CORPORATE IDENTITY AND
INTERNAL IMPLEMENTATION OF
A CORPORATE BRAND

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Abstract

   Companies cannot build their strategy on predictable markets anymore - all organizations nowadays need to adapt to change. In the heart of the change lies organizations identity. Corporate identity is closely related to corporate branding. This study focuses on a situation of change in a company with multiple identities. The case organization used to operate under several product and company brands that were merged into one and began building a coherent corporate brand.

   The theory part presents the concepts of brand, identity and identification. Building a corporate brand involves everyone in the organization, so the employees are treated as brand ambassadors. The internal aspect of the brand implementation is demonstrated by introducing the brand identity approach, brand management and the internal branding process. Identity is linked with employees' identification.

   The aim of the study is to describe the organization's experienced identity among the employees. It also brings insight on the corporate brand's situation within the company after the change, i.e. clarifies how the implementation of the brand strategy has succeeded and how the employees see their role in the brand building process.

   The research method used in this study is a quantitative survey executed within a random sample of employees world wide. The survey consisted of both structured and open questions. As such, the survey produced a great deal of information concerning all the research objectives, but then again, due to the wideness of the data, part of the results had to be treated on a quite general level. Good answering activity also tells about the importance of the topic.

   Results show that employees are quite well aware of the brand issues in general - e.g. the reasons for the unification, strategic importance of the brand's dimensions and need for consistent ways to operate. For the most part, employees are committed to the strategy and willing to benefit the brand in their work. They also see the corporate brand and image in a positive light at the time of the research execution and in the future. The experienced identity is however a bit more complex. A big part of the respondents still indentify more with one's own unit/division rather than a unified company. The primary feelings about working for the company and its' meaning for oneself were pride, seeing the company as a good employer and the atmosphere of change.

Keywords: Corporate identity, brand, corporate brand, identification

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TABLE OF CONTENTS

APPENDICES

Appendix 1 Survey questionnaire

Appendix 2 Covering note

Appendix 3 Cross references

1 INTRODUCTION

For organizations nowadays nothing is as certain as uncertainty and nothing is as sustained as change. Companies cannot build their strategy on predictable markets or a stable product range anymore, and the ground rules for competition have changed. Differentiation requires positioning the whole corporation in addition to its products. Accordingly, the values and emotions symbolised by the organization become key elements of differentiation strategies, and the corporation itself moves to the centre stage. (Hatch & Schultz 2003, 1041.) The organizational identity sets boundaries on how much an organization can change and still remain the same in the eyes of its key stakeholders (Bouchikhi & Kimberly 2003, 21).

Every now and then each organization has its time to change (Aula 2000, 65). This research focuses on a situation of change in an organization of multiple identities. Issues concerning organizational identity are closely related to corporate branding. In this thesis the corporate brand is seen as a manifestation of the company's strategy. Building a corporate brand is a complex task, a process that involves everyone in the organization. How the insiders view the organization they work for is vital to understanding their behaviour and attachments (Moingeon & Soenen 2002, xvi). The experienced identity among employees speaks for their willingness to work together for a common goal, in this case the building of a strong corporate brand. The company must really support its brand(s). No brand can survive without the commitment and support of the entire company from the top to down. (Randall 1997, 14.) Success is not the consequence of adapting to change; instead it follows the

actual changing (Aula 2000, 32). This is a challenge that should not be undertaken lightly.

1.1 Case organization

The case organization of the research supplies components, systems and turn-key deliveries to construction and mechanical engineering industries and has a wide range of standard and special metal products. At the time of the research execution, the company operated in 23 countries and employed 13 000 people. In autumn 2004 the company launched a new marketing name and a unified brand. The corporation had formerly operated under several product and company brands that in 2004 merged into one entity. The new monolithic brand strategy also yielded clarity and efficiency to marketing communications. The brand name was a continuation of the customer oriented business model that was implemented earlier in 2004. (Rautaruukki Annual Report, 2005.)

The corporation in question was a very interesting research object. The change of the strategy has been radical and also the scale of the unification in terms of both operations and branding was somewhat unforeseen and raised also a lot of public interest. For the theoretical perspective of the study this case company offered a unique situation of change to really find out how the brand management works and what it takes to change an identity in a company where there is so much history.

Brand awareness, its perceived quality, customer loyalty, strong brand associations and a clear brand personality are necessary factors for succeeding in the competition. Every employee in a company has a significant role in the process of creating the brand. It is important that the organizational identity develops among the employees alongside the implementation of the new brand. In this way, the employees incorporate the new brand and the promises attached to it, commit to the work and communicate accordingly in a common manner.

1.2 Research objectives and research problem

The objective of this research is to describe the organization's experienced identity among the employees. The purpose of the thesis is to clarify the brand's situation inside the company after the change process, i.e. how the implementation of the brand strategy has succeeded. In the meantime this research aims at building a set of questions, to be used as a method for continuous internal measurement of the brand experiences.

The research problem can be described as follows: What kind of organizational identity was ment to develop around corporate brand (definition of the strategic intent) and what is the organization's experienced identity like after the change? How do the employees see their role in the brand building process?

1.3 Structure of the thesis

This Master's thesis is built on two chapters forming the theoretical framework for the research. The theoretical chapters deal with the concepts of brand, identity and identification.

Chapter 2 begins with the definition of corporate brands, what they mean and what is their role for organizations. Also the differences in building a corporate and a product brand are being discussed. The internal aspect of the brand implementation is demonstrated by introducing the brand identity approach, brand management and the internal branding process. Finally, the employees' role is considered as brand ambassadors.

Another central concept in this research is corporate identity. Chapter 3 concentrates on that, what it means and what is the relevance of identity for organizations. Furthermore, the processes of identity change and identification by its members are discussed, as well as the relation between the employee and the organization.

In chapter 4 the research method and its suitability for this kind of research are evaluated. Chapter 5 presents the case organization in more detail, including definitions of strategy and vision, as well as the company's strategic

intent. Next the factors behind the change are discussed. Chapter 5.3 describes the company's corporate brand and the brand's identity.

Chapter 6 presents the research results in terms of the company's organizational identity and the internal implementation of the corporate brand. Chapter 7 concentrates on discussion and evaluation of the research, also presenting ideas for further research.

2 CREATING A CORPORATE BRAND

Nowadays, the most important capital of many businesses is their brands (Kapferer 1992, 1). Businesses create brands to differentiate their product and service offerings from their competitors. According to Pearson (1996) the concept of brand is placed in the centre of marketing theory and practice. Furthermore, there is a general agreement in the marketing literature that brand means more than a name: it embodies a whole set of physical and socio-psychological attributes and beliefs. (Pearson in Simões & Dibb 2001, 217.)

Pearson (1996) defines brand being a combination of features (what the product is), customer benefits (what needs and wants the product meets) and values (what associations the customer has with the product). A brand is then created when marketing adds value to a product and differentiates it from other products with similar features and benefits (Pearson in Simões & Dibb 2001, 218).

Many businesses go through big strategic changes as they move towards globalization. In terms of marketing this means shifting the focus from product brands to corporate branding (Hatch & Schultz 2003, 1041). The definition of a brand in the case on this study is further explained in chapter 5.4.1.

2.1 Corporate versus product brands

A brand must be at the centre of the top management's corporate strategy (Randall 2000, 133). Major companies selling both for industrial and consumer markets must decide how much emphasis they will put on product

brands and how much visibility to the corporate name. It is noticeable that a trend is to favour corporate branding; more and more corporations cease to hide behind their product brands (Kapferer 1992, 172). The name of the company identifies the brand (Randall 2000, 111).

Ind (1997) suggests that the branding concept can be directly applied at the corporate level: "A corporate brand is more than just the outward manifestation of an organization – its name, logo, and visual presentation. Rather it is the core of values that defines it." (Ind 1997 in Simões and Dibb 2001, 218.) Corporate branding becomes the strategic direction for organization's activities; it provides consistency through the connection between positioning, communication and staff working style and behaviour (de Chernatony 1999, 159).

This basic difference between product and corporate branding is emphasised by the shift in managerial responsibility - product brands typically remain part of the middle management marketing function, whereas corporate brands have more of a strategic perspective and are based in the executive office. (Hatch & Schultz 2003, 1044-1045.)

The change of focus
Corporate branding differs from product branding in several respects. The focus of the branding effort shifts from the product to the corporation. Of course product and corporation are related in that corporate brands add economic value to the variety of products and services offered by the company (Hatch & Schultz 2003, 1044). However, the corporate brand doest not disqualify product brands from existing; it is just a matter of the branding effort - does it make more sense to uphold a variety of product brands instead of concentrating on corporation as a whole.

The aspect of time
The temporal dimension is another difference between building a product and a corporate brand. Product brands live in the present. They are short term in their ambitions to attract customers and help delivering sales. When product brands have been around for some time, marketers feel a need to

"freshen" them with innovative ad campaigns and to update their visual identity. (Hatch & Schultz 2003, 1045.)

Corporate brands, by contrast, live both in the past and in the future. As Olins (1989) indicates, corporate brands stimulate associations with heritage and form strategic visions of what is to come. As symbols of the companies' heritage and the vision of the leaders for the future, the corporate brands have a much broader temporal base than do product brands. (Olins 1989 in Hatch & Schultz 2003, 1045-1046.) The aspect of time can be a controversial issue in terms of building a corporate brand. On one hand the history is powerful - it is where the roots lie, what makes the company trustworthy. On the other hand it can be a burden, especially when the company is striving for a totally new direction and wants to erase the image with strong attachments to the history.

Relation to the organization and its stakeholders
Within studies of marketing, branding and corporate identity, Hatch & Schultz (2003, 1042) find a growing awareness that corporate brands can increase the company's visibility, recognition and reputation in ways which are not supported by product-brand thinking. They claim that corporate brands contribute not only to customer-based images of the organization, but to the images maintained by all organization's stakeholders, including employees, customers, investors, suppliers, partners, as well as regulators, special interest groups, and local communities. All these diverse constituencies build their image of the organization from their own starting points, which makes it important to share the branding effort with different areas of expertise also within the company.

Target group
An additional contrast between product and corporate branding is a difference in who the brand relates to in terms of attraction and support. While product brands mainly target consumers or customers, corporate brands also contribute to the images formed and held by organizational and community members, investors, partners, suppliers and other interested parties (i.e. all company stakeholders). Instead of relating to consumers through a variety of individual products and services with distinctive brand names, the corporate

brand relates to all of the organization's multiple stakeholders and its products and services to each other through their relationship with the corporation. (Hatch & Schultz 2003, 1045.)

Corporate branding requires focus within the organization. The size and composition of brand management teams change, and call for better coordination of activities. One of the implications of this is that corporate marketing necessitates not only a planning perspective which addresses the matching of external opportunities with core competencies, but also considers the integration of internal activities to ensure cohesion and therefore consistency in delivering the brand (Harris & de Chernatony 2001, 441).

Transparency
Because it focuses attention on the corporation, corporate branding exposes companies and their members to greater scrutiny. This means that organizational behaviour, even in everyday employee interactions, becomes visible (and sometimes newsworthy) so that the organization becomes more transparent. This, in turn, elevates the importance of a healthy (and not i.e. a cynical or -repressive) organizational culture. (Hatch & Schultz 2003, 1044.) It is not just important to emphasize the transparency to outsiders - also the personnel of the company should be kept very well up to date about the top management's actions. Internal transparency is critical to keep in mind in order to build trust, which can then lead to that healthy organizational culture.

For a long time, corporations remained "hidden" in order to be secure: in case of problems with one of the brands, the corporation was not expected to be hurt. Reciprocally, the brands would not suffer from corporate problems. In fact, in the case of product crises the name of the company was anyway revealed in the media, while also buyers began asking critical questions not just about the product qualities but rather about the conditions of the production and corporate social responsibility. In many markets, too, customers have become more demanding and need to be reassured by knowing who stands behind a brand. Whenever there is some element of risk to the consumer, the corporate reputation confers some security. (Kapferer 1992, 172.)

Strategic importance

Finally, because of the wider scope of corporate brands relative to product brands – not only in terms of relating to past and future, but also of the number of targeted stakeholder groups and the effort of the whole company to support the brand – it is believed that corporate branding takes on strategic importance relative to the functional (marketing and sales) importance typically accorded a product brand. The strategic importance of corporate branding lies in the positioning of the company in its marketplace as well as in creating internal arrangements (e.g. organizational structure, physical design and culture) that support the meaning of the corporate brand. (Hatch & Schultz 2003, 1046.)

Corporate branding is not just about differentiation, it is also about belonging. When corporate branding works, it is because it expresses the values and sources of desire that attract key stakeholders to the organization and make them feel a sense of belonging to it. It is this attraction and sense of belonging that affects the decisions and behaviours on which a company is built. A strong corporate brand uses this attractive force and offers symbols that help stakeholders' experience and express their values and thereby keep them active. (Hatch & Schultz 2003, 1046.) All in all, corporate branding has a high level of intangibility, complexity and (social) responsibility, making it much more difficult to build a coherent brand (Simões & Dibb 2001, 218).

As mentioned earlier, the difference between product and corporate branding also involves defining the responsibilities for the branding effort. Corporate branding requires more complicated and sophisticated organizational practices than product branding. Whereas product branding could be handled within the marketing department of a company, corporate branding requires support from the whole organization. Everyone from top to bottom and across functional units is involved in realising the corporate brand, along with the audiences the brand is meant to attract and engage. A successful corporate brand is built upon the interplay between strategic vision, organizational culture and the images held by its stakeholders. Successful corporate branding involves the integrated efforts of all organizational departments (e.g. operations, marketing, strategy, communication and human resources). Communication of corporate brands depends on the total corporate

communication mix because corporate branding asks for integration of internal and external communication, as well as creating coherence of expression across diverse channels and news media. (Hatch & Schultz, 2003, 1045.)

2.2 Brand identity

The image of a brand is what exists in the consumers' mind. It is the sum of all the information they have about the brand, from experience, word of mouth, advertising, packaging, service etc. The information is modified by selective perception, previous beliefs, social norms and forgetting. However, the shift in the branding literature has gone from brand image to brand identity. While image focuses on consumers' perceptions of brand differentiation, identity is concerned with how managers and employees make a brand unique. Brand identity is the essence of what we transmit to the marketplace; what is under our control, provided that we understand, the essence and expression of our brand. (Randall 2000, 13.)

Managers first need to define a brand's values and then ensure employees' values and behaviour to be consistent with them. (Harris & de Chernatony 2001, 442). Real brand management begins with a clear strategy and a consistent, integrated vision. Its central concept is brand identity, not brand image. This identity must be first defined and then continually managed. (Kapferer 1992, 5.)

