, actual identity and communicated identity work together to build its conceived identity.

### 3.4.2 Brand identity

It has already been acknowledged that branding is a broad subject and that brand identity involves *brand image* and *brand relationships*. To highlight the difference between brand identity and brand image, Dahlen et al. (2010) explain that brand image looks to the past rather than look to the future which brand identity does. Brand image tends to be tactical, and brand identity tends to be strategic.

Beverland et al. (2007) state that companies should try to make their brand identity more abstract, and this should be done through their service and as a result of that they can deliver the brand promised to customers. Therefore trying to make a company's service abstract, it can also lead to that the brand identity attains more abstract, and therefore the brand can build their identity through *advice* or *adaption*. Adaption involves making changes in the service followed by the request of customers. Adaption also represents a company's level of capability and is an abstract attribute of brand identity (Beverland, et al., 2007). Further, Beverland et al. (2007) explain that advice is another aspect that is an abstract brand identity attribute. Companies can use advice in a two-way dialog with their customers to make their brand identity stronger.

Furthermore, companies have to take the decision if they want develop a separate identity for each individual brand offered by the company, or if they rather develop one general brand identity. However, according to us, if a company would chose to work with several separate identities for each brand, the company has to be very clear with the brand identities to reduce confusion. Confusion with the brand identity can affect the perception and the association of the brand. Beverland et al. (2007) also indicate that building a strong identity also involves that a brand remain strong when internal and external changes. In that way, the brand indicates that it is strong in the long-term and also has a strong identity that survives changes.

### 3.4.3 Brand identity framework

Moorthi (2002) indicates that *brand as a service*, *brand as an organization*, *brand as a person* and *brand as symbol* can be seen as brand identity framework. Brand as a service can be related to the attributes of the brand and the service offered. This also involves tangible and intangible aspects of the service. According to Lovelock and Wirtz (2011), service companies can also use the term tangible, of that fact that their service can become tangible through individuals, delivering and packaging. Moorthi (2002) further indicates that brand as organization is important and is seen as the actual culture in the company. Although working with an intangible service, the company's culture can be seen as a product in that way that making its culture in tangible terms. Brand as organization also involves the employees in the organization and making them involved with the brand.

Aaker (1996) explains that brand as person can also be called brand personality. This means that the brand obtains human characteristics associated with the brand, like different emotions for example. Brand as person, involves also the role played by the brand. In a service business, a service provider has to take a role to sell the service, and that role can influence the actual service or the actual brand. Moreover Moorthi (2002) explains that since services are intangible, branding them with symbols can be one way to make the service tangible.

In conclusion Moorthi (2002) indicates that Aaker's brand identity framework can be seen as an approach for branding a service rather than just building a strong brand identity around the service. According to us, branding a service is of importance because consultancy companies often have certain services to offer. The best thing service companies can do, from our point of view, is to brand their service, and take in account how brand as person, brand as organization, brand as symbols can be best used in their company and for their success.

#### 3.4.4 Personal brand

Personal brand is about to stand out from the crowd, and be different from other brands and companies, according to McNally and Speak (2002). We think that this can be reflected to brand identity, because making the brand identity personal makes the brand identity different from others, when the brand stands out from other brands and has a personality. In addition, this also applies to what Dahlen, et al. (2010) indicate when stating that brand identity involves personality.

According to McNally and Speak (2002) a brand needs personal characters. These three brand characters can determine a strong personal brand:

- **Distinctive:** Means that the brand should stand for something and have a point of view of what it means. Building a personal brand that is distinctive means that the company has to believe in their brand and make a commitment that the company will do whatever it takes to achieve their goals with the brand. The brand differs from others when the company is focusing their personal brand on meeting the need of others without losing the companies values at the same time.
- **Relevant:** The company has to be clear with the brand and its importance, thus it can be understood and seen as important. It is also important that the brand is relevant not only for the company, but also to their employees and customers. The relevance should be seen as a process for what the company want, what they need, and what their values are. In this way they can build a relevant relationship within the company.
- **Consistent:** When a brand is consistent, it shows that the brand is strong and that it is more clearly and concisely. This is an important criterion, of that reason that people believe in relationships which are based on consistency of behaviors they experience or observe with the brand. Thus in other words companies should keep their values and their goals consistent. (McNally & Speak, 2002)

In conclusion, from our point of view, a brand identity should also be distinctive in that way that a brand identity should also stand for something, and the brand identity should also make a commitment that the company will do whatever it takes to fulfill their vision with their brand identity. Further, we also think that it is important that the brand identity is relevant, thus the brand identity can be understood by the company's employees. A company's brand identity should also be consistent, of that reason that it indicates that the brand identity is strong in the long term. By using these characters, it can be seen if the company has succeeded to make the brand identity personal.

## 3.5 The brand management

### 3.5.1 What is brand leadership?

Aaker and Joachimsthaler (2000) indicate that building a strong brand identity also involves a strong *brand leadership*. Brand leadership is today a complex and modern word including many different factors, which has replaced the traditional brand management aspect. Because of internal and external changes and developments, brand leadership has become a main factor to build brand identity. While the traditional brand management focused on tactical aspects, the manager in brand leadership is today seen as strategic and visionary. The brand manager takes part in the creation of the brand strategy and it should be in line with the existing brand culture. A brand identity in a brand leadership perspective can only be built if the company understands its customers, competitors and business strategy. (Aaker & Joachimsthaler, 2000)

When building a strong brand leadership the first task is according to Aaker and Joachimsthaler (2000) to create an organization structure and then create their brand building. The challenge is to create the right brand building which will lead to a strong brand. After acknowledged that, companies can establish which people should be the charge of the brand and its strategy. Furthermore the brand leadership role is to develop a brand identity as well as positioning it. The heart of brand leadership is the brand identity, therefore it inspires and guides the brand building, and if the company does not have a strong brand identity it also indicates that the brand leadership is not strong. In those cases we think that the company should work on building their brand identity stronger, and try to make their employees involved in building the brand identity. Some companies use small set of words to define their brand identity and at the same time to give clarity of what their core identity is. On the other hand this can lead to similarity to the other brands in the competition, and in that way the brand identity lose its uniqueness. The challenge in building brand identity stronger is to gain clarity but in the same time not lose its uniqueness, and this can be achieved through building a personal brand that clarifies its personality but are still unique of that fact that the brand is personal. (Aaker & Joachimsthaler, 2000)

### 3.5.2 Employee and employer branding - internal and corporate branding

Employer brand is often seen as the process of recruitment advertising, and sometimes it is also said to be an internal communication campaign among its employees. The goal is to monitor the employer as an attractive and best place to work (Barrow & Mosley, 2005). The idea is to attract right people, motivate and keep them in order to deliver the brand promised and provide value to the company (Uncles & Moroko, 2005). But according to Barrow and Mosley (2005 p. xvi):

*“We define the Employer brand as the package of functional, economic and psychological benefits provided by employment and identified with the employing company. The main role of the employer brand is to provide a coherent framework for management to simplify and focus priorities, increase productivity and improve recruitment, retention and commitment”.*

On the other hand, employee brand can also work as a tool to achieve desired outcomes within the organization. We are now going to extend the meaning of the employee. To deliver the promised brand and brand value employee branding, internal branding, and corporate branding, are factors that are getting more of importance in the service area to maintain a strong brand reputation among stakeholders (Balmer & Gray, 2003). The corporate brand can be defined as an explicit promise to its stakeholders to always deliver the desired outcomes. To achieve that, managing the employees' behaviors, communication and symbolisms of the company is needed (Einwiller & Will, 2002). To build brand loyalty, it is strongly dependent on the sales force the company has. For instance, it is required constant employee development through communication and training (Berkowitz et al., 1997).

Therefore, internal branding within the organization is of importance since it is being focused on the employees. Because the employees are delivering the service, every employee has to understand the meaning of the corporate brand values (Heskett, 1987). Engaging employees in internal branding, results in a deeper emotional understanding and engagement to the brand (Chernatony & Segal-Horn, 2001). In that way, the employees can identify themselves with the company and eventually enhance the feeling, (Ashforth & Mael, 1989). Internal branding also leads to encouraging career opportunities which strengthen brand experience, and thus resulting in staying in the company (Backhaus & Tikoo, 2004). If the corporate succeed to make the employee identify themselves with the brand, there is a strong chance that employees work to accomplish the company's objectives (Van Dick, 2001). At the same time, this leads to that the employees can associate and build a strong affective feeling to the company if the values of the brand are accepted (Cook & Wall, 1980).

A crucial factor, as mentioned, in managing brand supporting behaviors are much based on the employees. According to Kundu and Vory, (2004) this cannot be the most optimal way to secure desired brand supporting behaviors, such as brand identification and brand loyalty; especially in service companies were everything is relying on the employee that delivers the brand (Kundu & Vora, 2004). Instead, it is meant that efforts and coordination of employees in way of training and rewarding are more of importance to achieve brand supporting behaviors (Drake et al. 2005).

After all, the employer branding concept is also getting more and more attention. It can be seen as a psychological contract between the employee and the company, (Moroko & Uncles, 2005). At the same time it is a contract and a promise to its customers, (Olins, 2004). The idea of this concept is to increase the quality and the performance of the applicants and their performance, (Collins & Han, 2004). On the other hand, to make employee branding work in a service company, the affective factors has to be in accordance with both existing and future employees brand and working expectations, (Mosley, 2007). But, the most important of it all is that the way of performance in services affects how the brand is perceived more than how the recruiting process is established. If this is not achieved by a consistent corporate brand and employer brand to the public, this may result in an undesired affect on the employer brand, (Moroko & Uncles, 2008). Even if inconsistency in employer branding occurs and internal outcomes and conflicts may be perceived as negative, it has to be understood that conflicts can lead to positive outcomes and solutions, (Pelled et al. 1999). That is why it is important to align internal branding with employer branding to secure an effective corporate branding, which can lead to a better co-operation with the marketing function, strengthen the service performance and corporate brand, (Cheng et al. 2010).