Corporate branding requires a holistic approach to brand management, in which all members of an organization act in accordance with the desired brand identity. Following the International Corporate Identity Group's statement on corporate identity, it is interpreted as an organization's ethos, aims and values that create a sense of individuality which differentiates a brand. Brand identity consists of many components: vision and culture, which drive the brand's desired positioning, personality and subsequent relationships, all of which are then presented to reflect stakeholders' actual and aspirational self-images. These components are interactive and mutually reinforcing. (Harris & de Chernatony 2001, 442.)

2.3 Brand management and internal branding

Organizations are all the time striving to create a sustainable advantage in an increasingly competitive market. This has been the ground for schools of thought such as brand management, which emphasises the customer as the central element of organizational decision-making. As such, brand management has become an area of interest in marketing over the last couple of decades in recognition that brands reflect consumers' perceptions of an organization as well as represent strong financial indicators of organizations. The evolution of brand management can be mapped against organizational focus changing from product orientation to market or customer orientation. (King & Grace 2005, 278.)

In many corporations there is a varying understanding of the brand in different parts of the organization. This may mean that different people in the company have differing expectations for the brand, they possibly attempt to develop the brand in different ways, communicate the brand inconsistently, or in the worst cases, are unable to define the brand at all (Rubinstein 1996, 271). Many of the problems experienced by brands have been the result, not of a poor strategy, but of poor implementation. Especially in large internationally operating firms, communication is complicated - but that only means that it is more important, not less. (Randall 2000, 134.)

Historically, management has provided leadership through defining the brand's values. However, with the recognition of corporate branding, and therefore the critical role the employees play, they need to be included in the internal debate about defining a brand's values. Management is required to initiate the process, but staff should also be encouraged to contribute to discussions. Externally, the brand's reputation among stakeholders needs to be researched to ensure the brand's identity is communicated successfully and valued outcomes are consistently delivered. (Harris & de Chernatony 2001, 442.)

Hatch & Schultz (2003, 1044) imply that it is important to bring the whole corporation into corporate branding, or at least, to make it the integrated effort of HR, communication and marketing departments led by top manage-

ment. The way the brand is communicated and explained inside the corporation is of the utmost importance. The brand mantra (a short expression that explains the brand's positioning and core brand values) is a particularly valuable instrument for communicating the meaning of the brand (Keller 1999, 45).

Since a variety of staff deliver the brand, it is vital that they all understand precisely what the brand is. Internal marketing regarding all staff then becomes part of the branding process. (Randall 2000, 134.) The model must be defined and communicated throughout the company as a basic standard; otherwise there is no chance of widespread common understanding (Randall 2000, 133). Wilson (2001, 364) argued that internal communication programmes need to be continuous and ongoing if they are to have any impact on staff, and that in order to succeed internally, corporate marketers need to be aware of the complexity of the values and behaviour held by employees.

Branding is too important to be left to the marketing department alone. Branding needs to be approached as part of an integrated process rather than as communications add-on value statement at the end of a product development programme. Only that way the managers can ensure that the brand remains in-line with the business objectives and strategic intent of the organization. This approach also helps to ensure that the brand is delivered with integrity throughout. (Rubinstein 1996, 270.) The essence of the brand – the major features that shape the brand and form its distinctiveness – must always be present, from production to communication (Simões & Dibb 2001, 218).

2.4 Employees as brand ambassadors

The personnel are the primary group of stakeholders in an organization. However, they are quite often overlooked - many organizations focus on external stakeholders whose importance in relation to organizational survival is perceived greater (Stuart 2002, 28). Employees also represent a great source of information towards the customers (Kennedy 1977 in Stuart 2002, 29), and it needs to be ensured that this information is compatible with the way senior management wishes the organization to be perceived.

Employees are nowadays seen as central elements in the process of brand building and their behaviour can either reinforce a brand's advertised values or undermine the credibility of advertised messages. It is therefore crucial to look inside the organization to consider how employees' values and behaviour can be aligned with a brand's desired values. Making brand management an "internal" as well as "external" activity helps ensuring consistency across time and differing situations, without having to impose inflexible codes of practice. (King & Grace 2005, 281.)

Organizations that have developed successful brands have been able to create a culture in which all areas of the organization are committed to the branding process. This being the case, employees are now viewed as playing a crucial role in brand management as they facilitate the interface between the organization and the market, thus making a significant contribution to the organization's competitive advantage. (King & Grace 2005, 277.)

In order for the employees to be customer conscious, they need to show behaviours and actions that support the organization's brand. The development and sustainability of enthusiasm for employees to be customer oriented requires continuous management support, which is enabled through systematic internal marketing. Internal marketing should be a holistic management process that integrates multiple levels of an organization. It ensures that all employees, at all levels of the organization, understand and experience the business and its various activities and campaigns in the context of an environment that supports customer consciousness. (King & Grace 2005, 208.)

Nowadays, there is a lot of discussion on how to get employees to support the organization's external branding efforts. A simple way to put it would be to get the internal people to deliver the brand promise. Some organizations call it "living the brand". Living the brand is not something management can get employees to do. Living the brand is something employees have to want to do. It's their belief in the company, the leadership, the products and services, the future and their part in it. (Schultz 2003, 8.)

Employees, however, are human beings; therefore, inconsistencies in the performance of tasks are inevitable and they cause variation in the outcomes delivered (Rafiq and Ahmed 2000, 4). As consistency is a crucial element of effective brand management, employees need to comprehend the appropriate behaviour and actions when interacting with consumers and these should be based on the brand's core values. Organizations, according to Harris and de Chernatony (2001, 443), need to clearly communicate the brand's purpose to employees to inspire and assist them to understand their role in relation to the brand. In other words, the brand message needs to be conveyed internally so that employee behaviour is guided. (King & Grace 2005, 280.)

Simões & Dibb quote Berry and Parasuraman (1991) by saying that internalising the brand involves sharing with employees the research and strategy behind it. It involves creative communication of the brand with all employees. It involves dialogue and training the employees in brand-strengthening behaviours. It involves rewarding employees whose actions support the brand. Most of all, internalising the brand involves *involving* employees in the care and nurturing of the common brand. (Simões & Dibb 2001, 219.)

3 THE CONCEPTS OF IDENTITY AND IDENTIFICATION

The concept of identity has been an interesting topic in organizational research for many years. There are approaches to organizational identity among many different disciplines and fields, such as organizational theory, marketing and leadership, and organizational psychology. Kapferer (1992, 33-34) claims that drawing lessons from these diverse meanings, having an identity means "being as you are, following your own stable but individual plan".

In this chapter there is presented the concepts corporate and organizational identity (3.1), the approach to the identity changing process (3.2) and the last subchapter (3.3) deals with employee identification with organizational identity.

3.1 Corporate identity

Increasingly academics acknowledge that a corporate identity refers to an organization's unique characteristics which are rooted in the behaviour of members of the organization. They argue that top management can narrow the gap between the actual and desired corporate identity through marshalling the corporate identity mix (communications, symbolism and behaviour). (Van Riel & Balmer 1997, 341.)

Applying this abstract idea to corporations suggests that each organization has its own personality, uniqueness and individuality. The concept of corpo-

rate identity is thus holistic: "it articulates the corporate ethos, aims and values and presents a sense of individuality that can help to differentiate the organization within its competitive environment". (Van Riel and Balmer 1997, 355.)

There are different views within literature as to what is meant by corporate identity. Originally, corporate identity referred to organizational nomenclature, logos, company house style and visual identification. Main developments variously equate corporate identity with graphic design, integrated corporate communications, or rather with a multidisciplinary approach which draws heavily on organizational behaviour. (Van Riel & Balmer 1997, 340.)

To put together this brief overview of the corporate identity literature, a few observations can be made. First, there is a growing realization that corporate identity is a broad concept that embraces several management disciplines. Second, there is a consensus that a key element of an organization's identity is to be found in the values held by personnel. (Balmer & Wilson 1998, 17.)

While the marketing literature focuses on corporate identity, the discussion of identity within the organizational literature is based on the concept of organizational identity. Organizational identity refers to what members perceive, feel and think about their organizations. While these concepts are understood largely in the same way, marketers and organizational behaviourists also have a lot to learn from each other. (Hatch & Schultz 1997, 357-359.)

The concept of organizational identity was defined by Albert and Whetten (1985 in Hatch & Schultz 1997, 357) as "the shared understanding of the central, distinctive and enduring character of an organization." Hatch & Schultz (1997, 357) themselves define organizational identity as a collective shared understanding of the organization's distinctive values and characteristics.

Organizational identity has a number of external influences. Organizational identity is communicated to the various stakeholders of the external environment who form organizational images, at least partly in response to the identity-based communications. The forms and means of such communica-

tion differ, ranging from unplanned appearances by top management in public media, to a conscious strategy of external corporate communication involving design management, corporate advertising as well as public relations. (Hatch & Schultz 1997, 362.) It is important to strike a balance between "what the organization is" and how it desires to position itself in relation to all stakeholder groups (Stuart 2002, 29). Vos and Schoemaker (2006, 55) suggest to use the concept of corporate identity for the characteristics of an organization and its behaviour, while the concept of desired identity may be used to address what management aims at.

Identity is powerful. However, a strongly anchored identity can become a trap when it constrains strategic choices that the organization cannot adjust effectively with a changing environment. In those cases, unless managers work to transform the company's identity, genuine strategic change is not possible or may never result in sustained improvements in the company's performance. (Bouchikhi & Kimberly 2003, 22.)

Companies with an identity anchored in manufacturing, for example, usually pay the most attention to engineering, production capacity, productivity, quality, product innovation and long-term investment; then again companies with an identity anchored in brand concern themselves with differentiation, brand awareness and consistency, customer loyalty and communication. (Bouchikhi & Kimberly 2003, 21-22.) The description above suits accurately the case company of this thesis - having strong roots as a production oriented company and striving for a truly customer oriented way to operate. This transformation requires changes in the company's identity.

This is the dilemma many organizations face: Trying to survive in the face of external forces acting on the firm, while at the same time aiming at supporting their employees for corporate identity changes (Stuart 2002, 42).

3.2 The change of identity

A favourable corporate identity is one of an organization's most important assets and therefore is worth of continuous management attention (Van Riel & Balmer 1997, 351). A company may expressly articulate its identity or it

may remain, as more frequently, tacit and unquestioned - that is, until some event, such as a new strategy or a radical shift in the environment, makes it problematic (Bouchikhi & Kimberly 2003, 21). It is naïve, if not almost dangerous, for managers to consider identity a corporate resource that can be easily managed and manipulated; instead, corporate identity is a complex phenomenon (Balmer & Wilson 1998, 29).

When companies strive for change, they can work on three separate, intimately connected levels: operations, strategy and identity. The outer of surface layer of all organizations consists of its operations - its structures, systems and processes. Operational changes don't require a change in strategy, and results usually materialize relatively quickly. A company can adjust its strategy with its operations without altering its identity. Operational change, strategic change or both together may bring the desired results. However, if a company needs an identity change but does not seek it, it may over-invest in the other two types of change, hoping to reach improvements that will never materialize. (Bouchikhi & Kimberly 2003, 23-24.)

There are two scenarios of identity change: evolutionary and revolutionary. In the evolutionary scenario, identity change is more or less consciously sought by-product of successfull strategic and organizational changes over a longer period of time. In other words, evolutionary identity chance means consistent change at the outer layers - strategy and operations - inevitably spreads to the inner layer - identity - and eventually reshapes it. In the revolutionary scenario the change process begins with swift redefinition of the company's identity and then proceeds with realignment of strategy and operation. In this scenario, identity change is explicitly sought to enable further strategic and operational changes. (Bouchikhi & Kimberly 2003, 24.)

The purposeful creation of a new identity requires leaders who are able to articulate a consistent and compelling "who we are" narrative and align strategies and operations accordingly. Because identity change can be painful, it is often met by resistance from those whose own interests and identities are threatened (Bouchikhi & Kimberly 2003, 25.)

3.3 Employee identification with organizational identity

One of the most critical issues in today's management is to create a sense of identification among one's workforce (Rock & Pratt 2002, 51). Employee identification is important because all employees represent the corporate identity and affect external stakeholder perceptions, and employees are a sustainable source of company's competitive advantage (Stuart 2002, 29). Identification occurs when members of an organization come to see their membership as self-defining. Fostering identification among employees has been proven to lead to various benefits for both the members and organizations. (Rock & Pratt 2002, 52.) Prior research has shown that people draw much of their personal identity from that of their organizations (Bouchikhi & Kimberly 2003, 21). The more employees identify with the organization, the more likely they are expected to show a supportive attitude toward it and accept the organization's premises and make decisions that are consistent with organizational objectives (Stuart 2002, 28).

However, there are barriers that prevent members from developing perceptions of "oneness" with their organization (Rock & Pratt 2002, 51). As the environment in which organizations function becomes increasingly complex and organizations face greater public scrutiny, employee identification has become a major challenge (Stuart 2002, 28).

To begin, organizations are becoming increasingly diverse (e.g. through changes in employee demographics and globalization), while the nature of organizations is changing as well (Rock & Pratt 2002, 51). If the organization pays too much emphasis on external views of itself, it may weaken employee identification, resulting in weakened organizational identity (Stuart 2002, 42).

The problem is that when employees identify less with the organization or if they are confused about its core values, the organizational identity becomes less stable. And thus, the employee identification can be seen as a circular process: The more employees identify with the organization, the more stable and consistent the identity becomes, and the more employees are likely to uphold that identity in their actions. (Stuart 2002, 30.)

When one's own professional identity is more prominent than the organiza-
tional identity this may weaken the identification with the organization
(Rock & Pratt 2002, 59). This insight has led identification researchers to
posit that a key managerial challenge is to ensure that members identify with
the organization, rather than some outside group. Identification may also be
problematic when employees are not physically located within the corporate
headquarters (Rock & Pratt 2002, 54).

Newer research has suggested that identification can be infused with emo-
tions, and can be of three types: positive, negative and ambivalent. Indi-
viduals can love (positive identification), hate (disidentification) or feel con-
flicted towards (ambivalent identification) organizations with which they
identify. Moreover, these feelings can range from weak to strong, from de-
tached to strong attachment, and likewise, from mild dislike to utter and
complete contempt. (Rock & Pratt 2002, 54.)

A critical issue in managing member identification is to attain a sense of
strong, positive identification and also maintaining such identification (Rock
& Pratt 2002, 54). That is a big challenge.