In conclusion we understand the meaning of employees and can therefore claim that a key to a success is based on the employees. By investing the employees the hope is to create associations and perceptions with the company and the brand, which also might be achieved by hiring the right people. But we do not think that this indicates that the all employees understand its meaning of its brand identity, because there is a difference between a perception and an understanding of a brand identity.

### **3.5.3 Management consulting**

Today, we are successively leaving the old industrial society and moving forward to a society built on knowledge. This is because we are witnessing more people getting educated and working in knowledge organizations, in which service companies are facing changes. One of the most important knowledge based sector are consultants. The special thing about this sector is that they are relying on and selling their knowledge. The more the consultants know the more valuable it becomes for the company and its customers. A consultant can be seen as an expert selling knowledge, being paid and expecting that their knowledge and advice are to be implemented and trusted in a company buying these services. There are still many definitions about what a consultant is, but still the profiling among consultants themselves can be the most valuable factor to distinguish themselves from its competitors (Evers & Menkhoff, 2004). Focusing on consulting in B2B, it has become one of the most common types of employee to solve practical problems. Consultants work in different areas such as organizational analysis of other companies, efficiency management and how to deal with and solve conflicts within organizations (Andersson, 2001).

Defining the meaning of management consulting concept more deeply, Greiner and Metzger (1983, s.388) say that:

*“Management consulting is an advisory service contracted for and provided to organizations by specially trained and qualified persons who assist, in an objective and independent manner, the client organization to identify management problems, analyse such problems, recommend solutions to these problems, and help, when requested, in the implementation of solution”.*

This means that companies hiring services in such sector are putting all their trust to consultants. But what makes them special?

Management consultancy companies are getting more aware of building strong brand identity to survive the environment and to monitor the brand as the most unique in relation to its competitors (Hart & Murphy, 1998). The success among consultants is based on the employees because their profile is knowledge – service (Lory, 2002). Purchasing consultancy services means purchasing a promise, while the service differentiation in relation to competitors depends on reputation. However, branding in consultancy companies can be seen through the practical work, the service itself or through the consultant as an individual (Evers & Menkhoff, 2004).

This means that knowledge is an important factor in all service company whether brands are well or less known, is to sell advices. The reputation is another decisive factor to satisfy customers, but still the reputation has its basis on competence. We think that employees are internal customers between each other sharing knowledge and experience which are conditions to deliver the desired service.

In conclusion of this frame of reference chapter, these theories and subjects that have been mentioned are important to take into account since we are investigating a brand identity and its meaning among the consultants and the managers from the brand leadership. These theories are important because of managing the consultants' and the brand leadership's perceptions and associations of their brand identity in relation to the chosen theory will lead to an understanding of this thesis topic.



## 4 Results

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*In this chapter we are first giving an overview about the history of Deloitte. Then the main focus is on the interviews with the consultants and the brand leadership. The results of the consultants and the brand leadership are presented separately. Finally, a concluding of the results has been written to monitor the most important aspects of both parts.*

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### 4.1 Background information about Deloitte

Deloitte has a history of approximately 150 years when it first began with William Welch Deloitte opening his own accountancy office in London in 1845. Twelve years before, W.W Deloitte became an assistant at the Bankruptcy Court in London. During the 19<sup>th</sup> century several successful accountants would play a big role of Deloitte's business, among them George A. Touche and Nobuzo Tohmatsu. Touche became in 1854 an accountant in Edinburgh, and later on Touche moved to London to develop his profession. It was not until 1952 that the Japanese Tohmatsu became an accountant in Japan and who also became a partner in an accounting firm. (Deloitte, 2011)

During the 19<sup>th</sup> century Deloitte enters mergers with several businessmen contributing with capital that affected the growth and opening possibilities for internationalization in the United States. In 1857 Deloitte becomes "Deloitte & Greenwood" and in 1869 the company was known as "Deloitte, Dever, Griffiths & Co" until 1902. With only approximately ten years later Deloitte becomes international and opens an office in New York. While W.W Deloitte retired in 1897, more offices were opened with time in Cincinnati, Chicago, Montreal, Boston and in Los Angeles. At the same time George A. Touche opens his first firm in London (Deloitte, 2011).

During the beginning of the 20<sup>th</sup> century Touche also opens firms in United States and Canada. With time going the Japanese Tohmatsu form Tohmatsu Awoki & Co. in 1968 and the company starts to grow with offices in whole Japan. During the 70's Tohmatsu Awoki & Co. signs an agreement with Touche and becomes a part of the network. In 1990 Deloitte and Touche makes a merger that creates "Deloitte and Touche". Three years later the company is now known as Deloitte Touche Tohmatsu Limited. (Deloitte, 2011)

In 2003 Deloitte Touche Tohmatsu Limited records its global revenues with totally 15, 1 billion American dollars. At the same time the organization decided to launch "Deloitte" as new brand. Business in national and global markets would be known as Deloitte Touche Tohmatsu but at the same time keeping its local name as only "Deloitte". (Deloitte, 2011)

Deloitte is today the world's biggest consultancy accounting firm in the world with 170 000 employees in 140 countries delivering financial services, such as accounting, auditing, tax advising and also offering enterprise business solutions when companies sell and buy each other. The main and biggest business area in Sweden is auditing. (Interviews with consultants in Jönköping, Gothenburg and Stockholm) All offices in Sweden are part of Deloitte Touche Tohmatsu Limited (DTTL), which only co-ordinates the activities for these offices. The offices provide services in a delineated geographic area decided by DTTL. These offices are obeying under national laws and are organized after rules and practices. All companies, nationally and internationally share same missions and visions, in which they exist "*To help our clients and our people excel*" and "*To be the standard of excellence*". (Deloitte, 2011)

The company is the fourth biggest company in this type of business industry in Sweden and has approximately 1200 employees and 75 partners. Deloitte in Sweden is an integrated organization, where all offices take advantage of each other and co-operate. By integrity Deloitte states that *“applying the highest standards of professionals conduct to all our activities with our clients and communities”* (Deloitte, 2011). This means that even though the office in Jönköping is small, it does not mean that it is isolated. In Jönköping the main services are focused on auditing and accounting. The office in Gothenburg, which is one of the bigger offices in Sweden includes all parts but mainly auditing, taxing and value – added taxing. Stockholm is also one of the biggest offices in Sweden and it has also a top management department and marketing department. There are 12 employees in Jönköping, approximately 85 employees in Gothenburg and approximately 500 employees in Stockholm. (Interview with consultants in Jönköping, Gothenburg and Stockholm)

## 4.2 Interviews with the consultants

This thesis has seven interviews with consultants at the consultancy offices in Jönköping and Gothenburg. Consultants:

- A
- B
- C
- D
- E
- F
- G

### 4.2.1 What Deloitte means to the consultants

The answers among the consultants did not differ that much and there was some similarities. Focusing on what Deloitte means personally, consultant A found it fun and thriving to work for this company. Consultant A, said:

*“What is being expressed externally about Deloitte is also what is being felt internally and this is what excels the brand”, (Interview with consultant A, 22/3-2011).*

Consultant B, positively on the other hand said:

*“Having worked in Deloitte for twenty years, I positively see the company as the only choice because of the thriving but also because there is nothing to compare it with since I have only worked for the same company”, (Interview with consultant B, 30/3-2011).*

By all the answers from the interviews, we could see that the majorities of the answers are based on an employment aspect. Deloitte is seen as an as an attractive employer with nice co-workers, fun environment, good developing opportunities on a personal and working level, and they strongly said that they are really proud of working for the company. To make it clearer, two consultants thought that Deloitte means a good employer. Consultant D agreed on the developing opportunities. However, the consultant had some difficulties to answer what Deloitte personally mean, but added the importance of quality in the knowledge. This consultant also saw the education in university as confirmation that it has guaranteed development within the organization.

#### **4.2.2 Consultants' perspectives on employment**

Due to the short time of only eight months of experience consultant A has been working, it has always been important to base the work on the guidelines and policies to deliver what the customers is expected to obtain. Since auditing does not have the same approach of working as other financial services, consultant A thought it was difficult to express if there has been any problem to deliver the brand. However, with this in mind consultant A believed and does not think that there has been any problem to deliver "Business Excellence", the brand or its core values to their customers. Consultant B does not agree with A but emphasize the personally selling and physical contact on the market to deliver the values of high competence of the consultants and quality in performing. Two consultants agreed on that their perception of the employment is being happy, positive and have the attitude that they will solve anything. Consultant F takes on an example and says:

*"If you have promised to solve something on a specific time, you should ensure that you do it", (Interview with consultant F, 5/4-2011).*

Furthermore, the both consultants are saying that the employment is about to deliver the service as good as possible, and claimed that taking help of social networks to enhance the expected quality. Two other consultants claimed that there have been very hard to communicate the value of Deloitte because of the competitors. Further, they thought that working in such business, it does not matter for customers which company they choose, because they are all similar with the same services. Therefore it becomes difficult to stand out, two consultants thought. Consultant G agrees with consultants B and C that it is difficult to stand out, but added that Deloitte is more progressive and that they are trying a little harder to deliver the best to their customers than their competitors. The uniqueness of Deloitte's brand in comparison to other similar agencies as PWC and Ernst & Young, two consultants together agreed that it was very hard to express any uniqueness. Consultant C continued by saying that there is no uniqueness at all because all businesses are similar in the market.