4 RESEARCH METHODOLOGY AND IMPLEMENTATION

The objective of this study is to describe the case organization's experienced identity among the employees. The development of the organizational identity is combined with the internal implementation of a corporate brand in an international corporation, which is in the process of major organizational changes. The case organization is a Finnish based multinational industrial company that has units across Europe and employs 13 000 people. The company used to operate under several product and company brands that were merged together under a same name. The case organization and its situation of change are being presented in detail in the chapter 5.

The preparation of the research was preceded by close observation of the company's ways to operate. The researcher worked as a member of the brand team in the company and got to know the processes and policies concerning the corporate brand management and internal brand implementation. During that time the demand for this type of research was clearly ascertained and the ways to approach the topic were determined.

The research was chosen to be carried out by making the whole corporation the case organization to be studied. The theoretical framework of this research emphasises the role of all employees in an organization for the corporate branding process, so to get a truthful picture of the situation and attitude climate within the company it was clear that all the processes and supporting functions, as well as countries should be represented.

The research was carried out by using a quantitative survey as the research method. The research data were collected with an electronic questionnaire, consisting of both structured and open questions. The method was chosen mainly because it enables inclusion of numerous respondents, provides suitable ways to analyse the data (e.g. according to background information) and is adaptable internationally. The questionnaire was carefully prepared and tested.

The first subchapter 4.1 presents the research problem and research questions. Following subchapters describe the planning and realization of the study's empirical part and the reasons for choosing a quantitative survey as the research method. The subchapter 4.2 presents the general nature of the chosen research method. The contents of the questionnaire are being described in the second chapter 4.3. Chapter 4.4 concentrates in more detail on the survey's target group: a random sample of the company's personnel. The actual research procedure is presented in 4.5 and a short sum up evaluation of the research method is compressed in the last subchapter 4.6.

4.1 Research problem and research questions

As said in the introduction, the objective of this research is to describe the organization's experienced identity among the employees of the case organization. The thesis also aims at clarifying the brand's current situation inside the company, i.e. how the internal implementation of the brand strategy has succeeded. In the meantime this research aims at building a set of questions, to be used as a method for continual internal measurement of the brand experiences.

The research problem can be divided into research questions as follows:

- What kind of organizational identity is desired to develop around the brand Ruukki (definition of the strategic intent)?
- How has internal marketing succeeded in the internal implementation of the brand concept?

- What is the organization's experienced identity like at the moment? What does it mean to be an employee of Ruukki?
- How committed are the employees to operate according to the new brand?
- How do the employees see their role in the brand building process?

4.2 Quantitative survey

The method used in this study is a quantitative survey research. Survey is the term for the type of inquiries, interviews and observation, in which the data is collected from a group of people in a standardized form. Being of standardized form means that each question should be asked in the exact same way from all the people in the sample. (Hirsjärvi, Remes & Sajavaara 2003, 125.)

It is typical for this type of research that a sample is picked out from a specific group of people. The data is then collected in a standard form, usually with a questionnaire or in a structured interview. The collected data is used to describe, compare and explain phenomena. (Hirsjärvi & al. 2003, 125.)

According to Hirsjärvi & al. (2003, 131), crucial for quantitative research is forming conclusions on the grounds of previous research. In such research it is central to use previous theories, present hypotheses, define concepts, make plans related to data collection and finally choose the persons to be researched. Variants are commonly presented in tables and charts and data is modified to a statistically handled form. In quantitative researches conclusions are based on statistical analysis, e.g. the results are described with help of percentage tables, etc. (Hirsjärvi & al. 2003, 131.)

This research is a typical descriptive study. Hirsjärvi & al. (2003, 130) characterize descriptive study as presenting detailed descriptions of people, events or situations, and documenting interesting and central characteristics of phenomena. This study aims at describing the organization's experienced identity among the employees and documenting the current situation with corporate brand building within the company. A general practise usually is that in

explaining and comparing research, there are hypotheses, whereas in descriptive and mapping research there are not (Hirsjärvi & al. 2003, 149).

One way to collect data in a survey is an inquiry. The inquiry is known as a central method in survey research (Hirsjärvi & al. 2003, 182), which has been criticized a lot lately. However, when it comes to a general query, a questionnaire is definitely the best way to collect the data. Done in a correct way and directed to the right target group a survey questionnaire gives a lot of alternatives to collect scientific data. It is overwhelming especially when collecting a big material. (Valli 2001, 29.)

4.2.1 Survey questionnaire

A survey questionnaire can be used to collect data concerning facts, behaviour and actions, knowledge, values, attitudes, as well as beliefs, comprehensions and opinions. In addition, the questionnaire can be used to ask for evaluations or explanations for actions, opinions or convictions. (Hirsjärvi & al. 2003, 186.)

In surveys it is crucial not to begin collecting the data until the research problem has clarified. After formulating clear research questions one knows what to look for with the survey. A research carried out in the form of a questionnaire needs to aim at comprehensive and easy-to-understand way to pose questions. Especially scientific questionnaires should avoid asking things "just in case". On the other hand, one has to remember to ask everything that is needed. (Aaltola & Valli 2001, 100.) The main standard is that everything is asked accurately. In the phase of analysis more detailed information is easy to compress whereas more general answers are impossible to specify (Valli 2001, 45).

Creating a questionnaire is always a challenge, as one cannot know, how aware of the researched topic the respondents are or how much they in general know about it (Hirsjärvi & al. 2003, 184). It is good to remember that only seldom the respondent group knows the researched topic as well as the person formulating the questions.

Preparing a good questionnaire takes time and requires many kind of know-how from the researcher (Hirsjärvi & al. 2003, 184). The success of a scientific questionnaire supposes that the researcher is able to pay regard to the respondents' time, willingness and talent to answer the questions. Careful planning and testing of the questionnaire have crucial influence for the success of the research. However, a good questionnaire is not enough; one has to consider the research realization from other angles too.

The answering percentage is an essential issue in terms of the success with a research questionnaire. Things affecting the answering percentage are e.g. the survey's target group, topic, length of the questionnaire and number of questions, style and form of the questions, motivating in the covering note and the appearance of the questionnaire (Valli 2001, 29-30). The reasonable length and clarity of the questionnaire's visual appearance are very important factors for both, the respondent and the researcher who later handles the data. An overlong questionnaire may expel the respondents; they can either drop out in advance easily or be careless in their answers (Aaltola & Valli 2001, 100.) The topic of the research is the most crucial issue affecting the answering percentage, but the formation of the questionnaire and careful planning of the questions can intensify the answering (Hirsjärvi & al. 2003, 187).

The potential respondents of the questionnaire must have the energy and the ability to answer the questions. It is important to keep the respondent interested from the beginning until the end (Valli 2001, 29). In standardized questionnaires the respondents must understand the questions as similarly as possible and answer them on the grounds of convergent evaluation arguments. This supposes simple, appropriate and accurate language for the questions. Answering must be made comfortable and motivating (Valli 2001, 30). Aaltola & Valli (2001, 100) also encourage paying attention to the need for instructions when answering.

One should try to formulate the questionnaire as personal as possible so that it speaks to the respondent. Usually the easier questions are placed in the beginning, and most delicate questions to the end of the questionnaire (Valli 2001, 30). If the respondents' background information is collected widely in the beginning, it might raise negative thoughts about anonymity among the

respondents (Hirsjärvi & al. 2003, 192). When mapping the background information, it should be mentioned that they are inquired for the statistical analysis.

One thing to think about when formulating a questionnaire is to figure out whether to place the questions in series or as separate entities. When the matters asked relate to each other or the answer options are unified it is advantageous to use question series. Single matters related to same topics or entities are recommended to be asked in the form of e.g. lists. Furthermore, logically dependent question series should be placed in a row (Valli 2001, 30). Answering a question series is many times easier for the respondent than to read through complex alternatives or repeating questions. It is the same with shifting from one theme to another.

There are no unambiguous instructions for the use of variations of "cannot say" answers in questionnaires. It is remunerating to use them when needed, but not to offer them to respondents too easily. "Cannot say" answer options are generally used in the end of the answer scale, where it collects less answers than when placed in the middle. Some questions do not have these options at all, but then the risk is the apparent attempt to raise the reliability of the answers and the frustration of some respondents. (eg. Hirsjärvi & al. 2003, 192 and Aaltola & Valli 2001, 107.)

4.2.2 Question types

Formulating the questions is the basis for the survey research's success. Mistakes in the question formulation cause most of the faults to the research results (Aaltola & Valli 2001, 100).

There are many ways to formulate the questions. Usually three forms are being used: open questions, multiple choice questions and questions based on scales (Hirsjärvi & al. 2003, 187-189). One of the most conventional issues related to the precision level of the questions is whether to formulate structured questions (with ready answer options) or are open questions sufficient.

One way to pose a question in an inquiry is to give ready answer options based on imagined answers (Aaltola & Valli 2001, 110). The ready answer options help the respondent in giving the answer. The popularity of these structured questions has grown recently due to the development of computer technology (Hirsjärvi & al. 2003, 189).

To pose structured questions the researcher has to know in advance, what kind of answers the respondents would give. It is important that the respondent always finds a suitable one among the alternatives. This is why there should often be an "Other, what?" option included. In addition, it is best, if there is only one suitable answer for the respondent, then the analysing and interpretation of results will be much easier. (Aaltola & Valli 2001, 110.) That is why the answer options are not allowed to be even partly overlapping (Valli 2001, 30).

An example of a scale based question used in this research is the semantical differential, also known as the Osgood scale. The semantical differential can be used as 5- 7- or 9- step scale. The structure of semantical differential is basically a simple sum scale. Traditionally it has been used as an attitude measure, but also as a measure for similarity or difference. Usually the method consists of comparing several adjective pairs, of which then is collected a collective research result, measuring one or a few characteristics (Aaltola & Valli 2001, 106). The other scale measure used in this inquiry is the Likert scale. Likert scale differs from the semantical differential mainly because its answer options are named (Valli 2001, 35).

When these measure scales are used to collect data in a survey questionnaire, reversibility of the scale has to be considered. If the scales are all the time the same way, the answers can lean to the positive side. This is why e.g. every second question can be turned to the opposite form. (Aaltola & Valli 2001, 108.)

Completely open questions are recommended to be used only when there is a valid reason for using them. One benefit in open answers is that there can be good ideas in the answers. Another positive thing is that the respondent's

opinion can be mapped very precisely. There are also many ways to classify the answers. (Aaltola & Valli 2001, 111.)

A bad side to open questions is that they are easily left unanswered or the answers are summary or inaccurate. Also the respondent not always answers to what has been asked, which makes the answers useless. Open questions are difficult to analyse, as the classification and counting takes a lot longer than with structured questions. (Aaltola & Valli 2001, 111.) However, open questions can also be analysed statistically, in case the answers have been classified into groups. Another way to analyse them is qualitatively. In this case the researcher often divides them by themes. (Valli 2001, 45.)

4.2.3 Possibilities and limitations

A good thing in inquiries carried out in the form of a questionnaire is that the researcher does not influence the respondents' answers with his or her presence and being, unlike in interviews. Accordingly, the questions are posed similarly to everyone in the sample and the respondents can choose the most suitable time for answering. The questionnaire format also enables widening of the geographical scope of the survey, larger sample and bigger number of questions, especially if there are given answer options. (Aaltola & Valli 2001, 100.)

It is also a remarkable advantage that if the questionnaire has been carefully prepared, the data can be easily handled to an analysable format with the help of a computer. The interpretation of the results on the other hand can be problematic. Using a questionnaire for an inquiry is in many ways an economical method. The time scale and costs of the research can be estimated quite accurately. (Hirsjärvi & al. 2003, 184.)

As more negative aspects in questionnaire surveys, the answering percentage is often low. Even though the data collecting goes fast, dunning of the answers and possibly redoing the survey takes a lot of time and effort. Furthermore the respondents do not necessarily answer the questionnaire in the right order, but instead look through the questions first, which can influence the results. There is also the possibility of misunderstanding, as the respon-

dents cannot get additional information to unclear questions. The respondent can answer in a wrong or unclear way. This can, however, be avoided by careful instructions, clear questionnaire and pilot testing of the survey. (Aaltola & Valli 2001, 100-101.)

Another lack in using a survey questionnaire is that the researcher can never know, how seriously the respondents have taken the inquiry - have they been careful and honest answering the questions. It is also hard for the researcher to control any misunderstandings, she or he cannot know, how suitable the answer options were considered among the respondents. (Hirsjärvi & al. 2003, 184.)

4.3 Description of the survey questionnaire

In the case of this research, the best way to include all personnel groups and levels of the organization and to widen the scope to reach different units was to create a questionnaire with specific background information. A more detailed description of the research realization is accommodated in the following subchapters.

4.3.1 Structure

The structure of the survey questionnaire (see appendix 1) was designed on the grounds of the question themes and according to the possibilities and limitations of the inquiry software. In addition to the starting and closing page and background variables, the questionnaire consists of four parts. The parts were named as the themes of the contents: (1) Questions related to Ruukki's strategy, (2) Questions related to Ruukki brand, (3) Questions related to brand behaviour and (4) Questions related to Ruukki's organizational identity.

As the expectation was that there could be up to a thousand respondents, it was decided that the questionnaire would contain mainly multi choice questions. This put emphasis on the formatting of the questions, to cover all the possible options so that each respondent would find a suitable answer among them.

The questionnaire consisted of four different question types - multiple choice lists with one and one or more answers, semantical differentials, multiple choice matrix and open questions. 5 of the question entities consisted of statements evaluated on a four point Likert scale. In those cases the answer options were "I agree fully, I agree to some extent, I disagree to some extent, I disagree fully and Cannot say", if not mentioned otherwise. The "Cannot say" option was included in all the questions and on Likert scale it was placed in the other end on the value line. This way there was no midmost option and the respondent had to give a value for the answer among the options in order to have an opinion. All parts, except from the background information, contained also open questions.

The first part was made up of the background variables. The number of the background variables was determined on the grounds of experience from this type of research, former realized questionnaires and the software technology. Many more variables would have been interesting to include in the questionnaire, but only the truly valuable ones were chosen along. The chosen variables brought the most distinctive information, but still protected the respondent's anonymity.

4.3.2 Contents

The other four parts formed the actual contents of the questionnaire. The first content part concentrated on issues related to the company's strategy, which is the basis for corporate branding. These questions measured the employees' individual attitude and feelings, as well as the general awareness and understanding of the strategy dimensions. There were altogether six question entities enlightening these topics.

The second part of the questionnaire consisted of questions related to the corporate brand. The employees were asked to describe the imagined image of the company as well as to define the image the company strives for. This question set clarified also who the employees see as responsible for building and maintaining the corporate brand. There was an 11 part question entity using statements with a Likert scale mapping the overall comprehension of the brand issues among employees.