It was difficult for one consultant to mention any uniqueness, which depended of the lack of knowledge about other companies and also since the services and target markets almost are the same. Therefore it becomes very hard to stand out, even though Deloitte has more services, one consultant thought.

But what two consultants thought is unique for the company compared to its competitors is the internal structure within the company because it is very united and homogenous where all have the same willing. This strengthens and facilitates the building of a strong culture, and it is the culture what B thought is unique by having a better flexibility; stronger integration and the way of behaviour that differentiates them from the competitors. The integration, according

to one consultant, means that the company has the best man on right task, and if there are any problems the office can ask for help from other offices. Consultant E differed by saying that Deloitte is unique in that way other known companies may have narrow field, but in Deloitte they work with a wide area that makes the consultants might have a broader knowledge that could help other companies. This consultant thought that this was a good benefit. According to consultant E, Deloitte is a very strong international company which gives them a great advantage to customers, of that reason that they are an international organization where consultants can get help from other countries.

The all consultants starts with saying it is hard to say how they were attracted to work in Deloitte from the beginning, because it was just more randomly or that they got the chance to start to work there. Four consultants mentioned that they had made many job applications to several auditing firms and were best treated by Deloitte and its staff, and strongly express the importance of a company's reputation since it is expressing the brand. However, consultant A preferred Deloitte more than PWC and Ernst & Young, because of the bad criticism the consultant had heard about the other companies and the positive feedback about Deloitte. The applications had not anything to do with the brand, but however consultant A thought that Deloitte still is a stronger and a better brand even though the company is less known than the competitors. Two consultants saw the company before as less good because of no integration and weaker culture, but thanks to the merger with Anderson in 2002 the internal barriers were deleted and a new culture was born. Without the merger consultant B does not think that Deloitte in Sweden would have survived. Today, two consultants claimed that professionalism is the number one that is permeating the whole company. Consultants C had no feelings or connection neither to the brand nor the company when starting working for Deloitte. But this has however developed and changed to the better with time. D on the other hand had some prejudice about Deloitte and thought the work was very tough and hard, but it turned out it was not. Consultant E said, that the temptation to work for Deloitte from the beginning was the opportunities to work with different business areas and also because of the internationality, and the chance to work abroad. Consultant B noted that students are promised good opportunities, good rise in salary and giving the chance to understand the culture with the brand during employment:

*“We in Deloitte proudly say that we have the best economists in the world, but there is no investigation that can prove it. However, our goal is to employ the best students and that they can exceed their own and customers expectations, and that is our main goal..... and therefore one can feel that this expression is what we are trying, we do “walk the talk”, but there is no investigation that can prove that this expression is right”, (Interview with consultant B, 30/3-2011).*

The majority of the consultant said that they started in Deloitte by chance or just randomly, but they all also said that they have learned about Deloitte over the years and that the knowledge has strengthened since they began in the company. One consultant claimed that Deloitte is a way to develop both on a personal level and on a work level, and for that consultant can get great training, one can get challenges to achieve ones goals, the opportunity is given if someone want to change offices. Two consultants also mentioned that there is a good relationship and unity in their offices. The majority of the consultants inform that Deloitte is a company that is based on doing different things depending on how consultants work, and how long they have been working. The first year when the consultants start to work they are given the responsibility to work with customers. With time the consultants obtain more responsibility, the knowledge can be passed on to another new consultant. After

five years the opportunity opens to be promoted as manager. If a consultant works in Deloitte for 8-10 years or more they have also the opportunity to become a partner in Deloitte.

#### **4.2.3 What Deloitte as brand stands for according to the consultants**

This theme was an interesting part, because the consultants were almost homogenous in their answers. The most important was the quality. Consultant A gave this description by saying:

*“Deloitte stands for Business Excellence. When offering professional services, it also means that they have to be delivered in a professional way to satisfy and add value to the customers. Quality in both performance and in final result is what the main focus is”, (Interview with consultant A, 22/3-2011).*

The rest of the consultants agreed on the quality aspect but did not mention anything about “Business Excellence”. The quality was, by one consultant, also seen as an assurance to re-attract the customers. As mentioned, the answers were in general similar and some other added the competence, willingness, professionalism, and engagement through co-operation between the all consultants.

#### **4.2.4 The consultants’ perceptions on how their customers perceive the brand**

Everyone had in this part their own opinions and thoughts, and all did not agree with each other. First of all the majority of the consultants claimed that it is very difficult to really know how the customers perceive the brand. But however, according to three consultants’ personal opinions and ideas, it was said that their customers probably have a positive perception of Deloitte. Consultant D thought that this depends on the consultants’ availability, the quick delivering and high quality performance. One of these three consultants, consultant A, personally thought that customers perceive Deloitte as a reliable professional consultancy company following standards and rules to maximize customer satisfaction, which in the end affects the service quality. On the other hand, consultant B meant that the brand is perceived different among all customers depending in which city the company is located. Developing this consultant’s answer, it was claimed that:

*“For example, Deloitte is more known in Gothenburg than in Jönköping, which might depend on the lack of marketing operations. Either the customers see Deloitte as a small office with many co-partnerships or as an exclusive company with many customers. I think that the reason for Jönköping’s problems depend on that the office has changed many office managers for long time, and the marketing has not been very successful as the employees wished which has also affected the growth”, (Interview with consultant B, 30/4-2011).*

But three other consultants did not agree that it dependent on the locations. On the contrary, they thought that the consultants always help and deliver the best for their customers, and that the consultants always are there for them. This means that the professional service and the perceived brand is the same among all their customers no matter what city the office is located, they all agreed on.

Further on in these discussions, the majority of the consultants expressed dissatisfaction that Deloitte still is unknown among the public even though the company has contact with all their customers. Consultant A on the other claimed that:

*....."the office in Jönköping only targets the existing customers, and the way of doing marketing is very different from other companies. But at the same time the office has no need to market themselves over the whole town", (Interview with consultant A, 22/3-2011).*

The opinions in this chapter point out that there are separated perceptions about how the brand is perceived among their customers.

#### **4.2.5 Internal perspective**

Almost all consultants found no problems or distances to the unity between the company and the brand. For instance, one consultant stated that Deloitte's corporate culture is based on the brand and therefore the company and the brand are one unity. It was also said that the unity has developed and got better thanks to the merger with Anderson and the integration within the whole company. But still, there are some other internal differences between the small and the big offices in Sweden, some consultants thought. For instance, the small office in Jönköping is another way of thinking and working, and therefore it is difficult to feel the same for the brand and brand identifying as the bigger offices.

Focusing on the working experience consultant E said:

*I have worked for the offices in Gothenburg and Jönköping, and I want to say that the personal and working development have been bigger in Jönköping than in Gothenburg.... I think the responsibility in Jönköping is much bigger than in Gothenburg, (Interview with consultant E, 22/3-2011).*

This consultant explained that even though working with one responsibility area, it occurs that consultants sometimes help the each with other exercises. Because of that, it leads to more knowledge and responsibility in other areas when one is working cross – functional.

#### **4.2.6 Brand identification**

The brand identification was perceived different among the consultants and the reasons of that were many. G began with stating:

*"I identify myself with the brand. It is we who are the foundation and it is we that are doing the work and that means that we are part of the brand", (Interview with consultant G, 6/4-2011).*

Two other consultants could not identify themselves neither with the brand nor the brand leadership. One of these consultants expressed the dissatisfaction that Deloitte in Stockholm has too much influence on everything, and therefore the brand identification is not that strong. Even though the developing opportunities are good, consultant C expressed a remarkable dissatisfaction by saying:

*“The bigger offices have more power and therefore small offices cannot be as that strong because of the lack of information received from Stockholm. The co-partners have a profit-sharing system which the usual employees cannot take part of. There is needed a profit-sharing system to everybody to enhance the brand identification”, (Interview with consultant C, 30/3-2011).*

Unlike these two consultants, three other consultants felt that they could identify themselves with the brand and the brand leadership. These consultants strongly claimed this because they saw themselves as the actual brand who delivering the brand and the quality. They also noted that they do not see the brand leadership as a leadership or as a specific group, since the brand leadership only is a support function helping and guiding the consultants in their daily work to find new business opportunities. The brand leadership is therefore seen as a part or as a unity of Deloitte which is working with daily branding issues, while it is the consultants who are representing the brand and delivering it. Beyond the responses about brand identification, three consultants thought that they even have the same perception of the brand as the brand leadership has. Consultant G noted on this point that the fundament of the brand perception is what everybody is sharing without any problems, but on the other hand this consultant thought that the brand leadership obviously has more knowledge about the brand and its identity than the consultants have. It was stated that everyone should have the same perception of the corporate culture, because that is what pursues Deloitte.