The third part dealt with the employees' brand behaviour. This part investigated the employees' willingness and readiness to benefit the corporate brand in their actions and communication. The functionality of internal and external communication channels in terms of brand communication were also evaluated in this section.

The fourth section concentrated on the company's organizational identity as experienced by the employees. The employees evaluated the company's ways to operate, the importance of defined strategic key issues and described what Ruukki means to them. The aspect of organizational identification was also covered in this part.

4.3.3 Language versions

The research questionnaire was made in Finnish and also translated into English. It was commonly agreed with the supervisors from both the case organization and university that the two language versions could be regarded as comparable. It was argued that as English is the corporate language of the company, non-Finnish speakers should be able to give answers even if English was not their native tongue. Even more language versions would have meant difficulties in controlling consistency of the contents and challenges with the technical support of the inquiry software. The answers were handled with inquiry software Survette. The software made it possible to cover the two language versions simultaneously.

4.3.4 Challenges

A few matters caused challenges for the questionnaire. It would have been an unreasonable amount of work to create individual answering accounts for all the respondents or even respondent groups. That is why there was only one id and password (included in the link to the survey) per language version, in other words there were no restrictions for answering and one could have answered more than once or forwarded the link to a person outside the sample, although this was not very likely to happen.

Another issue possibly diminishing the validity of the survey was that the inquiry software would not allow requiring answers to all the questions, so

the respondent could choose whether to answer a specific question or not and leave some unanswered. However, this showed mainly in open questions, which are most easily left unanswered also in printed questionnaires. And when it comes to printed questionnaires, one cannot force any answers, and questions can be skipped also by mistake, which was possible here too.

Among the random sample there were some people who have no knowledge of English. However, this was inevitable and already considered when defining the size of the sample. Furthermore, a few respondents had received the questionnaire in the wrong language. Three Finnish speakers answered the questionnaire in English and four non-Finnish speakers who had received the Finnish version asked for the English version instead.

In the covering note it was mentioned that it would take about 15 minutes to answer the questionnaire. This proved to be an optimistic estimation, as many respondents used much more time for answering, however, this could have included brakes or other delays in the answering time. Some respondents may have skipped the last questions, because it took them too long to answer it all.

A few of the questions were to some extent biased. This could have been avoided by using open questions, but this was not feasible considering the quantitative nature of the research and number of respondents. The answering options in the "possibly biased" questions were partly given to widen the respondents' perspective, because when there would have been no ready options to choose from, the answers could have been difficult to handle or could have produced useless data.

4.4 Data collection

First the plan was to place the questionnaire in the company's common intranet where it would be available for employees in all countries. However, it was agreed that the survey should be better distinguished from the daily information flow in order to get people's attention and motivate them to answer. So instead of carrying out the survey as an open questionnaire in the

intranet, a random sample was collected among the company's personnel and the link to the electronic survey was sent to them in an email.

4.4.1 A random sample

The corporate Human Resources department of the case organization generally uses a 13 part classification for the organizational functions, and a slightly modified version of this division was used as one variable in the background information in the questionnaire and constituted the basis for the random sample of the survey.

The sample of 1 512 people among the approximately 13 000 employees was collected as a random sample. The collecting of the sample was carried out by making queries in the electronic phone book of the company. The search terms used in the queries were according to the function partition of the Human Resources department.

The number of 1 512 people was chosen as the target sample as it was the total number of matches in the phone book according to the HR function terms. The number of answers for these 1 512 sent questionnaires seemed a manageable amount in a Master's thesis. According to earlier corporation wide surveys, such as the personnel survey or opinion surveys for communication channels, the answering percentage was expected to be around 50.

4.4.2 Noticeable matters

Every employee belongs to one (or more) of the functions, so this way everyone had equal possibility to be included in the sample. What should be notified is that the queries were made in English language and this way only those people who had their title in English could match the sample. Usually all the salaried employees have their titles in English, but that is not the case with all workers. It is also a fact that not all workers have personal phone numbers or email addresses, which is also a reason that an employee is not listed in the phone book.

Among the employees there are people who have varying responsibilities and unspecific titles, meeting more than one classification. This is why some

employees had their name mentioned in the sample twice or even three times. The overlapping names were removed and this had no consequences as the sample was not handled according to functions - the only difference made when treating the sample was the language. The language allocation was done according to the researcher's general knowledge of Finnish and foreign names and the unclear cases were checked individually.

4.5 Implementing the research

The electronic survey was carried out using the web-based inquiry software Survette. Survette is a development platform, designed for collecting and analysing different kind of quantitative and qualitative data. As the software is a fully web-based application, the respondents could fill in the questionnaire anytime and anywhere. Nothing more than an internet connection and a web-browser was needed. The Survette software reports the data in percentages and figures, which can be transferable to various statistical analysis and spreadsheet applications.

4.5.1 Pilot survey

The questionnaire was tested twice by a group of pilot respondents from within the company. This test phase was carried out quickly because of a very tight schedule, and possibly with a too narrow perspective to the overall group of targeted employees. The pilot group could have included more employees from different functions, as well as personnel from abroad. However, the pilot testing brought valuable results and the questionnaire was adapted according to the feedback from the testers. The final questionnaire was a result of long-term observation of the company's processes and close co-operation with colleagues from the department of Brand and Communication.

4.5.2 Research procedure

The link to the electronic survey was sent to the non-Finnish speaking employees on Monday 20th March 2006. Finnish employees received their email on the following day, March 21st. Both groups had the same response time, until March 31st, which means approximately ten work days. During the last days of the response time the researcher received a few requests to postpone

the deadline with some days because of the spring time rush. This was agreed.

The link to the survey was sent to the random sample of employees with a covering note (see appendix 2). The emails were sent and signed by the researcher herself aiming to arouse more interest and making it seem less like "harassment with yet another corporate survey". The recipients' names were not visible.

During the response time the researcher received a few emails and phone calls concerning the study. Some wanted to make sure their answers had been received, some asked for confirmation about the answerers' anonymity and some asked questions about the contents of the survey. Also some direct positive feedback on the survey was received. In general the study seemed to have raised conversation and people considered answering meaningful. This observation, however, is the result of feedback via grapevine and single contacts from the company's different units.

There was no reminder message sent to the employees, as the response activity was very good right from the start - in the middle of the answering period there were already enough respondents for the research to bring sensible and reliable results. It is typical for surveys done in the company with similar software that approximately two third of the answers are given in the first couple of days.

5 THE CASE ORGANIZATION: DEFINING THE PRESENT SITUATION

The business environment in the steel industry has changed rapidly during the last decade. Many companies in Ruukki's important customer sectors have merged, focused their mainline businesses and out-sourced non-core functions. Mergers and alliances have taken place in the steel industry, as elsewhere. In this state of flux, Ruukki revamped its strategy in autumn 2003 and operations were organized by customer sectors. The strategy has been fine-tuned yearly since then.

5.1 Presentation of the case organization

Ruukki supplies metal based components, systems and turnkey deliveries to the construction and mechanical engineering industries. The company has a wide selection of metal products and services. Ruukki has operations in 23 countries and employs 13 000 people. Net sales in 2005 totalled EUR 3.7 billion. The company's share is quoted on the Helsinki Exchanges (Rautaruukki Corporation: RTRKS). (http://www.ruukki.com/About-Ruukki.)

The steel company Rautaruukki was founded in 1960 primarily to supply flat steel products for the Finnish shipbuilding and engineering industries. During the 1970s and 1980s Rautaruukki increased strongly its downstream operations and established subsidiaries in the Nordic countries. During the 1990s Rautaruukki expanded its international operations by establishing production plants in several eastern and central European countries. Acquisi-

tions and restructuring of the operations in 2004-2005 have been related to the new strategy implementation.

5.2 Factors behind the change

To stay competitive in a changing environment, many companies attempt radical transformation by adopting a new business model, entering a different industry, merging with another firm or deploying a new global strategy (Bouchikhi & Kimberly 2003, 20). Globally operating steel companies not yet exist. A few of the biggest companies are already reaching for a global way to operate, but this development is just beginning (Ruukki's strategy presentation 2004).

The consolidation development of the steel industry in the Western Europe has led to a point where there are five big and four middle size companies dominating the competition. Compared to those, Ruukki is a rather small player. Ruukki did not see growth potential in traditional steel industry as the company does not have a distinctive competitive advantage against low cost producers. Big players are able to take advantage of economics of scale, and they have access both to low labour and raw material costs. In the Western Europe markets are rather mature, whereas growing in the Eastern and Eastern Central Europe. (Ruukki's strategy presentation 2004.)

Also the price of steel is dropping yearly about one present, which has led the steel companies to invest in service more than earlier. This is a means to develop new earning structures and cut the expenses. Development of special products has alongside the customer service been a central line of development in the steel industry in the recent years. Many companies aim at developing special products, which they could use to differentiate from their competitors and for which the customers would be willing to pay higher price than for standard products. (Ruukki's strategy presentation 2004.)

The trends affecting the steel industry have to do with the branch of business itself and its demand. From the business point of view the major trends are the uniting development of the companies and companies seeking growth from volume. The trends in demand are mainly externalization of functions,

companies aiming to be closer to end customers, and new exploitation objects for steel. In these trends Ruukki saw the new business opportunities. (Ruukki's strategy presentation 2004.)

Ruukki saw an opportunity in customers searching for strong reliable strategic partners and total solutions within construction and mechanical engineering industries. Solution business also reduces the company's exposure to cyclical changes. Solution business offers profitable long term growth that the company is seeking. The centre of gravity for Ruukki's solutions is in Eastern Europe. (Ruukki's strategy presentation 2004.)

5.3 Strategy and vision

In line with the strategy Ruukki opted for in 2003, the objective of the company is to be the most desired supplier of metal-based solutions and metal products to specific customer segments in 2008-2010. This means shifting the company's focus from being a manufacturer of steel products to a supplier of metal based solutions tailored to customers' needs. Ruukki is seeking to generate about half of its net sales in 2007 from solutions business. The solutions will encompass components, systems and integrated deliveries.

The figure below shows the direction of growth Ruukki is seeking in the future.
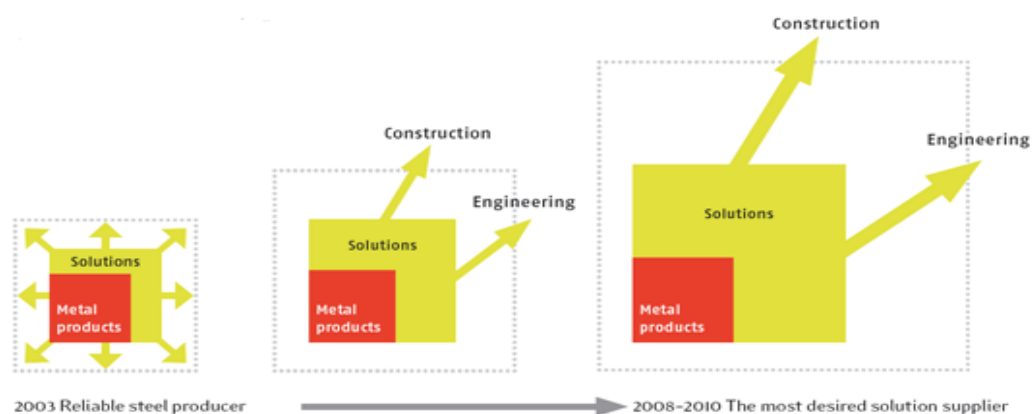
Figure 1. Ruukki's vision: solutions for specific segments based on customer needs (Ruukki's strategy presentation 2004).

The figure below shows in more detail Ruukki's strategic choices that have been fine tuned since 2003.
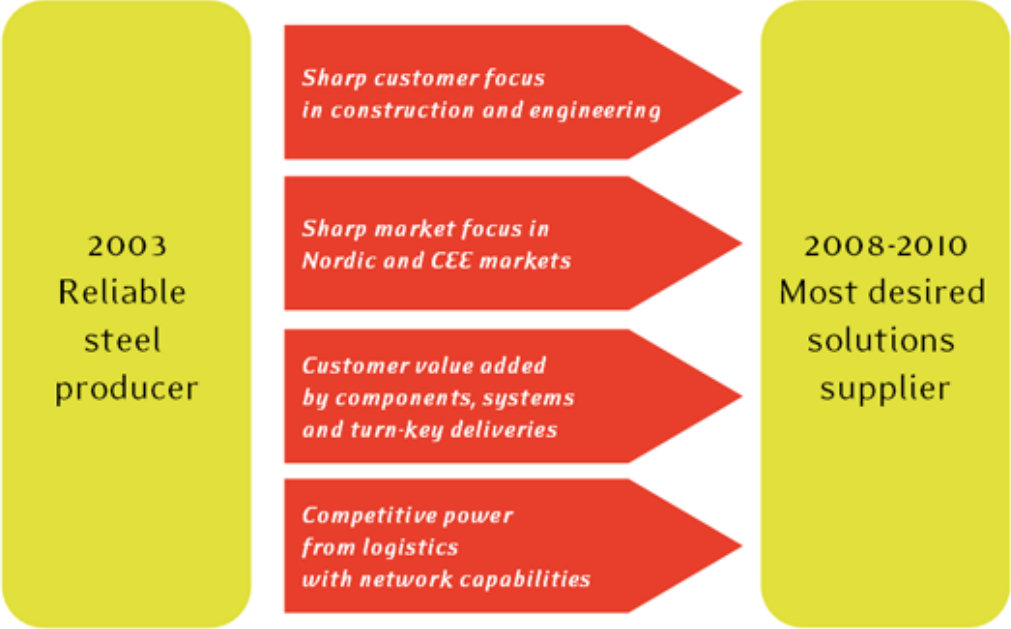
Figure 2. Ruukki's fine tuned strategic choices (Ruukki's strategy presentation 2004).

The figure below shows Ruukki's strategic intent according to each division with customer responsibility.
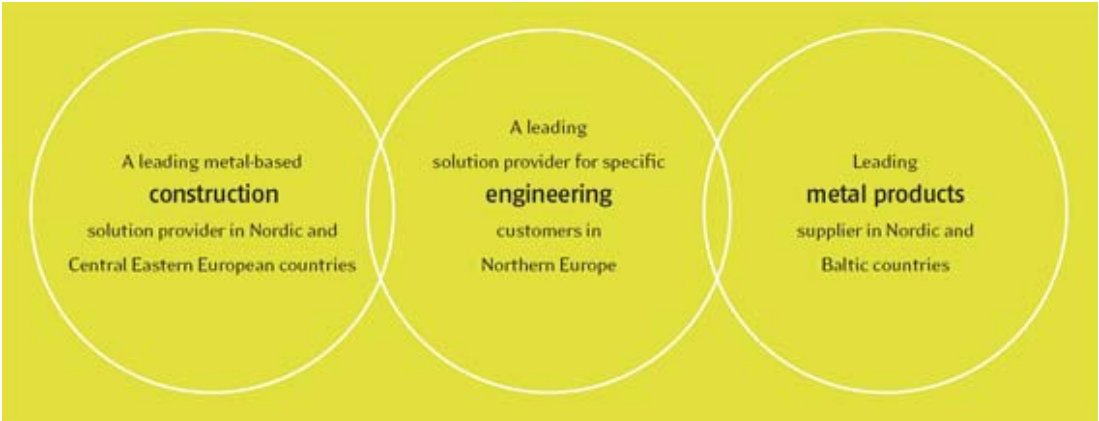
Figure 3. Ruukki's strategic intent (Ruukki's strategy presentation 2004).

According to the new strategy, Ruukki focuses on key customers in Construction and Engineering. Strong profitable growth is achieved through organic growth and focused acquisitions.

The strategy is implemented within the company by establishing simplified corporation wide international administrative structures. The implementation means also designing common organization models, policies and processes to all Ruukki's countries. All support functions of the company, such as HR, finance, IT, logistics, sourcing, R&D and communications have a common target - to bring operational excellence in support of the strategy. The functions are designed cost-effective and aimed at supporting and speeding up the strategy implementation. They are building a solid platform for the changes in corporate structure. The concrete actions that the implementation of the new strategy started in the company were the new business model and organization that supports customer orientation. In other words this meant defining the common core and supporting processes, standardizing the systems, clearing the juridical structure and supporting and strengthening consistent operational culture and values supporting the new strategy. A critical change for Ruukki was aligning under one, unified brand. (Ruukki's strategy presentation 2004.)

The brand has a central role in the overall change within the company. The corporate brand is supposed to concretise the started change and be the direction for the future. The brand Ruukki is based on the company's current strengths. It communicates the change from a doing point of view: Ruukki concentrates on its customers and their needs describing willingness to genuine interaction with the customers. The brand Ruukki strengthens and underlines the corporate destination to build one, unified company. (Ruukki's strategy presentation 2004.)

5.4 The brand Ruukki

Rautaruukki used to be a production and product oriented Steel Corporation that has strong traditions especially in Finland. The corporation consisted of several juridical independent companies, which each had own clear identities and ways to operate. Each unit and location had their own traditions. The corporation operated in 23 countries; the Nordic countries, Baltic states and northern and eastern Europe employing approximately 13 000 people. (Ruukki's strategy presentation 2004.)

The following logos represent the main companies in Rautaruukki Corporation that merged into one entity.

Figure 4. The companies and biggest brands under the Rautaruukki Corporation (2003).

Figure 5. Rautaruukki's change to Ruukki (Ruukki's strategy presentation 2004).

The brand building is based on Ruukki's current strengths. Ruukki has a strong position in the Nordic and Baltic countries. Its customer relationships are mainly long term and in terms of locations Ruukki is close to its customers as well as raw materials. The strengths are also related to extensive know-how of the materials, it realises in the wide product range including special products of high customer value. Modern technology makes efficient production possible. And flexible logistics enable efficient order-delivery processes. These factors form the basis for the corporate brand and bring competitive power for the company. (Ruukki's strategy presentation 2004.)

The chosen strategy for the company is a monolithic Ruukki brand. Ruukki is the only brand in the company - the old product brands remain alive only as names or product codes identifying a special model or product feature but they are not communicated as brands like before. The brand building concentrates on the solution customers in construction and engineering. The main target groups are the customers within commercial construction and lifting and transport equipment industries. The brand Ruukki is especially harnessed to build credibility to the solution business. (Ruukki's strategy presentation 2004.)

The focus of marketing in the corporation was previously on tactical actions and the aim of the change was to develop and coordinate tactical marketing and aim for systematic, managed branding. The change was about methodical planning and efficiency. This way the same effort would give more benefits in terms of visibility and output, but it could be done only by giving up previously overlapping activities.

5.4.1 Ruukki's brand identity

As Kapferer (1992, 32) states, branding is not about asking "How is the brand seen?" - Instead the focus is on the question "What is the brand; what is its basic uniqueness?" The image of the brand is on the receiver's side, but it is the sender's duty to specify the meaning, intention and vocation of the brand - the brand identity. Brand image is a result of decoding, so identity always precedes image (Kapferer 1992, 37).

The brand identity can be diagrammatically represented by Kapferer's six-sided identity prism (Kapferer 1992, 43). The six facets of brand identity are the physique, personality, relationship, culture, customer's reflection and customer's self-image. These facets define the brand's identity and its potential territory. The facets form a structured whole, as the content of one facet echoes that of another. (Kapferer 1992, 48.)

First a brand has a physique - it is a combination of independent characteristics which may be either prominent or dormant. Physique is the brand's basis. To bestow personality on a brand one can provide it with e.g. a spokes-

person. Next to this, the brand has its own culture, a system of values, as a source of inspiration and brand energy. The cultural facet relates to the basic principles governing the brand in its outward signs and providing the link between brand and firm, particularly when they are the same name. (Kapferer 1992, 43-46.)

A brand is a relationship, providing the opportunity for an intangible exchange between persons and reflecting the customers' image. Brands are used by consumers to build up and convey their own identity. They have an emblematic value in the eyes of the beholder. If a brand does not manage the customers' reflection attached to its name, the competition will do it. (Kapferer 1992, 47.)

Yet another facet of brand identity is customers' self-image. If reflection is the target's outward mirror, the self-image is the target's own internal mirror. Through our attitude toward certain brands, we develop a certain type of inner relationship with ourselves. (Kapferer 1992, 47-48.)

The figure below evaluates the six identity facets from the point of view of Ruukki's brand identity.
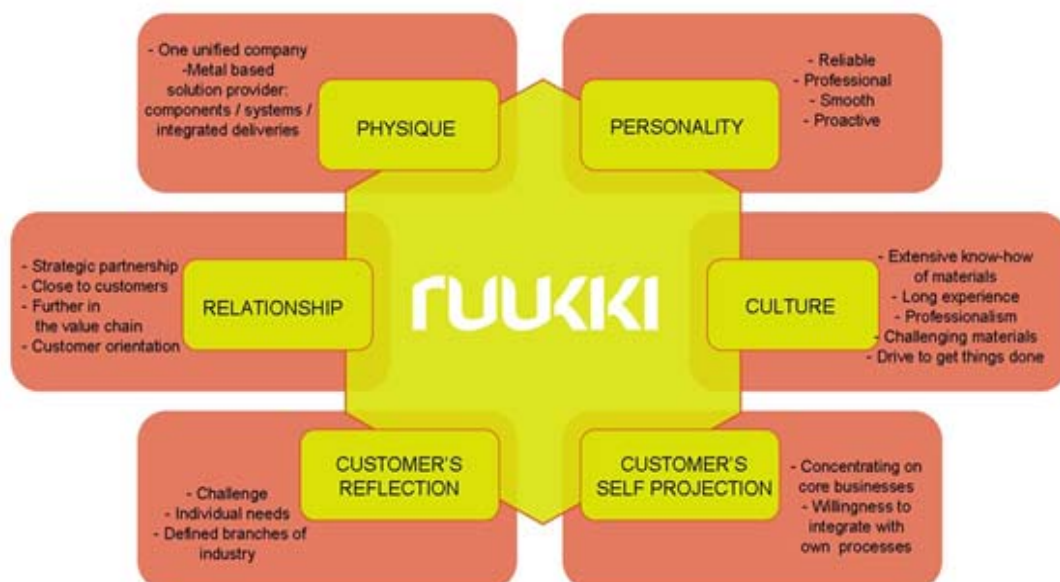
Figure 6. Kapferer's brand identity prism with Ruukki's identity facets.

The objective state Ruukki wants to achieve in the minds of its stakeholders is based on the brand's personality and its communication. The core attribute of Ruukki's brand personality is responsibility. Ruukki bears its responsibility for its customers' success. Ruukki is a metal expert the customer can rely on all the way. The supporting attributes for Ruukki's brand communication are professionalism, smoothness and proactiveness. Professionalism refers to Ruukki's extensive know-how of materials, which form the basis for both Ruukki's and its customers' success. Smoothness means that customers find it easy and smooth to work with Ruukki. Proactivity goes together with the customer oriented business model of the company - Ruukki's continuous development and flexibility form the company's competitive edge. The brand incorporates the promise that Ruukki regards the customers' challenges its own. (Ruukki's brand strategy presentation 2004.)

5.4.2 Brand promise: More With Metals

Ruukki's brand promise "More with Metals" is defined in the brand communication as follows: "Ruukki is a metal expert you can rely on all the way, whenever you need metal based materials, components, systems or total solutions. We constantly develop our product range and operating models to match your needs." (Ruukki's brand strategy presentation 2004.)

In practise the promise incorporates the company's objective intent; how is Ruukki more. Ruukki wants to be regarded as more than a steel mill, as a serving provider. Ruukki wants to grow its responsibility and role as a part of the customers' processes and business. It means that Ruukki is more than the material supplier. The company means professionally skilled personnel who are experienced metal experts, who recognize the customers' needs by offering them always the best possible solutions. Ruukki is also more than the sum of its parts (e.g. the former companies). The company's common vision and strategy and common ways to operate help Ruukki serve its customers in a best possible and cost-effective way. (Ruukki's brand strategy presentation 2004.)

6 RESEARCH RESULTS

This chapter brings together the main results of the research. The answers are gathered under themes and further under the questions from the survey questionnaire (appendix 1). Analysis and conclusions, as well as cross references of the data follow in the subchapters. Cross references are provided in appendix 3.

The results of each question are presented as a summary of the whole sample and then question-specifically according to some of the background variables. When describing the results the emphasis is on aspects related to the research questions of this thesis. In terms of each variable, only the categories with a sensible amount of respondents are considered. A few of the questions in the questionnaire are not discussed in this summary, as they were included just to bring further information for the case organization.

6.1 Answering activity

The research questionnaire was sent in total to 1512 of Ruukki's employees. No error messages for undelivered research invitations were received. However, there were out-of-office messages from 101 employees. But as the response time was almost two weeks, most of those people out-of-office were reached after all.

The total number of respondents in this survey was 626. That makes the general answering percentage 41,4. A division cannot be made according to background variables (which respondent group answered most actively) as

there are no statistics of the background information for the total sum of 1512 potential respondents.

There had been quite a lot of different surveys carried out recently in the company, which makes it more difficult to stimulate employees to answer one more. There are no statistics available to show why a person would or would not answer the questionnaire, but it seems obvious that an obstacle in this case was the language - the English questionnaire was received by 498 employees, and presumably only a few of them speak English as their native tongue. Other reasons for not answering the study may have been lack of time during work days, lack of interest in this topic or frustration with the fact that so many surveys were carried out in such a short time period. A few email replies were received saying that it is not reasonable to answer if the person has either just been recruited or is leaving the company in the near future. The latter reasons are inevitable consequences of the random sample.

6.2 Respondents' background distribution

The background information was collected to see how the results varied in terms of different organizational groups, countries and working time in the company. This chapter presents a distribution of the respondents on the basis of the survey's background variables with diagrams. An answer was required to all background variables. The background information is headlined under the exact questions used in the survey.

WHICH UNIT DO YOU REPRESENT?

The different units of the corporation were represented in the study as follows: Corporate headquarters 87 (13,9 % of all respondents) and the divisions with customer responsibility, i.e. Construction 122 (19,5 %), Engineering 38 (6,1 %) and Metals 128 (20,4 %). 209 (33,4 %) of the respondents work in Production and 28 (4,5 %) in Logistics. 14 respondents (2,2 %) marked their unit as "Other".
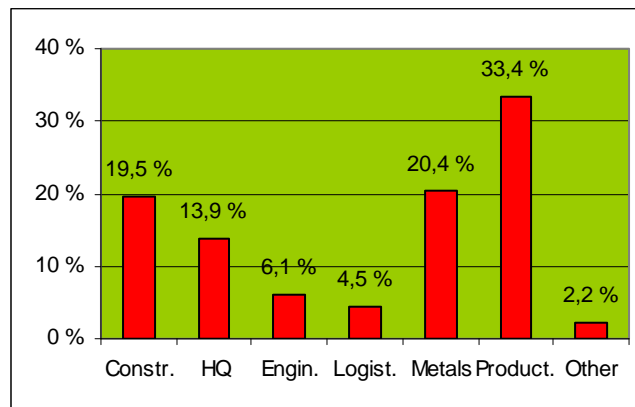
Figure 7. Respondents' distribution according to respective units.

Compared to the amount of personnel working in each division (Figure 8) (Rautaruukki Annual Report, 2005), not all units are represented equally. This is the result of the random sample. In the figure below, Logistics is counted into the divisions and Other equals "Supporting functions".
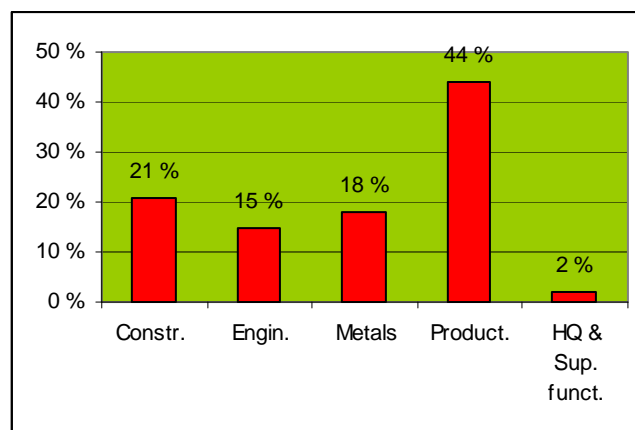
Figure 8. Personnel by division at 31.12.2005 (Rautaruukki Annual Report, 2005).

However, the respondent indications are adequate to meet the goals of this research in terms of reaching all units. One lack worth mentioning in the unit specific representation is the low amount of answers from Engineering. It would have been informative to have more emphasis in that unit as it is one of the two solution divisions with major strategic importance.

IN WHICH COUNTRY IS YOUR UNIT SITUATED?