Further on it was also said that there are not any concrete problems between the brand leadership and the consultants, but it was wished more information. The offices were perceived being top-directed, which mean that everybody has to adopt themselves after what is being decided at the main office in Stockholm. This created mixed feelings among the respondents, but consultant B saw this as positive because of its effectiveness and continued:

*“... the office in Jönköping sees the directions and decisions in a joking manner, but this is how it works in a “top-directed” organization and sometimes it is just to accept the current situation”, (Interview with consultant B, 30/3-2011).*

#### **4.2.7 The brand and its future perspective**

When discussing this theme, it was given different answers depending on what interests the consultants have. Discussing the positive aspects, it was claimed by one consultant that their brand is better integrated than their competitors PWC and Ernst & Young thanks to Deloitte’s unity which other competitors do not have. Deloitte’s success was further informed by consultant E that Deloitte won this year’s award in distinction. Consultant E continued saying:

*“This means of course that the customers think that we have delivered the service right and this is something that you like and appreciate as an employee”, (Interview with consultant E, 22/3-2011).*

Secondly, the majority of the consultants thought that Deloitte is well known and perceived as a strong brand in the segments Deloitte is active in. But consultant D thought that Deloitte in Gothenburg is more known than what Deloitte in Jönköping is, but could not exactly point out why. Probably, it might depend on that Deloitte sounds international which makes that the smaller cities are forgotten, or competitor having another network that Deloitte is not that successful at. Two other consultants agreed on that Deloitte in Jönköping is weak and

unknown, but nationally they thought that the brand is strong. Consultant G on the other hand totally differed in the answering by claiming:

*“Deloitte is a strong brand among the auditors and in the economical world, but it is not a strong brand in general meaning for those who do not work in the economical or in the auditing world, (Interview with consultant G, 6/4-2011).*

Focusing on Deloitte’s challenges for the future, one consultant did not see any need for changes or improvements since it is very hard to do it when the brand already is big and well established. However, to improve the brand recognition among the public in Jönköping, one consultant suggested more physical marketing directly to the companies by meeting them and also investing in more advertising. It was also added that nothing can be done without any support from the top management and brand leadership. Additionally, this consultant also noted that the competitors have other resources that Deloitte Jönköping has not. Another consultant said that companies in such business are often similar because of the services. Therefore, there has to be some other way of marketing Deloitte’s all services to change the perceptions among the public. Consultant F stated:

*“Marketing activities sometimes require local knowledge, and the distance can collapse sometimes given that we do not have a marketing department here in Gothenburg. You may not need a whole department here in Gothenburg, but maybe some people who work with it. I think it had been easier for the marketing activities and our visibility”, (Interview with consultant F, 5/4-2011).*

On the other hand one consultant stated that Deloitte do not advertise their brand everywhere because of the fact that they do not want to be visible that way. They rather try to build their brand and strengthen it through their service than having ads in newspapers or on a hockey banner. Further this consultant suggested that it can be recommended to the brand leadership that Deloitte should focus more on their service and how consultant should deliver it rather focusing on marketing, since it is more valuable.



## 4.3 Interviews with brand leadership

- Brand leadership A1
- Brand leadership B1
- Brand leadership C1

### 4.3.1 Brand identity and what the brand stands for

*“We are not the best just because we are the biggest, but hopefully we are the biggest because we are the best”, (Interview with C1, 19/4-2011).*

Discussing different branding perspectives, it was obtained different answers from the brand leadership. When we, for example, asked for the brand identity, B1 claimed that Deloitte stands for quality and employee diversity. A1 gave one broad and more unclear description that Deloitte stands for what all employees in the world think and say about the brand, which is permeated by the global vision that reflects the brand.

C1 instead discussed the colours of the brand logo:

*“The brand logo has two different colours, where blue represents the stability, integration and trust while the green is representing innovation and realization. This is then permeated by the vision to deliver high quality services, (Interview with C1, 19/4-2011).*

We can already see that the opinions differ, and the opinions continued to differ on most all aspects. It was further stated by A1 that the brand also stands for a strong internal employee culture with a strong external customer focused culture, which C1 agreed on. B1 responded to this by adding that Deloitte also stands for service quality and the entire employee force represented. Continuing the discussion about brand identity and what it means, two managers from the brand leadership thought that the brand leadership and the consultants have quite similar perceptions. An important aspect was added by one of these managers from the brand leadership:

*“Of course there are some differences in the answers among all co-workers in the world but the fundamental perception is to a wide extent similar”, (Interview with A1, 15/4-2011).*

On the other hand, C1 thought that the brand identity might differ a bit depending in which market the office operates. For example, this manager stated that Deloitte in Jönköping has certain brand strengths and weaknesses, and as a result of that the perception of the brand identity will differ. This is also dependent on how strong the competitors are in the same city and market.

C1 thought, that the brand identity is good perceived and that consultants identify themselves with the brand and company. However, C1 wanted to add that:

*“How the brand identity is perceived depends on the impact on each market which can differ on how strong the brand is”, (Interview with C1, 19/4-2011).*

But on one point, the brand leadership strongly agreed on that all the consultants are the actual brand in all situations either when meeting their customers or not. Since the consultants are

delivering the services, it means that nothing else can represent the brand than only the consultants themselves. The brand leadership also mentioned that all new recruits have to attend training programs given by the company to get a wide overviewed education about the company, brand and vision. However, two managers from the brand leadership mentioned that the most important is what happens after the education, because usually all consultants will learn over time what is right and wrong. Hopefully, the desired perceptions and behaviours will be in line with the company's vision over time, which is strongly dependent on the culture. C1 explained that there are several educational opportunities during the year when discussing and learning more about Deloitte and happily claimed that the consultants at Deloitte are absolutely more confident about the company's vision and strategy than their competitors.

Finally, it was discussed about Deloitte's uniqueness. A1, found it hard to answer because of the similarities with the competitors. However, A1 thinks that Deloitte is perceived as more customer and service focused thanks to the corporate culture and wishes that the company will be perceived sharper and faster than the competitors. C1 agreed on that, and also referred to the strong culture and the extreme focus on customers within the whole organization. This is because Deloitte does not work with implementing any huge marketing campaigns. Two managers from the brand leadership agreed, that the uniqueness is by building long term relationships to enhance the brand without using marketing campaigns. Instead C1 said, it is meant that the company sees to the bigger benefits by personally meeting with the customers. But B1 saw this through another perspective. The manager noted that the brand is stronger in Denmark than in Sweden because Denmark has bigger budget and better conditions:

*"In Sweden it is spent more on clients work than in advertising, while in Denmark they have the opportunities to be more visible and also put efforts on clients", (Interview with B1, 12/4-2011).*

However, apart from the uniqueness aspect, all managers from the brand leadership thought that Deloitte is a strong and well-known brand in Sweden thanks to that Deloitte is the biggest in the world. The company is part of the "Big Four" in the world but according to one manager Deloitte is ranked different in depending on service tasks. According to a survey the brand awareness about Deloitte among students in Sweden was 78% but the recognition among customers is hard to say, A1 noted.

#### **4.3.2 The brand leadership's perspectives on employment and internal perspective**

A manager from the brand leadership told that everything in Deloitte should be permeated by quality, even all the environmental aspects in the offices. To achieve the quality, the manager told us that Deloitte has put extra efforts and investments on the consultants last years to strengthen the brand and the brand identity. C1 pointed out a similar importance, but focused more on the internal culture that will strengthen the brand. C1 also stated that building a stronger brand is achieved on their investments on building long term relationships, which A1 also agreed on. It was also said that that all employees meet once a year to discuss working tactics, and as a result of that the internal culture will hopefully be strengthened with time. Two managers told that there are employee surveys time to time, but did not know if there has been done any investigation regarding the brand with their consultants.

However, besides the big meeting, it was again said that the consultants absolutely obtain enough knowledge in the introduction days to enhance the brand and the brand identity, and also pointed out the importance of the culture to develop. This is how the importance of the culture is expressed by C1:

*“A serious internal culture where consultants share its values and vision, are the fundamentals for external improvements to strengthen the brand and the brand identity among co-workers, (Interview with C1, 19/4-2011).*

The brand leadership expressed that the company strives to be perceived as a professional customer focused company with high quality in performance of the services. The company is succeeding well on that point, because A1 definitely thought that the consultants have the necessary and right knowledge about the brand in order to be able to work towards customers. C1 strongly agreed on that, but also added that it is very hard to have a homogeneous knowledge among all consultants. However, C1 meant that this is something that is being built up and learned over time with experience when delivering the services. C1 again referred that the consultants should deliver what the brand logo stands for. This manager thought that Deloitte is delivering what the brand stands for but not enough, and claimed that this is why Deloitte is placed on fourth place in Sweden.

One manager from the brand leadership pointed out that the good and clear communication during the introduction has made it possible to understand the brand, its identity and meaning to able to communicate it to their customers. Additionally this manager informed us that every year Deloitte makes investigation with their customers to improve and secure that the customer satisfaction is maintained. Deloitte also received, as mentioned in chapter 4.2.7, a prize this year in distinction. Aware of the prize, it was stated that the company is doing a good job, but can still do better.

### **4.3.3 Brand Improvements and Challenges**

Since the brand leadership works as a support function it does not give any directives or decisions to the consultants, and therefore A1 and C1 concluded it is difficult to answer to what extent the consultants might affect their own situation or be a part of the brand leadership's decisions, but still they thought that it is an important subject. The marketing department supports, co-operates and helps the co-partners and co-workers in their daily work. Further these two managers explained that their marketing department is being located in only Stockholm. However, sometimes there are workshops in which consultants can give their opinions and thoughts before it is decided changes within a specific area, according to A1. On the other hand C1 said that consultants can propose ideas but what is being decided among the co-partners will in the end permeate the company. At this point, B1 explained B1's role in the job, which is being a support function for co-owners and team managers to help and coach them with marketing and sales works:

*“You could almost say that I am a marketing department in Gothenburg, because I am working with marketing, sales and strategies, and there are things that they are also working in Stockholm, (Interview with B1, 12/4-2011).*

B1 also informed that B1 is not really a marketer, but have worked a lot with marketing and learned over time what is right and wrong in the different cities. Further, B1 clarified that one has to adapt to the local area in their marketing activities. This manager informed that this role

is only given to one person who has the responsibility and cover areas in Jönköping, Örebro, Gothenburg, and Halmstad. B1 thought that it can be lonely sometimes, but did not see any problem having this role alone and did not think that it was too much responsibility of that fact that B1 is only coaching and helping, but in the end they are doing the actual work. This manager also informed that they have a good partner management group that controls and decides what should be visible from Stockholm, which applies in Gothenburg as well. Finally, it was noted that that Deloitte's brand is reinforced by the fact that they are not that visible as much in town, and that they instead focus on customers rather than on advertising.