The following figures (9 and 10) show the comparison between the quantity of answers from all Ruukki's countries and the true amount of personnel

working in them. However, the personnel figures vary a lot due to big acquisitions and divestments, e.g. since the publication of Annual Report 2005 (source for the true amounts) Russia has gained over a thousand new employees. The number of respondents in each country are: China 3, Croatia 0, Czech Republic 8, Denmark 1, Estonia 8, Finland 444, France 2, Germany 14, Hungary 3, Latvia 7, Lithuania 8, Netherlands 1, Norway 21, Poland 19, Romania 13, Russia 13, Serbia 0, Slovak Republic 11, Slovenia 2, Spain 1, Sweden 35, Ukraine 6 and United Kingdom 6. To enable the cross references of the data, the countries are being grouped into six categories: Baltics (23 respondents), CEE countries (56 respondents), Finland (444 respondents), Other Nordic countries (57 respondents), Ukraine and Russia (19 respondents), and Other countries 27 respondents).
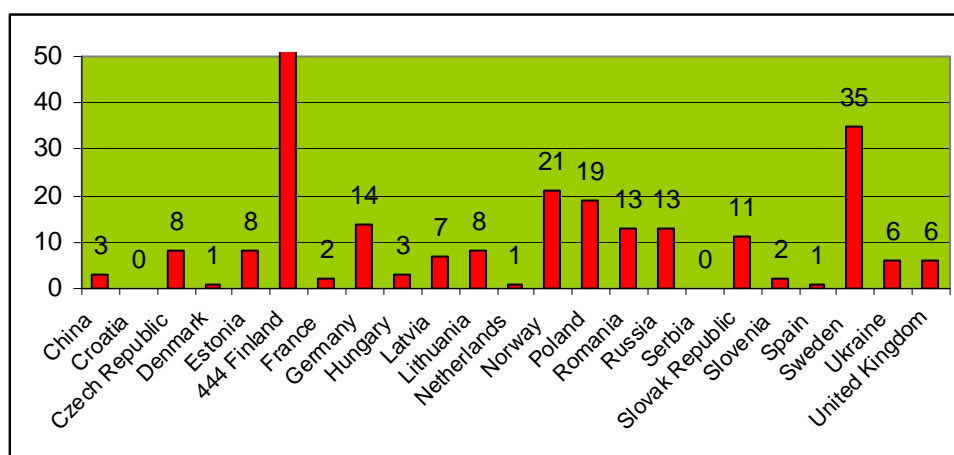
Figure 9. Respondents' distribution according to respective countries.
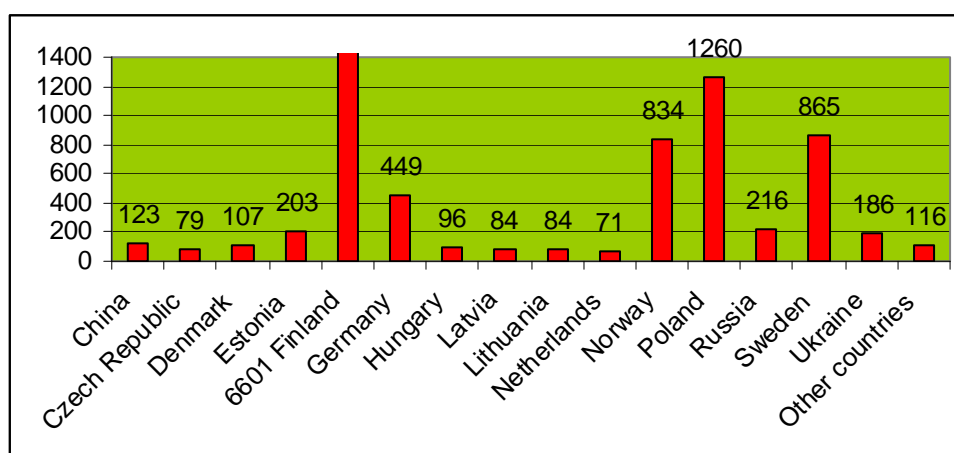
Figure 10. Personnel by country at the year end (Rautaruukki Annual Report 2005).

Over 70 % of the answers came from Finland. This is reasonable as the Finnish questionnaire was sent to 1014 employees and the English one to 498 employees. Accordingly the answering percentage among Finns was 44,2 and among respondents from other countries 35,8. Noticeable factor regarding this matter is the language: Finns were the only ones answering in their native tongue (in addition to the six persons from UK).

HOW LONG HAVE YOU WORKED IN RAUTARUUKKI CORPORATION (OR ITS PREDECESSORS)?

The employees' working time in the corporation was divided into five categories: Less than 1 year (42 respondents), 1 to less than 2 years (46), 2 to less than 5 years (87), 5 to less than 15 years (202) and More than 15 years (249).
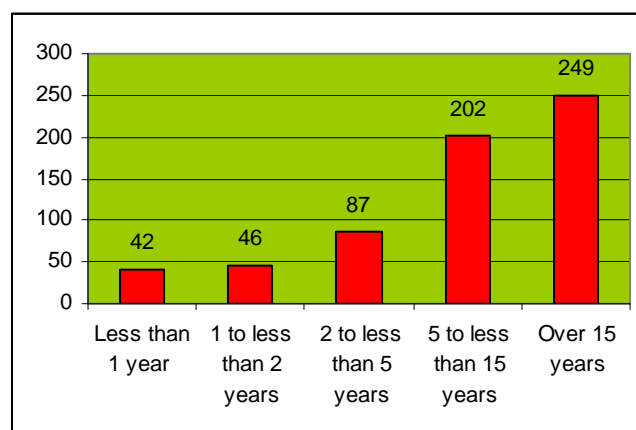
Figure 11. Respondents' distribution according to working time.

The clear majority of employees with working time for over 15 years are from Production (56,5 %) and then Metals (37,5 %). The percentage of new employees in the sample (less than 1 year in the company) is biggest in Engineering (18,5 %), then headquarters (12,5 %) and Construction (9 %).

WHAT IS YOUR AREA OF RESPONSIBILITY?

The employees' areas of responsibility were divided imitating the 13 part classification which the corporate Human Resources department uses for the organizational functions. This division realises in the respondents as follows:

General Management 12 (1,9 % of all respondents), Sales, Product Managers, Product Marketing 150 (24 %), Treasury and Finance 59 (9,4 %), R&D 75 (12 %), Brand, Communication, Marketing Communication 29 (4,6 %), Logistics 48 (7,7 %), Production 56 (8,9 %), Maintenance 40 (6,4 %), IT 48 (7,7 %), Legal Affairs 2 (0,3 %), HR 39 (6,2 %), Admin services 21 (3,4 %) and Other 47 (7,5 %).
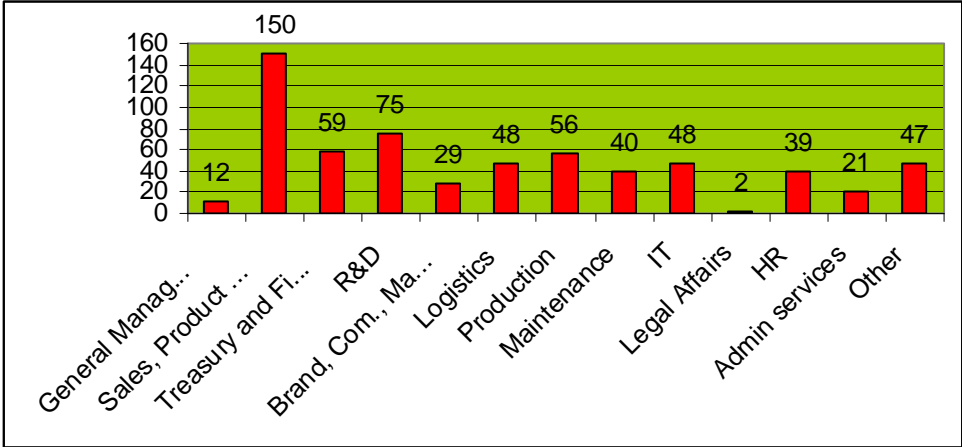
Figure 12. Respondents' distribution according to areas of responsibility.

WHICH PERSONNEL GROUP DO YOU BELONG TO?

In the sample 40 of the respondents (6,4 % of all) belong to Ruukki's top management. The majority (90,4 %) of the respondents are salaried employees (566). Workers are being represented by 20 answers (3,2 %). The low percentage of answers among workers can be explained by the fact that not nearly all workers have individual contact details (e-mail address or direct phone number) in the company's electronic phone book and that is why so few of them hit the random sample. All in all, basically the random sample can be interpreted to concern just salaried employees.

DO YOU HAVE SUBORDINATES?

221 (35 %) of the respondents have subordinates reporting to them, whereas 405 (65 %) are not in a supervisor position.

6.3 Strategy

The first content part of the questionnaire concentrates on issues related to the company's strategy. These questions measure the employees' individual attitude and feelings, as well as the general awareness and understanding of the strategy dimensions. Altogether there are five question entities enlightening these topics.

UNDERSTANDING AND APPROVAL OF THE STRATEGY

The first three questions (as one entity) measure the understanding of the strategy, its effects on employees' personal work tasks and individual opinion about whether the strategy is the right one. The questions were put in the form of statements, which the respondents evaluated on a Likert scale.

The first statement "I have a clear sense of what Ruukki's strategy stands for" represents the idea that if employees understand the strategy this may help the understanding of the corporate brand. This question gained 623 answers.

As figure 13 shows, 37 % of the respondents (228) agree fully (they have a clear sense of what Ruukki's strategy stands for) and 53 % (337) agree to some extent. 7 % (42) disagree to some extent and 1 % disagree fully. 2 % cannot say.
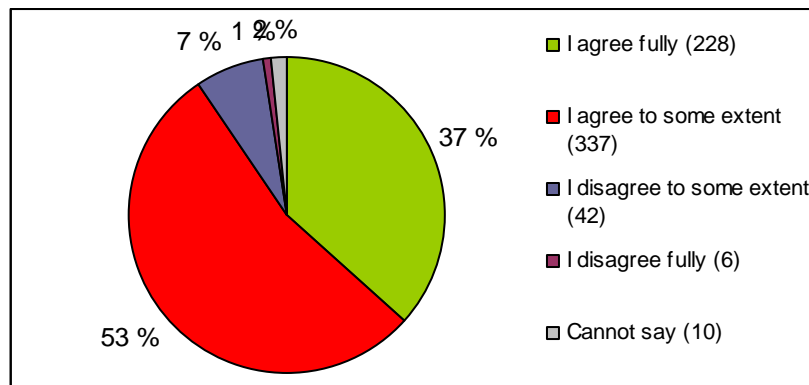
Figure 13. Employees' evaluation about their personal understanding of the strategy.

Most confident about their personal understanding of the company's strategy are the employees of Engineering division (55 % agrees fully). Most unsure are the employees of Metals (10 % disagree to some extent and 3 % disagree fully). Clearly the most positive view about their knowledge of the strategy is found among those who have worked for Ruukki for one to two years. In terms of areas of responsibility these are not surprisingly General Management (67 % agrees fully) and employees in Brand, Communication and Marketing Communication (55 % agrees fully).

The second statement "I realise how the strategy affects my work" was chosen on the assumption that in order to understand the strategy the employee should be aware of how it affects his/her personal work. 624 respondents answered this question. This question is intertwined with the next one concerning employees' comprehension about their own role in the brand building process. If a respondent does not understand how the strategy affects his/her personal work tasks, how could he/she imagine having a central role in the brand building?

33 % (207) of the respondents agree fully (they realise how the strategy affects their work) and 49 % (303) agree to some extent. 14 % (87) disagree to some extent and 2 % disagree fully. The rest 2 % cannot say.
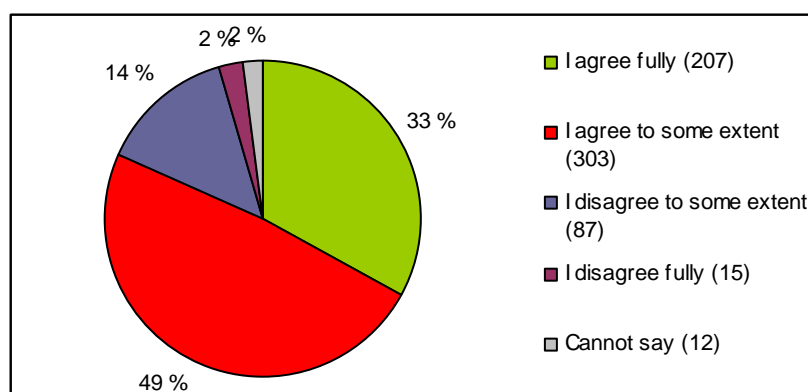
Figure 14. Employees' evaluation about their awareness of how the strategy affects their work.

Again, employees in Engineering have the most positive feeling about identifying how the strategy affects their work (53 % agree fully). Production is the

unit where employees feel most uncertain about the effects (18 % disagree to some extent and 4 % disagrees fully). Working time in the company seems to have a lot to do with the awareness of strategy effects: most clearly the strategy effects are being seen by those who have been employed by Ruukki for just one to two years (48 % agrees fully) or less than that (43 % agrees fully). This is most likely because of greater emphasis on the strategy training related to recruiting and acquaintance of the new employees. When it comes to areas of responsibility, General Management feels most confident about the strategy effects (75 % agrees fully), as can be assumed. Secondly comes employees of Brand, Communication and Marketing Communication (52 % agrees fully) and thirdly Sales, Product Managers and Product Marketing (42 % agrees fully).

The last statement "I feel that Ruukki's current strategic direction is the right one" in the first question entity is a direct question about whether the employees believe in the company's strategy. In order to fully benefit the corporate brand with own actions, employees must have faith in the strategy, i.e. in the company. 624 respondents answered this question.

36 % (226) of the respondents agree fully with this statement (they feel that Ruukki's current strategic direction is the right one) and 49 % (300) agree to some extent. 9 % (58) disagree to some extent and 1 % disagrees fully. 5 % (31) cannot say.
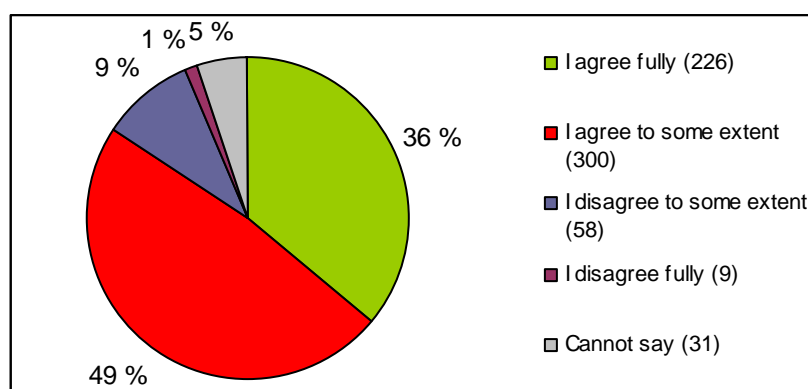
Figure 15. Employees' evaluation about the correctness of the strategy.

The most positive feeling about the correctness of the chosen strategy exists among personnel in Engineering (55 % agrees fully) and Construction (48 % agrees fully) divisions, as well as headquarters (53 % agrees fully). The outcome reflects the strategic importance of those two exact divisions, in which the "solutions provider" ideology is becoming reality. Most negative view towards the strategy is in Metals (17 % disagrees to some extent and 3 % disagrees fully). In terms of working time the most positive view is among newcomers of less than two years in Ruukki (over 50 % agrees fully). Responsibility wise the employees of Brand, Communication and Marketing Communication have the biggest trust in the strategy (55 % agrees fully), even bigger than in General Management (50 % agrees fully).

SUCCESS OF STRATEGY IMPLEMENTATION

Second question (623 answers) gives the respondent verbally formatted alternatives to evaluate, how the implementation of the strategy has been done. The answers were divided as follows: 4 % of the respondents are of the opinion that "the strategy implementation has been done very well and people are committed to the strategy". Clear majority, 68,9 %, evaluates the strategy implementation as being "done quite well and people understand the strategy". However, as much as 19,9 % claim that "the strategy is unknown to people as it is done quite poorly". Only two respondents think "it is done very poorly and the strategy is resisted". The rest (6,9 %) cannot say.
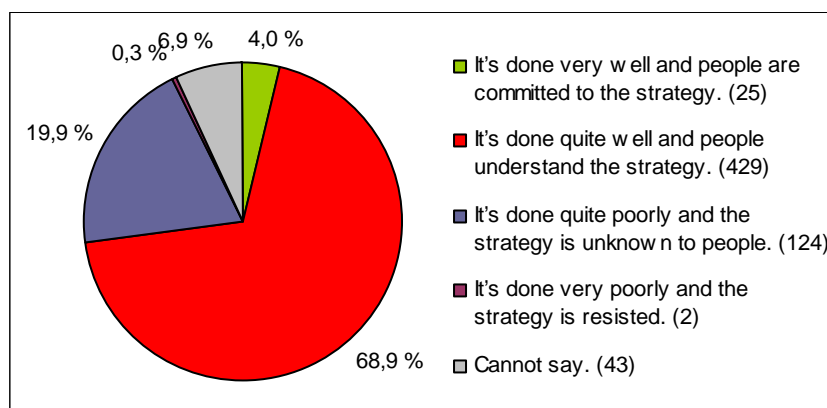
Figure 16. Employees' opinions about the strategy implementation.

In general, to point out the actual differences between respondent groups, the answer options were be grouped in twos - which of the respondent groups think positively and which negatively about the strategy implementation. This way the cross references (Appendix 3) bring the following result: Employees working in Engineering (84,21 %) and Metals (77,17 %) have the most positive opinion (strategy implemented very well or quite well), whereas people in Logistics are the most critical (28,57 % considers strategy implementation quite poor).

In terms of countries, clearly the most positive views are in Baltics (91,31 %) and most negative in Russia and Ukraine (31,58 % quite poor). By areas of responsibility, most positively think the employees working in 'Sales, Product Managers and Product Marketing' (78,38 %), 'Production' (78,19 %) and 'R&D' (76 %). Employees in supervisor position regard strategy implementation generally a bit better (82,73 % think positively) than those who have no subordinates (67,5 %).

CUSTOMERS' MAIN REASONS FOR CHOOSING RUUKKI

This question arises from the customer satisfaction surveys carried out previous year in the company - the answer options are more or less the same. This was done to see if the employees' intuition about "why customers buy from Ruukki" correlates with the answers received from the customers and to give the results a comparable format.

The respondents were asked to mark five characteristics that they consider as most crucial for customers to buy from or co-operate with Ruukki. At the moment employees think that customers choose Ruukki mainly, because it 1) is reliable (394 answers), 2) provides high quality (372 answers), 3) has wide range of products and services (309 answers), 4) is accurate in deliveries (254 answers) and 5) has good technical know-how and consulting (248 answers). The rest of the employees comprehensions are presented in the figure below.
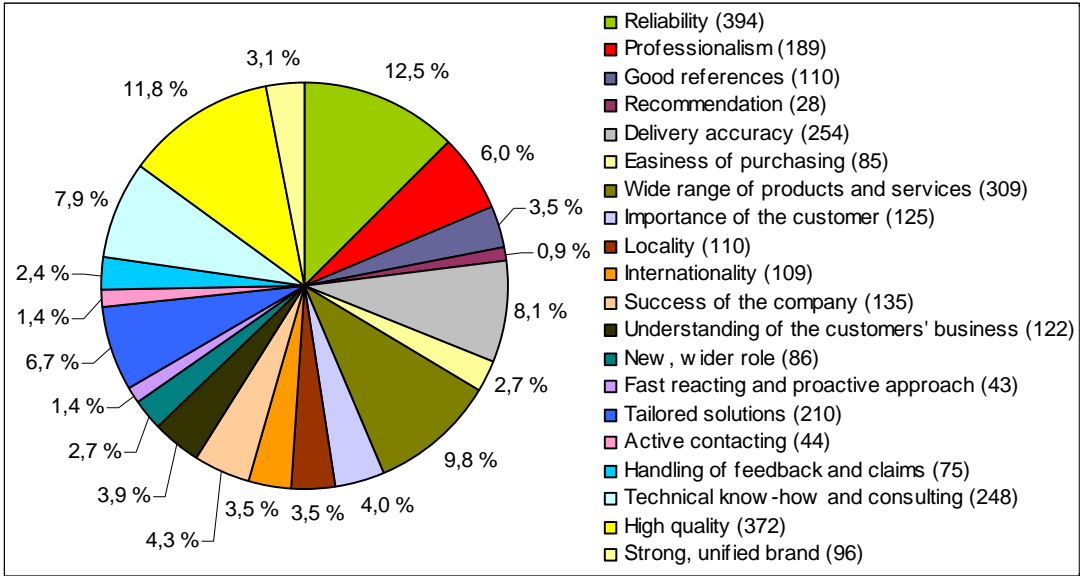
Figure 17. Employees' comprehension about what are the reasons for customers to buy from Ruukki at the moment.

The next question measures the difference in people's comprehensions in the following two years. In the year 2008 employees value the reasons for customers to choose Ruukki as follows: Ruukki 1) is reliable (363), 2) is accurate in deliveries (297), 3) provides high quality (291), 4) offers tailored solutions to customers' challenges (258) and 5) has wide range of products and services (220) and good technical know-how and consulting (206).
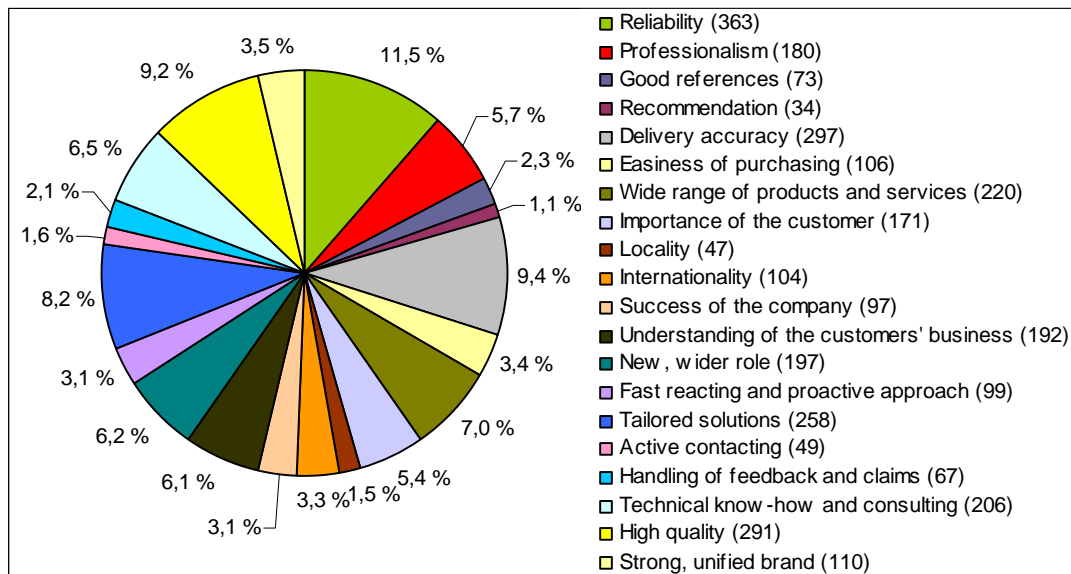
Figure 18. Employees' comprehension about what are the reasons for customers to buy from Ruukki in the year 2008.

As the Figures above show, there were no big differences in the employees' thoughts between the time of the research and the year 2008. Tailored solutions to customers' challenges came up a bit - which is the strategic objective - but not significantly, as its share was already now quite high.

The main attributes of Ruukki's brand communication did not stand out among the characteristics - except for reliability, which was considered the most important characteristic in both questions. The importance of the unified Ruukki brand was valued a bit more in 2008, which would be a logical continuance for its increasing awareness. In general the brand was not rated too high on the list, which is understandable: For the respondents it could appear controversial to think about the brand as an independent reason to buy or co-operate with a company compared to a concrete characteristic such as quality. However, the biggest increase in the value of a strong unified brand was found among the functions Brand, Communication, Marketing Communication (from 2 % - 6,5 %) and General Management (from 0 % - 3,6 %). This is a natural outcome as General Management has been leading the change into a unified company and Communications and Marketing has been a pioneer in many of the applications as well as given an identity to the new brand. It seems to be also about believing in what you do. What is par-

ticular about the results, is that still "now" the General Management not yet see the brand making a difference in customers decision making.

SOURCES OF RUUKKI'S COMPETITIVE POWER

In the next question, the respondents were asked to evaluate the sources of Ruukki's competitive power. The alternatives were collected from the strategy presentations stating the strengths Ruukki brand is built upon. The question had ready answer options, among which the respondent should choose three. There was also an "Other, what?" option included.

The respondents saw high quality as the most important source of Ruukki's competitive power (18% of the answers). Other generally important sources were long term customer relationships (14 %), wide product and service range (13 %) and strong position in the Nordic and Baltic countries (13 %).
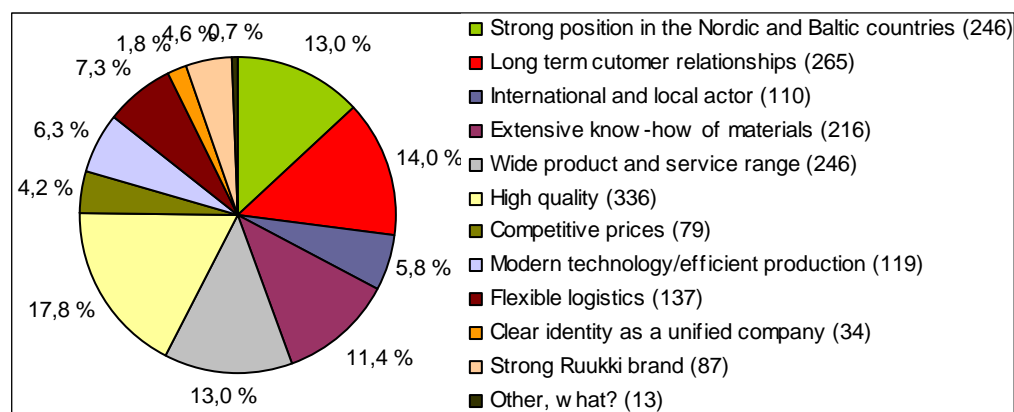
Figure 19. Sources of Ruukki's competitive power according to employees.

Both of the most interesting characteristics in terms of this survey, "Clear identity as a unified company" and "Strong Ruukki brand" gained rather little support in this question altogether. The units among which those two received most support were the both solutions divisions and corporate headquarters. Geographically strong brand was valued especially in the Baltics and even more in Russia and Ukraine.

The role of "Strong Ruukki Brand" as one of the most important sources of competitive power is emphasised among employees with less than a year of experience in the company. The percentual value is almost double compared

to more experienced employees, even though there is no actual correlation between the working time and this answer option. This result could come from the effect of Ruukki's employer image - the new employee has paid attention maybe more to the image factor than other sources of competitive power as being recruited by the company within the past year.

Most distinctive of the other sources of Ruukki's competitive power (number of other answers) was mastering the value chain all the way to the end customer and understanding what "added value" means in the business.

6.4 Brand

The second part of the questionnaire consists of questions related to the corporate brand. The employees were asked to describe the imagined image of the company as well as define the image the company strives for. This question set clarifies who the employees see as responsible for building and maintaining the corporate brand. There is also a question set with 11 statements on the Likert scale mapping the overall comprehension of the brand issues among employees.

IMAGINED IMAGE AMONG CUSTOMERS

In the first brand related question the respondents (531) were asked to describe by adjectives the imagined image they think Ruukki has among its customers. To ease the answering, two adjectives were given as examples: profitable and smooth, both of which are mentioned in the company's "brand personality" presentation as being desired characteristics for Ruukki. The respondent's unit was chosen as the distributive variable to classify the employees' comprehensions. Five of the most often mentioned adjectives are taken into account in this summary.

All the units had very similar views about Ruukki's image among customers. There were actually hardly any differences at all in the descriptions between the units. Basically all the mentioned characteristics were positive. 'Expensive' was the only adjective that can be interpreted either as positive or as negative. Expensiveness occurred among all the divisions with customer responsibility, i.e. Construction, Engineering and Metals. 'Reliability' was the

primary characteristic in all groups. 'High quality' was in the top 5 in all units despite Engineering, and the same goes for 'Profitable' in all other units than Metals. Construction, Corporate headquarters and Engineering emphasised 'Professionalism' as being distinctive to Ruukki's image, and the high rated characteristic in Metals - 'Competence' - can be interpreted as having about the same meaning. According to respondents in Logistics, Metals and Production, an important part of Ruukki's image are 'Flexibility' and 'Speed'. Other prime characteristics were 'Successful' (HQ), 'Solid' (Engineering) and 'International' (Others).

OBJECTIVE IMAGE

The next question "What kind of image Ruukki wants to achieve in the minds of its customers?" was asked to find out, whether the employees are aware of how Ruukki wants to be seen among the customers. The same example adjectives were given also in this question. This question, as well as the previous one, was formed a bit insufficiently - 'Customers' represent all the company's external stakeholders. However, there is no reason not to generalize the answers to contain the whole net of stakeholders.