To enhance the brand identity there were different ideas between the brand leadership. It was suggested by A1 to increase the organizational participation and to use more of social media to communicate internally about what is up to date rather than just using e-mail. Today Deloitte might not even own a part of their marketing themselves, since a lot is written about them without Deloitte doing it. Another challenge that A1 mentioned is by how to deal with current and potential customers and co-workers, where C1 mentioned the importance of consistency and being long-term focused. B1 on the other hand mentioned challenges with developing benefits of working with marketing and sales, building relationship and to work with existing customers and target prospects. B1 also said that it has been noticed that it is easier to get people to participate in events in Stockholm, but a big challenge is to get people to participate in event in Gothenburg.

#### **4.4 Concluding the consultants' and the brand leadership's answers**

What can be said is that the answers sometimes were totally similar or totally different. Focusing on the brand identity and what the brand stands for, we could see a clear pattern. The perceptions of the brand identity among the consultants differed a bit, but both the consultants and the brand leadership mostly agreed on some core points that the brand primarily stands for quality, extreme customer relationships and customer focus. Other aspects of what the brand stands for, such as competence, internal culture, integration and structure were also of huge importance, both parts claimed. Another important perspective was that everybody understood that only the consultants are representing the brand because they are meeting the customer and providing knowledge. Even though it was expressed that more influence was desired from the consultants' side, there are no bigger internal problems between the consultants and the brand leadership that the company is suffering from. The majority agreed on that everybody can identify themselves with the brand except one, but it was said that depending on the location of the office or its size played a role on how the consultants perceived and identified themselves with the brand. However, it was difficult for all to mention any uniqueness about Deloitte since all companies in the same business are similar to each other. Therefore, no clear picture of how Deloitte stands out from their competitors was given. Instead, the uniqueness was mentioned through an internal perspective with an emphasis on the internal integration and culture. Important to mention was that it was noted that Deloitte has greater range of services. Looking at what the respondents were dissatisfied was the brand recognition among the public. Deloitte is unfortunately still is a bit unknown among the public in Sweden, many claimed. Even though some respondents expressed the importance of not investing on marketing campaigns due to the benefits of personally meeting with customer, a desire for also investing on marketing operations was expressed by other respondents.

Finally, mostly all respondents gave Deloitte positive feedback, which was strongly focused to their employment. Everybody mentioned the good developing opportunities and the thriving in the company.

## 5 Analysis

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*In this chapter the results have been analyzed based on our frame of reference and our point of view.*

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### 5.1 What Deloitte means to the consultants and to the brand leadership

The respondents from both brand leadership and consultants, found the internal environmental aspects as thriving, nice co-workers, developing opportunities and a place where consultants can reach both personal and company goals. However, one consultant could not answer because of inexperience due to the short time as consultant. Both brand leadership and the consultants informed that Deloitte is encouraging their consultants through internal educations for new recruits and also educating during the year and encouraging developing opportunities. It is often claimed that there is enough educations, but at the same time claimed that more educations is needed. This is what companies should do according to Heskett (1987), where he says to develop the emotional feeling and the understanding about the brand. We do understand that one of these respondents is a new consultant and because of that could not answer what Deloitte means on a personal plan, and we think the understanding of Deloitte will be more developed with time for this consultant, which brand leadership also pointed out. The brand leadership pointed out that even though giving consultants introduction days about what Deloitte means and what it stands for, it will be more understood and developed over time consultants experience with the work in Deloitte. With time this will lead to career opportunities which strengthens the brand experience and in long term increases willingness to work to achieve organizational objectives more effective (Backhaus and Tikoo, 2004).

Also it is said that employees will stay within the company and identify themselves with the brand, (Dick, 2001). At this point we mean that the more consultants work in Deloitte and experience within the work, they will get more educated and obtain more knowledge and this can increase the chances to stay in the company and in the end identify themselves with the brand. It is not guaranteed that they will remain in the company, but we think that it increases the chances. It can further be discussed that, the brand leadership and other managers may have the responsibility to teach their consultants what Deloitte is and what the company's goal and vision is, but in the end it relies on the consultants. According to us, consultants have also a responsibility about learning and obtaining the knowledge over the time. Consultants have to be willing to take chances to develop and have to be willing to gain a deeper knowledge about the company. If consultants are not willing to learn more or take chances to develop to gain more knowledge, they can never identify themselves neither with the company nor the brand.

### 5.2 Perspectives on employment

We obtained answers from one respondent that policies is important due to the work and mentioned "Business Excellence" as a framework in the daily work. Another one did not agree and claims that the service itself is more important and the direct contact is what gives competence. First of all we do perceive these statements that all work should be permeated by the policies and recommendations but what excels the service in long term depends on the consultant and the competence. Both Merrilees and Roberts (2007) and Anderson (2001) state the importance of competence to strengthen a trust between a customer and service company.

Also the direct contact with customers means that the communication has to work perfectly since personal selling is the only effective tool to deliver and repurchase the service (Beverland et al., 2004; Honeycutt et al., 2001). Consultants answered that they perceived their employment as being happy, positive and to deliver the service as good as possible, which can be related to the brand identity explained as a culture, relationship and a personality that employees want to monitor to their customers (Dahlén et al. 2010). According to us, the personality consultants have of being happy and positive is a good brand identity attribute to attract customers. Of that fact that, being happy and positive can have an effect on people. But this does not exclude that the other consultants in other companies have this attribute or that this attribute is unique. When we visited the offices we noticed the consultants were very nice and treated us very good, of that fact we can understand that they perceive their employment as a happy and positive workplace. This indicates that they are trying to have a good and positive culture in the company, which also affects the relationship in the company both between consultants and the relationship to their customers.

When asking what attracted the consultant to Deloitte, the majority stated they randomly applied and got the job. However, one of the consultants claimed that it had heard better reputation about Deloitte and bad internal criticism about the competitors. In this way, Deloitte has an advantage in reputation and it might prove that Deloitte has competed on brand reputation where knowledge has been the main factor. Lory and Mcalman (2002) confirm this and do agree that brand reputation is the most crucial factor in such business in which the competence is building the reputation, and this have to be in top. We also share this thought that word-of-mouth is one crucial factor contributing to build a brand, and since some consultants preferred Deloitte before their competitors it can be seen as a sign that Deloitte is a better employer. On the other hand the bad criticism of the other companies might only have been prejudices and false rumors.

Since nothing special attracted the consultants to work for Deloitte, does this mean that Deloitte should put extra effort on employee branding? To make employee branding work in a service company, the affective factors has to be in accordance with both existing and future employees brand and working expectations, (Mosley, 2007). This is, according to Barrow and Mosely (2005) primarily done by recruitment advertising, which goal is to monitor a company as an attractive workplace and motivate employees to deliver top service performance (Uncles and Moroko, 2005). Since nobody was especially attracted to Deloitte, maybe this means that the company should put more effort on employee branding. Many consultants also claimed uniqueness in putting more effort on long term relationship with customers rather than having huge marketing campaigns.

At the same time Kundu and Vora (2004) mean that employee branding cannot be the optimal way to secure brand supporting behaviors. Drake et al. (2005) instead means that a company should put effort on coordinating and rewarding employees. It was said during the interviews that Deloitte put efforts on educating new and more experienced consultants, encouraging developing opportunities and having good employment benefits. Another benefit was that consultants thought Deloitte was one of the companies that treated them best during workshops. This is a way of how Deloitte is putting effort on their internal branding to enhance their brand identity, which is recommended by Chernatony and Segal-Horn (2001), and Backhaus and Tikoo (2004). An interesting aspect that was discussed during one interview in Jönköping was the missing of a profit-share or bonus system to increase the connection and brand identity, in which the internal branding plays huge role to reward employees, which was something that Drake, et al. (2005) also mentioned. Furthermore,

encouraging employees to strive for achieving goals and stay within the organization are important factors, according to Dick (2001) and Backhaus and Tikoo (2004). On the other hand Deloitte is a top directed organization, which one of the consultants sees positively on but not another consultant. Consultants have the opportunity to propose ideas or changes but everything is mostly based on what the strategic part of the organization decides and this is why the consultant did not see positively on that. According to Brennan et al. (2007), empowering employees is important if the customers want to purchase the same brand. The more freedom the consultant has to decide the bigger the chance is to succeed with performing the service with quality.

One of the consultants argued that Deloitte is the best company but could not point out any special detail. What says that it is the best? What is the best? These are questions that one should have answer too, when stating that Deloitte is the best. When a consultant makes a statement like this, stating that Deloitte is the best but cannot point of why it is the best, indicates the lack of knowledge about the company and indicates for us that it is a false statement. Claiming that Deloitte is the best is a really strong argument that one should be very careful to state, according to us. This consultant really stand out from all the other respondents, when the others respondents were claiming that they are not the best but that they are trying to be, by always trying to deliver the service as good as possible and doing their best. One respondent even said that:

*“We are not the best just because we are the biggest, but hopefully we are the biggest because we are the best”, (Interview with C1, 19/4-2011).*

This statement agrees with our opinion on that a company cannot be best without any investigation but instead a company can always get better by challenges and trying to do their best. It is interesting to see how one consultant’s opinion differs on this manner, in relation with the others respondents.

### **5.3 Communicating the brand to customers and company uniqueness**

Some consultants said it is hard to deliver and communicate the brand to customers and stand out from their competitors. Continuing, both consultants and one respondent from the brand leadership expressed that it did not matter if Deloitte stood out or not since the company is very similar to other competitors in the same business. We think that this is a big disadvantage because a brand should clearly stand out in the market and be unique and personal. According to McNally and Speak (2002), personal brand is about to stand out. Further on, they should focus on developing the brand more personal and unique, which other respondents agreed on and claimed that the brand has uniqueness by being forward looking and having strong culture and integration. The rest of the brand leadership on the other hand thinks their uniqueness is based on their long term relationships with customers rather than making marketing campaigns. It is not good that all respondents do not agree on this point and this can be asked why? It might depend on the lack of knowledge about the brand’s uniqueness or that the respondents clearly not see any special brand uniqueness because of the similarities between such companies in the market. The similarity was confirmed by some respondents.

It was also mentioned that Deloitte’s uniqueness was on how dealing with its consultants by “putting the right man on right task”. This is something that we do not see as something special or unique since it is obvious for most companies to work with this principle. What



says that they are unique with putting the right man on right task? Also it was confirmed that Deloitte's uniqueness was based on its internationality, which also can be discussed.

Even though Deloitte is international it does not mean that they stand out from their competitors since they also share the same attribute. We understand that Deloitte is the biggest in the world, but the internationality is something that is being shared by other companies too. We perceive that Deloitte had the personality of being international, but McNally and Speak (2002) notes that a brand's personality should differ from other competitors. Dahlén, et al. (2010) confirms that when a brand has a brand personality it also will indicate that the brand has an identity. The challenge for Deloitte is, to find a unique personality that is not in similar with the other competitors in the market.

#### **5.4 Perceptions about Deloitte's brand identity**

The majority of both consultants and brand leadership think that they have the same perception of the brand identity as each other. But one manager from the brand leadership state that in general they all have the same perception but it can differ in which market Deloitte is operating in, which do not agree with. It should not differ if the office is in Jönköping or in Gothenburg, because the brand should be the same. McNally and Speak (2002) complete this by saying that a brand has to be consistent. When a brand is consistent it also shows that it is strong and its consistency of behaviour assures customers (McNally and Speak, 2002). It is interesting to be informed that the majority of the respondents think that they all have similar perception of the brand as each other, because of the fact that it has never been indicated that it is wrong if the brand leadership and the consultants have different perception of the brand identity. We are not claiming that consultants and the brand leadership should have the same perception with the brand identity, of that reason that it cannot be proven if it provides success.

When asking how consultants perceive and associate Deloitte's brand and its identity, some consultants answered differently, but the majority answered that it stands for quality which some of the brand leadership agreed on. It can be further discussed on how strong the quality is as a brand identity aspect. We were informed from the respondents that Deloitte tries to handle everything with quality and class, and this was something that we also perceived with experiencing within the company. From our point of view, Deloitte is very quality-conscious while handling with their services, with their customers and with their local environment. However, it would have been interesting to investigate how quality-conscious Deloitte's competitors are, and how Deloitte distinguish with that in the market? It would had been interesting to investigate to answer how strong and unique quality is in a brand identity aspect. It has to be pointed out that a perception of a brand identity does not indicate that it is the actual core brand identity. A perception is something what the respondents perceive and associate with the brand, but it is no real evidence that it is Deloitte's core brand identity.

One other consultant mentioned also that the brand is about delivering the service good as possible. Brand leadership completed this statement and state that Deloitte's brand stands for what consultants perceptions is about the brand. This indicates for us, that consultants are very important in the company and that their perceptions of the brand are in importance and that these perceptions and associations are what the brand wants to stand for. One of the brand leadership managers argue that the brand is the employee corporate culture which focus on customers and the willingness to develop. Both consultants and the brand leadership have the same opinion that consultants are the actual brand of that fact that they are representing

the brand, and customers are seeing consultants as the brand. We agree on that consultants are the actual brand and that they are representing the brand, because they are those who are delivering the brand. Additionally, from a customer's perspective, dealing with a company at first hand they are dealing with the consultants who are delivering the service and representing the company, and that is what makes an impact on a customer.

Levy and Weitz (2008) claim that a brand is an image, slogan or a packaging of a company, while McNally and Speak (2002) differs by defining the brand as a relationship. We agree on that a brand can be seen as an image or logo at first hand but in the end we agreed on that a brand is a relationship. Furthermore, Desgrippes (2001) explains that the relationship is about bonding emotionally with people in their daily life. This is something that consultants do with their customers, where they interact every day with customers and strive for long term relationship with them. Furthermore the majority of respondents from consultants and the brand leadership also mentioned that the relationship in the company is important. In that sentence, they mean that the relationships the consultants have with the brand are important, but also the relationship they have with their customers.

Lovelock and Wirtz (2011), state that companies can use the term "tangible" on the services, of that fact that their service can become tangible through persons and delivering. Clearly, consultants agree with this theory and try to do their service tangible through themselves and in that way we think that they are representing the brand. Furthermore Moorthi (2002) explains that putting an identity on a brand can be achieved through having a brand as a person. It can be discussed that consultants in Deloitte are striving for this, and that they have a personality on the brand which means that consultants play a role by the brand which Aaker (1996) includes. Nevertheless, we think that consultants are playing a role by the brand and selling the brand through deliver the service good as possible to their customers and provide more than they were expecting. A manager from the brand leadership explains that the brand can also be their logo which is green and blue and explains that green stands for realization and blue stands for stability. Levy and Weitz (2008) also defined the brand as company's logo or company's image. This was just mentioned from one manager from the brand leadership and gave us the interpretation that their logo in the company is not so important of that fact it had not been mentioned from the other respondents.

Consultants in Jönköping also mentioned and thought that they were unknown in their market, of that reason they do not market themselves that much. They also thought that the brand is more known in Gothenburg rather in Jönköping and claim that the brand is stronger in Gothenburg because it is a bigger city. But we noticed that the consultant from Gothenburg did not agree on this and that they claim that the brand and the brand awareness should be known and the same no matter what city. Brand awareness is being explained by Keller (2001), that it is how people recall and recognition the brand and how they can link the brand name with the company. Recognition is based on how a company can increase the familiarity through repeated exposure (Dahlen, et al. 2010). The brand leadership informed us that they did a brand awareness survey among students to see how many are aware of the brand and the company. The survey result showed that 78% of the students had brand awareness and could recall the company. According to us this number is very good and high. We also think that having high brand awareness is good for the company because it indicates that it is a strong brand. Keller (2001) completes this with stating that creating good brand awareness leads to achieving the right brand identity. Further, Keller (2001) also uses brand awareness in customers based brand equity pyramid for building strong brands.

How come consultants in Jönköping think that they are less aware in the market than in Gothenburg? Can it depend on the lack of marketing? Consultants in Jönköping wanted to market themselves more but unfortunately it depends on what the co-partners decide. Both consultants in Gothenburg and the brand leadership stated that they did not want to be visible in the market just like their competitors. One manager of the brand leadership informed us that Deloitte do not believe in marketing in the market, and that they rather market themselves by their consultants and through word of mouth between customers. One consultant and one manager from the brand leadership even said that they do not work with marketing in newspaper, because they thought that Deloitte has more class than that. They are simply relying on their customers. This can be seen as a good benefit of that fact that they are being unique and not like their competitors, but in the same time this can be a disadvantage which can explain why the office in Jönköping is a bit unknown.

## **5.5 The brand identity**

Two out of three managers from the brand leadership rely on their consultants to perform the services and they think they have enough knowledge to work towards customers. How can it be claimed that it is enough? Is this based on how brand leadership has seen how consultants work? We can assume that this statement is based on the knowledge new recruits obtain from the introductions days, or the knowledge consultants obtain with time, or just basing it by noticing how satisfied their customers are.

Balmer and Greyser (2002), explain that there are five types of identities which include actual, communicated, conceived, ideal and desired identity. We will with help of these five types of identities try to connect them with Deloitte's brand identity. We interpret Deloitte's actual identity, which in meaning is their brand leadership, services, integrated structure, top directed organization and business performance. Secondly, according to Balmer and Greyser (2002) the communicated identity consists of non-controllable and controllable communication. The communicated identity is non-controllable and much less controllable in Deloitte of that fact that they put less effort on marketing campaigns and instead rely more on word-of-mouth from their customers. Furthermore according to Balmer and Greyser (2002), conceived identity refers to the perception of the identity. Deloitte's conceived identity is based on their brand.

In general we can say that consultant and the brand leadership has the same perception of the brand, but with some small differences. The majority answered that Deloitte's conceived brand identity is quality, which also can be connected to Deloitte's actual identity. According to us, their quality is being performed by the way the service is being delivered. Furthermore, three out of ten respondents answered that the consultants and the brand leadership have the same perception of the brand because of the corporate culture. Additionally the ideal identity given from the consultants is being unique in the market. Balmer and Greyser (2002) explain that ideal identity is the idealization the company has in the market. From our point of view we interpreted that Deloitte felt that they are very unique with not having marketing campaigns, for instance in newspapers. Excluding those consultants who mentioned that they wanted more marketing activities.

From our point of view this is an ideal identity Deloitte has put itself on, believing that they are unique in the market with not having marketing campaigns. Is a company unique in the market without having marketing? We can agree on that it is unique in that way that it does not compete in the same way as their other competitors. Although, we would not say that it makes it unique in the market or different from their competitors rather that they are less seen in the market from their competitors. The last identity which was explained by Balmer and Greyser (2002) is the desired identity. According to us, all companies have desire what they want to be or how they want to be perceived in the market. The most important is that companies takes their desires and makes them into goals, and try to achieve those goals. The consultants informed us that they try to always get better on what they do. For us this sounds like a vision, which they do not stop with because they are the fourth biggest in Sweden or because they won a prize. They always strive for more and think that they can get better, this is according to us a vision they are working with.

The interesting as mentioned earlier, almost all consultants could identify themselves with the brand of that fact they are representing the brand, except one. This is sadly because all the others feel that they can identify themselves with the brand. To further explore this, it can be said that this specific consultant do not feel as representing the brand, or do not have enough knowledge about the brand thus the consultant can feel a bond with it. We cannot know for sure why this person feels like this because it is not only the company's responsibility to give knowledge. It is also the consultant's responsibility to gain knowledge about the brand and feel the connection with the brand. Beverland et al. (2007) mention, that companies should make their brand identity abstract and this through their service. From our point of view this is something that Deloitte's consultants is working with by delivering the service on time just like they promise their customers. According to Keller (2001), building a strong brand is a good benefit for a company because it includes customer loyalty. The majority of the consultants agree on that Deloitte is a strong brand because it is well known, permeated of quality, professional and international. Furthermore Keller (2001) claims, that the power of a brand lies in the mind of customers, but McNally and Speak (2002) differ, by claiming that a brand is stronger when employees are based on the brand. The impression we received is that Deloitte can be compared with McNally and Speak's (2002) previous statement because Deloitte is basing the brand on their employees.

Keller's (2001) Customer-Based-Brand Equity model is based on brand identity, brand meaning, brand response and brand relationship. Further, Keller (2001) claims, that these steps have to be accomplished in ranked order. The last step which is brand relationship is what Deloitte mostly focus on, we can discuss whether this is a good benefit or not? We can see a lack of recognition in the brand because of the lack of marketing campaigns, which Keller (2001) argues is the first step. The second step is what associations and perceptions people have on the brand. This has earlier been discussed about students brand awareness. Brand judgement and brand feelings are the third step and we understood that some of the consultants had good opinions before working in Deloitte and some other have built their brand feelings during the employment. Brand feelings relates to what emotional responses generate to the brand (Keller, 2001).

We already know that the consultants obtain a brand feeling during their employment, but it can be asked if customers or other people obtain an emotional reaction of the brand when they see it. We cannot answer this fully since we have not made a customer investigation, but from our perspectives we can say that we did not get a feeling or emotional reaction about Deloitte before our investigation. Nevertheless, we can state that when entering the offices both in Gothenburg and Jönköping, one could feel the quality in their offices through their treatment with us. This was something that one manager from the brand leadership also informed us about and stated that when people visit Deloitte they should always feel the good service atmosphere and feel a connection with the company. From that we can interpret that they want people when visiting the office make a judgment and feel the quality of the brand. Moreover this can be connected to brand judgement. Keller (2001) explained that brand judgment is often built through different performance and associations for the brand from different kind of opinions.

The final step is brand relationship in the model, which according to us is the main focus in Deloitte. We have received this opinion after the interviews with all the respondents. Further Keller (2001) explains that the relationship is between the brand and the consultants and the level of identification. Like mentioned earlier, almost all of the consultants could feel the relationship to the brand and could identify themselves with the brand sense they are representing the brand. Furthermore the relationship consultants are feeling with the brand is according to us a good benefit but we think that customer-based brand equity model should be followed and according to Keller (2001) these steps should be taken in ranked order.

The majority of the consultants thought that Deloitte is a strong brand, but they even said that they can become stronger but one consultant distinguished by claiming that Deloitte is already a strong brand and sees no need for changes to improvement. Obviously this statement is not good, of that fact that a strong brand cannot always stay strong. Beverland et al. (2007) agree on this by stating that building a strong brand identity involves that a brand should remain strong when changes occur in the company. What says that changes never will occur? When changes occur in a company, a company's challenge is to remain strong and also keep its brand strong. However, since one of the consultants was inexperienced we think and hope this consultant will change perception with time. It was also said during the interviews that Deloitte was more known in the "economical world" in Sweden than what it is known in general. Also, two consultants said that the brand was weaker in Jönköping but think that the brand is strong nationally, and this is a challenge for Deloitte in Jönköping when meeting customers. Beyond the marketing campaigns, the reason for why the brand in Jönköping is weaker might also depend on the several office managers that have come and left. Changing office manager means having different ideas which in turn leads to a more unstable company in Jönköping, and due to that it might lead to a weaker and more unknown brand than their competitors in the city. However, a manager from the brand leadership mentions that Deloitte focuses a lot on the corporate culture and we see this as a good tool for challenges and to maintain the unity and brand feeling among the consultants.

Aaker and Joachimsthaler (2000), say that the brand manager should take part in the creation of the brand strategy and it should be in line with the brand culture. This is what another brand leadership manager discussed and mentioned the importance of the vision, values, strategies and internal culture to maintain a unity and strong brand but did not explain what they were and how to use it, which can be seen a bit idealistic to us.

Furthermore, Deloitte has not made any pure investigations about their brand with their consultants, which we see very important for secure what they claim. It would be much better for us if there had been any brand investigations to base this thesis on to analyse if all these respondents' answers are based on real facts. We are not noting that Deloitte is hiding information or lying, but real facts would have facilitated our investigation in that way that we would have received pure facts on how strong their brand is, or what their brand identity is for instance. It would also have been easier if we had the opportunity to take part of the brand policy, which we wished to have obtained. We interpret this that the company is afraid of getting critique or maybe sensitive for changes or sensitive to publish any corporate secrets.

Aaker and Joachimsthaler (2000) indicate that building a strong brand identity also involves having a strong brand leadership. One manager from the brand leadership informed us that the role in the brand leadership is about giving feedback and being a support for projects for consultants and partners in Halmstad, Örebro, Jönköping and Gothenburg regarding marketing and branding. One manager from the brand leadership states:

*“You could almost say that I am a marketing department in Gothenburg, because I am working in marketing, sales and strategies, and that are things that they are also working in Stockholm”, (Interview with B1, 12/4-2011).*

This was something that got our attention, and our first thought was that it was too much responsibility put on for one person. But the manager answered that it was not too much responsibility because in the end it is the consultants or the partners that do the whole work, and the specific manager role is just to be a type of support function for the consultants and partners. According to us, even though this specific manager role is not about to finish the consultants and partners works with marketing, it can be seen as too much responsibility for only one person who has responsibility in four different cities. The question that came up to us after the interview was why not have one person with that specific role in each city? That role is maybe too easy to have, but why not train one consultant with that role? From our point of view this can lead to that this specific manager will feel more focus only on one city, and the other cities maybe feel more confident in their marketing activities when the person is present in the same office. Just like Aaker and Jochimsthaler (2000) state that it is important that a manager in a brand leadership takes internal aspects into account. This internal aspect is, according to us, consultants and partners in Deloitte who need help with their marketing.

Beverland et al. (2007), explain that companies have to take the decision if they want develop a separate identity for the brand or rather have several identities on the brand. According to us, working to attain one general separate identity of the brand is more successful because it will be no confusion with the brand identity. Working with several identities for each individual brand can lead to that people do not know what the general brand identity is. With this in mind we think that the brand identity gets more personal and unique. McNally and Speak (2002) bring this up and claim that when a brand is consistent it indicates at the same time that the brand is strong. We think that keeping the brand identity in one general identity also indicates that the brand is consistent. This is something people want and want to base their relationship with, because they want consistency of a company's behaviour when experiencing and observing the brand (McNally & Speak (2002)).

To summarize, Deloitte is focusing on their quality in their performance and services. We also interpreted that Deloitte is focusing a lot on their consultants and consultants' relationship with their customers, where Deloitte is relying their brand identity on their consultants. This is a good way to build a brand identity according to us, of that fact that consultants in general are representing their brand to customers. Since customers and other people see the service performed by consultants, this leads to customers starts to build a brand image and brand identity around the company, of that fact that brand identity is "the face of the company". We can assume that Deloitte's customers perceive the brand identity through Deloitte's consultants and of that reason is the brand identity "the face of the company". It was acknowledged that some respondents thought the brand has some unique aspects, which have been discussed in this chapter. The challenge is to have a unique brand that keeps it away from the similarity from the other competitors. Another interpretation was that their brand uniqueness was a little bit idealistic from our point of view. A unique brand identity is according to us, something that makes the brand identity strong and consistent in the market, unlike the other competitors. Another unique brand identity is when the brand has a personality. It can also be clarified on how a company can build a strong brand identity and try to have that specific identity in a long term, which will be fuller answered in conclusion.

## 6 Conclusion

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*In this final chapter we are concluding the whole investigation by highlighting the most relevant and important aspects that have to be taken into account. At the end we are presenting suggestions and improvements to the company. Further studies are also being suggested for other future investigators.*

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- **The majority of all the respondents have similar perceptions and associations of the brand identity:** The result shows that the respondents' perception of the brand identity is focused on quality and their relationship between to each other and the relationship to their customers.
- **Deloitte's core brand identity consists of quality, their long term relationship with their customers, and their internationality:** Our interpretation was that their core brand identity consists at first hand quality. After that the internal relationship, their long term relationship with their customers and their internationality were of importance.
- **Deloitte does not invest so much into marketing and do not believe in marketing campaigns:** Deloitte invests in their relationship with their customers instead of marketing. Some respondents had the perception that the brand was unique by not market it in newspapers and in Television.
- **The majority of the consultants could identify themselves with the brand:** One consultant that could not identify with the brand and did not feel a bond with the brand. We interpret that they could identify themselves of that fact, they are on part of the brand and because they are those delivering the brand.
- **The majority of all respondents have the perception that Deloitte is a strong brand but at the same time it can be stronger:** Lack of marketing in the market indicates a lack of a brand awareness which is a step for establish a strong brand. The similarity of uniqueness between competitors in the market also indicates a lack of a strong brand.

This thesis aimed to investigate and analyze the perceptions of the brand identity among seven consultants and three managers from the brand leadership at Deloitte. It was stated that all the respondents thought they would have the similar perception of the brand identity, and the result showed that it was true. The results showed that the majority of all the respondents had similar perception of the brand identity but explained in different ways. The consultants' and the brand leaderships' perceptions was that Deloitte's brand identity is focused on quality and their relationship between their consultants and to their customers. It has to be pointed out that a perception of a brand identity does not indicate that it is the actual core brand identity. The result showed from our interpretation that Deloitte's brand identity is very similar to the respondents' perceptions and that the actual core brand identity is their quality, internationality, their internal relationship and their relationship with their customers.



Further we have come to the conclusion that Deloitte does not invest so much in marketing campaigns and do not want to be seen in newspaper for instance just like their competitors. Deloitte rather invest to their relationship with their customers to build a long term relationship and relies on that the word-of-mouth will attract new customers. We really think this is a big disadvantage of that fact they are losing potential customers and without marketing the company is less visible in the market. They claimed that they are unique in that way, but we do not think that this is a long term approach. The results showed that both consultants and the brand leadership thought that Deloitte's brand is the consultants themselves of that fact they are representing and delivering the brand. The results showed that one consultant differed from the others by not feeling a bond with the brand and could not identify with the brand. We cannot know for sure why this respondent feels like this when we have not been given any explanation. Nevertheless, the result that six out of seven consultants can identify themselves with the brand and feel a bond with it. It is a nice result given and indicates that Deloitte has a nice employee corporate culture. It is also indicated that consultants are in a value system company where they fulfil success in the company.

Furthermore, it has been acknowledged that the majority of all respondents thought that Deloitte is a strong brand because that they are basing their brand on consultants, and that they are focusing on long term relationship with their customers. Clearly, after have analyzed this with theories it is apparent that Deloitte is not fully a strong brand. Comparing it with customers-based brand equity model it has been acknowledged that the steps in brand meaning and brand response are steps what Deloitte do not take in. Deloitte's main focus is on the final step in the model, where relationship is something that can be really built after having fulfilled all the steps. According to us, Deloitte is strong as a brand because of their relationship within the company, their relationship with their customers and because they are basing their brand on their consultants. Although, we do not think that this is enough for stating the brand as strong. According to us, another fact is that Deloitte is not a strong brand because they are not marketing themselves. Lack of marketing in the market indicates a lack of a brand awareness which is a step for establish a strong brand. Deloitte is also not a strong brand because of the fact that they are not unique with something special that distinguish them from their competitors.

To conclude, brand identity is a complex subject which we have experienced during this investigation, where we learned that brand identity is an important factor in marketing. Without a clear and defined brand identity, a company cannot highlight the brand, build a strong brand or having it easy to attract new customers. Therefore, there are always place for improvements to take into account, in which we have suggested some improvements for Deloitte in Sweden. By finding a special brand identity a company can remain strong or to get more competitive.

## **6.1 Suggestions and improvements**

We interpreted that Deloitte's brand identity consist of one main identity with several other associations around it. We suggest that Deloitte brand identity should be the same no matter what city the company is located in. Quality is a good brand identity attribute to strive for, but we do not think that this attribute is unique and that this attribute distinguished from their competitors. For that reason we suggest that Deloitte should focus on one main brand identity to reduce any confusion with the brand. We suggest that Deloitte's brand identity should be mainly focused on their broad variety of their services, because we think it is more unique than quality and the relationship between consultants and customers. Since Deloitte has more

variety in their service in relation with their competitors we think that they should highlight this uniqueness. According to us this is Deloitte's uniqueness. Another suggestion is to try to market this uniqueness in the market through more marketing campaigns and activities. In this way we think that Deloitte can bring out their specialty and professionalism.

Even though the main focus is on creating long term relationship with customers, we suggest that more investments on marketing should be required for Deloitte's long term survival. Our main suggestion is that even though the company has a strict budget or not, the most effective marketing tool is to use their consultants to do their marketing. Deloitte can attract new consultants by marketing themselves through their consultants, thus the new potential employees truly feel that Deloitte is a place where they will feel that they are value and one part of the brand. We also suggest that Deloitte have to do some marketing in television and newspaper, of reason that they will make themselves more aware in the market, attract new customers, new employees and get more brand awareness among the public. According to us, it is less good that only one person has the responsibility of marketing aspects in four different cities. We think that this leads to that offices in these cities has a lack of marketing help, when needed. It is also too much responsibility given for only one person. We highly recommend that one employee has this kind of role given in each city. This can result in that each office in these cities will be more confident in their marketing activities and those who are in need in marketing support feel that this person given the role is always present.

Furthermore we have some suggestions on how Deloitte can make their brand identity stronger and keep it strong in the future. We recommend that Deloitte focus more on making the brand personal and put a personality on their brand. We think that they have accomplished with making the brand distinctive in meaning that it means for something. It has already been acknowledged that it stands for quality. According to us, Deloitte should make the brand relevant not only to their consultants but even to their potential customers. They should point out its importance to them, because in that way it will increase their customer stock. We further suggest that they keep this relevancy consist in the company, thus their potential customers perceive Deloitte as a stable company. Moreover, we also suggest that Deloitte take customer-based brand equity model in account. We suggest that they should focus more on this model to create a strong brand, thus they can give the public brand meaning and brand response. Brand meaning and brand response is according to us, connected to marketing and we think the lack of marketing is affecting these. We have also come to the conclusion that brand meaning and brand response are connected to brand relevance, of that fact it is important that Deloitte makes its brand relevance thus the brand can obtain a brand meaning and also a brand response in the market.

In conclusion, we want also to recommend that consultants should never argue for a strong statement without any evidence. Even though, the majority of the respondents stated that they are not best, but they are always striving to be. One consultant differentiated by claiming that they are the best without any explaining. This kind of statements will be perceived as an idealistic statement and it can lead to that the credibility of the company will be lost. Finally, we hope that Deloitte will take these suggestions and improvements into account and that it will lead to a stronger brand identity.

## **6.2 Future studies**

For future studies it would be interesting to investigate customers' perception of Deloitte's brand identity with surveys. It would be interesting to compare the perceptions between the consultants, the brand leadership and with their customers. This would confirm the perception consultants and the brand leadership has about how their customers perceive their brand identity. Further on, if it is possible to receive the brand policy it would enhance the study with the customers', the brand leaderships' and the consultants' perceptions.

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## 8 Appendix

### Interview guide Consultants

#### Background:

- 1) Give a short description about Deloitte's services and organization?
- 2) What does the brand Deloitte stand for? How do you identify yourself with the brand Deloitte?

#### Employment:

- 1) a) How do you think Deloitte's customers experience and perceive your company's brand?  
  
b) How do you work as a consultant to bring out the maximal value of the brand to the customers? Have you experienced any difficulties to convey the brand to the customers? Upplever ni att det har varit svårt att förmedla varumärket? What have the reasons been? How have you solved that/these issues?  
  
c) What makes Deloitte unique in comparison with your competitors?
- 2) a) What does Deloitte mean to you?  
  
b) Why did you choose to work for Deloitte?  
  
c) What did the company and brand mean to you before the employment? How do you see on that today?
- 3) What does it mean to you to be employed at Deloitte?

#### Internal aspects:

- 1) a) Do you think the company and the brand is one unity? If no, then why?  
  
b) Do you think you can identify yourself with the brand leadership, that is do you experience any connection? If no, then why?  
  
c) Are there any concrete problems between the brand leadership and the consultants?  
  
d) Do you think that you have the same perception about brand identity as the brand leadership has? If no, then why?

**The brand and its future:**

- 1) Is it your perception that Deloitte is a strong brand? Motivate and develop your answer!
- 2) Do you see any challenges working as a consultant at Deloitte and with its brand?
- 3) Do have any ideas or proposals about the brand and the identity that you want to give the brand leadership?

## **Interview guide Brand leadership**

### **Background:**

1. What is your role in the brand leadership?
2. What does Deloitte mean to you?
3. What makes Deloitte unique in comparison with your competitors at a company and brand perspective and on corporate level?
4. To what extent can consultants participate and affect their situation with what the brand leadership gives decisions about to the consultants?

### **The brand and brand identity:**

1. What is Deloitte's brand identity?
2. Do you think the consultants are a part of the brand? How?
3. Have and how the consultants been educated about the brand?
4. Do you think that brand leadership and the consultants have the same perception about the brand and its identity? What do you eventually think distinguish the perception?
5. Do you think the consultants have enough knowledge about the brand to make them able to convey it the customers? Do you think the knowledge have been conveyed clearly and enough taught for the consultants?
6. How do you want your customers to perceive Deloitte as brand?

### **The brand and its future:**

1. Is it your perception that Deloitte is a strong brand? Motivate and develop your answer!
2. How have you built up the brand and the brand identity last years?
3. What do you think can be done to strengthen Deloitte's brand and brand identity?
4. What future challenges do you see working for the brand leadership?

## **Search Strategy**

These were the words we used when we were searching for journals, articles and books. These words helped us to find relevant theories that were suitable for this investigation:

- Brand
- Branding
- Brand consultancy
- Brand identity
- Brand strategy
- Business - to Business - marketing
- Consultants
- Consultancy companies
- Consultancy branding
- Expert knowledge
- Employer branding
- Identity
- Industrial marketing
- Marketing
- Marketing strategy
- Personal branding
- Service marketing