532 respondents answered this question. 'Reliable' is the most up rated characteristic in terms of the image Ruukki strives for. All units considered it the most or the second most important attribute. 'Flexibility' was another characteristic that appeared in the five most mentioned of all units' responses. Construction, Corporate headquarters, Engineering and Production emphasized also 'Customer orientation' or 'Focus on customer' as part of the desired image. 'Profitability' and 'High quality' were among almost all units' top fives. Other listed characteristics were the same as in the imagined image: 'Professional', 'Competent' and 'Fast'. Accuracy of logistics came up in Logistics, Production and Other units.

As a sum up of the two questions, the respondents think very positively about Ruukki's current image. They claim that Ruukki's image is at the moment for a big part already what it is desired to be. The desired characteristics that were most often mentioned in the different units are mainly the key attributes determined for Ruukki or the focus areas Ruukki wants to be

known for (according to Ruukki's brand strategy presentation, 2004). This tells that the respondents are well aware of Ruukki's ambitions in terms of the objectives regarding brand strategy. Mapping the imagined and objective image of Ruukki from the employees' point of view gives hints of the success of internal implementation of the corporate brand. These results support the assumption that the aim is clear, whereas the actual realization of the brand (and what the branding is about) is yet a bit confusing.

RESPONSIBILITY FOR BRAND BUILDING

Aiming at finding out the attitudes towards brand building and how it is generally seen in the company, the respondents were asked to name the instance they see as responsible for building and maintaining the Ruukki brand. The respondent could choose one or more of the given options and name another one if needed.

This question was formed in a bit biased way, and the respondent could easily get an impression of there being a "right answer" to it. That explains why "Everyone at Ruukki" was marked by almost all respondents. This could have been avoided by letting the respondents choose only one option and form the question saying "mainly responsible". However, almost all respondents marked also another option, which tells more about the true opinion towards the issue.

526 respondents consider brand building as belonging to "Everyone at Ruukki". 129 see it as "Top management's work", "Sales persons" are responsible according to 76 respondents. 152 respondents name "All persons working in the customer interface" responsible for brand building, 51 name "Corporate headquarters" and 131 "Marketing/Communications persons". The "Other, who?" option did not bring any further suggestions - all reasonable answers were already listed among the given options.
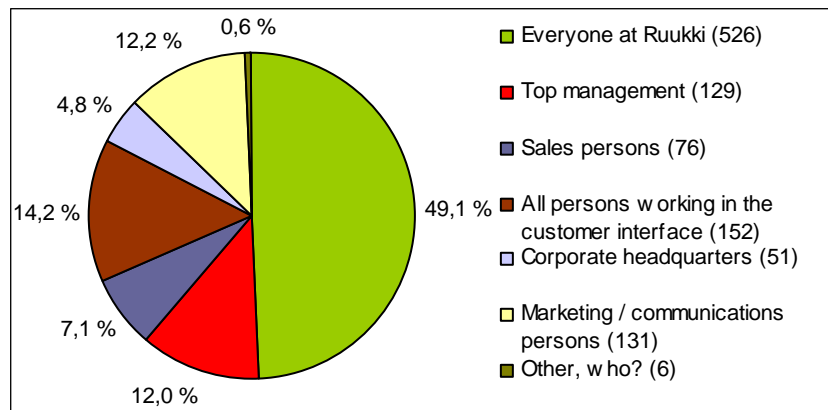
Figure 20. Employees' opinion about who is responsible for brand building.

In this question it is most interesting to regard the answers from two per-spectives: unit and area of responsibility. This is because the given answer options already include certain expectations about who would generally be considered as having the responsibility for brand building, and the division refers to the two background variables. What can be said in general, brand building is considered more as the job of marketing than it is of sales. On the other hand, all persons in the customer interface already include the sales personnel, just in a wider context and that option was rated highest of the three.

Respondents from Brand, Communication and Marketing Communication are most clearly of the opinion that brand building is everyone's job in the organization (82,9 %). The second biggest rates were for customer interface and their own function (5,7 % for both). Also General Management empha-sised everyone's personal role, and the second most responsible party in their answers was Top Management (13 %). Respondents from Corporate headquarters stresses the responsibility of Top Management (14,5 %) as well as Customer interface (14,5 %). Their point of view could be explained by the fact that there are not so many people working directly in the customer inter-face in the headquarters.

EMPLOYEES' UNDERSTANDING OF THE BRAND ISSUES

The next set of questions was formulated as statements, which the respon-dents evaluated - whether they agree with them or not - on a Likert scale. There were two different types of statements (11 altogether) in the list: fact

based statements deriving from the brand strategy (e.g. "Building a unified Ruukki brand requires transparency of actions.") and opinions (e.g. "Ruukki's visual identity is good."). The opinion statements measure the general attitude towards the brand building in the organization and the strategy driven statements represented the ideal understanding of the Ruukki brand; what makes the brand "happen" in and around the organization. Additionally they deepen the opinion statements in terms of employees' attitudes.

All the statements are formed positively to ease the answering of employees not so familiar with the brand issues. In a way, both statement types naturally have the "ideal" or "correct" answer, but yet they bring quite varying results. By evaluating the respondents' opinions about the issues covered in the statements, one can figure out a lot about the level of understanding of the brand in general as well as willingness to operate to benefit the corporate brand.

The statements are listed here in the same order as in the questionnaire and they are numbered for the statistical presentation. After each statement there is a short explanation for it, i.e. what the researcher wanted to find out with the statement in question. 1) "It is clear to me why Rautaruukki chose to build a unified Ruukki brand." Do the employees understand the basis of corporate branding - the idea behind one unified company and brand? 2) "I understand what brand means." Do the employees know what branding is about? 3) "The main goal of Ruukki brand is to build credibility for the company's solutions business." Are the employees aware of the aim of corporate branding in Ruukki? 4) Ruukki brand is a tool for implementing the strategy. Do the employees see the connection between the strategy and brand? 5) "Ruukki brand supports the sales." Are the employees of the opinion that at the end the idea behind corporate brand building is to increase sales? 6) "Building a unified Ruukki brand requires company-wide unified ways to operate." What is the attitude among personnel to all the changes for unifying operations? 7) "Building a unified Ruukki brand requires transparency of actions." Are the employees ready to share information that was previously needles to report? 8) "Ruukki's customer promises are clear to me." Do the employees know what promises Ruukki aims to deliver? 9) "I know how the

customer benefits for operating with Ruukki." Is the concept "added value" familiar to the employees? 10) "Ruukki's visual identity is good." Is the brand's visuality accepted and appreciated among own personnel? 11) "Ruukki is a fine brand." Are the employees "in" or are they "out" in terms of corporate branding?

The results for these questions are being treated as one entity, as the reporting method required by the question type makes it difficult to compare the results. Attention: In order to begin with the first statement, the figure is to be red from bottom to top.
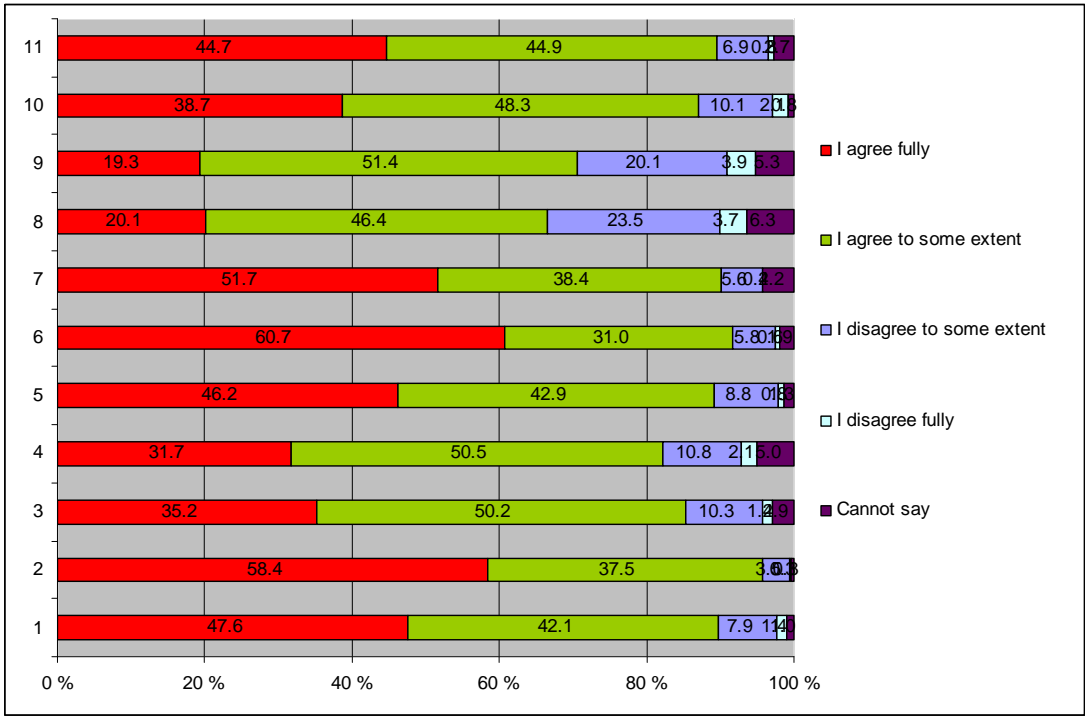
Figure 21. Employees' understanding of the brand issues.

To almost half of all respondents (47,6 %) "it is (fully) clear why Rautaruukki chose to build a unified Ruukki brand". 42 % agree with the statement to some extent. To altogether 9,3 % it is partly or totally unclear. This seems quite a reasonable outcome - the idea of corporate branding seems to be rather clear. 2) The answers to the second statement strengthen the preceding opinions - 58,4 % "understand (fully) what brand means" and as many as 37,5 % agree to some extent. Only 3,9 % disagree. 3) In the first fact based statement the majority (50,2 %) agrees to some extent that "the brand's main

goal is to build credibility to solutions business, 35,2 % agrees fully. 11,7 % of the respondents disagree fully or to some extent. This seems a bit more controversial statement, even though only 1,4 % cannot say. 4) The outcome of the fourth statement is quite similar to the previous one: approximately 50 % agree to some extent that "Ruukki brand is a tool for implementing the strategy" and 31,7 % agree fully. 12,9 % of the respondents do not see the connection between the strategy and brand, as they disagree either fully or to some extent. This statement was more difficult to evaluate as almost 5 % couldn't say. In the statement number 5) almost 90 % agree either fully or to some extent that "Ruukki brand supports the sales". 8,8 % disagree to some extent and 0,8 % disagree fully. The negative associations may be the result of having to give up the "good old brands", the ones that used to sell the products, not about branding in general. 6) Maybe even a bit surprisingly, the sixth statement gained the strongest positive reaction: over 60 % of the respondents agree fully that "Building a unified Ruukki brand requires company-wide unified ways to operate." And over 30 % still agree to some extent. The result indicates respondents' positive attitude towards unifying operations and also good skills to tolerate the change. 7) 51,7 % of the respondents agree fully with the statement "Building a unified Ruukki brand requires transparency of actions" and 38,4 % agrees to some extent. That result leads to an interpretation of there being quite positive atmosphere of sharing information in the company.

The statement number 8) brought the most negative result. The statement "Ruukki's customer promises are clear to me" measures more the understanding and awareness rather than attitude of the employees. The formation of the statement claims to be rather simple, yet it was considered the most difficult of the statements to evaluate: as many as 6,3 % chose the option "Cannot say". 20,1 % agreed fully and 46,4 % to some extent. Altogether 27,2 % disagreed, from which 3,7 % fully. This result is quite interesting in its fundamental level: the employees understanding about Ruukki brand. Although, knowing the promises can appear to a regular employee as something much more complicated than what the Ruukki brand stands for and in that light the result is not really that dramatic. As the matter of fact, this result is emphasized by the results of the following Likert scale with statements valuing employees' brand behaviour. The next statement 9) gained

also somewhat more negative outcome. 23,9 % claimed not to "know how the customer benefits for operating with Ruukki", 3,9 % disagreed fully. In this statement 19,3 % agreed fully and 51,4 % to some extent. This result is quite surprising compared to the previous statements with more positive outcome, but also gives insight on the topic that must be emphasised in internal brand communication - how can the customer gain added value if the benefits are not crystal clear first internally? 10) In the next statement Ruukki brand's visuality is rated way more positive than negative. 38,7 % agrees fully that "Ruukki's visual identity is good" and 48,3 % agrees to some extent. Brand's visuality is not that appreciated by 12,2 % of the respondents. The last statement in this scale is a pure matter of opinion. And the result is rather positive: 11) "Ruukki is a fine brand" is fully the opinion of 44,7 % and to some extent of 44,9 %. Only 0,80 % disagree strongly.

All in all, the results of this scale seem to be clearly stressed to the positive side. Whether that is because of the structure of the statements and the order of the scale, one cannot be sure. Anyway, as a conclusion can be said that generally employees take the brand issues very positively. The critical group of respondents would be the ones who agree or disagree to some extent - they are unsure what to think about many of the issues, but would without a doubt appreciate further guidance in the field. The answers to statements 8 and 9 show the customer orientation and related benefits behind the brand are most unclear of the issues to the employees. Even though the group of "agree to some extent" was rather large (46-54 %), 24-27 % of the respondents disagreed in both questions. Naturally these ones were also considered the most difficult ones to evaluate.

6.5 Brand behaviour

The first question entity in the brand behaviour section - third part of the questionnaire - measures the individual attitudes and opinions about the brand issues.

In the first question there are eight statements concerning the employees' relation to the brand building work within the company, i.e. adequacy of information and communication tools, motivation, confidence, responsibility

and corporate support, as well as individual commitment and participation. The statements were valued on a Likert scale. According to the way the preceding Likert scale was reported, the statements are presented in the same order as in the questionnaire and numbered to ease the interpretation. After each statement there is a short explanation for what it is after.

The four first statements are more or less different ways to ask the same question: are the employees satisfied with internal branding? And the four last statements concentrate on the relevance of the brand in employees' everyday actions and behaviour.

1) "I have received enough information about the Ruukki brand and its purpose." Do the employees feel they have been involved and informed? 2) "I have enough tools for communicating about Ruukki." Do they feel adequate with existing materials? 3) "I have been motivated and guided to communicate about Ruukki brand." Are the employees satisfied with the actions to encourage everyone's personal communication? 4) "I feel confident enough to communicate about Ruukki as a whole." Are the employees confident enough to spread the word about one, unified Ruukki? 5) "It is my responsibility to tell people about Ruukki." Do they consider it to be their individual responsibility? 6) "It is important that the whole company supports the one, unified brand." Are the employees committed to monolithic brand strategy? 7) "I am committed to support the Ruukki brand in my own actions." Are the employees willing to benefit the brand building with their own actions? 8) "I would like to participate more in the building of Ruukki brand." Would there be potential among the employees to be more involved in strengthening the brand?

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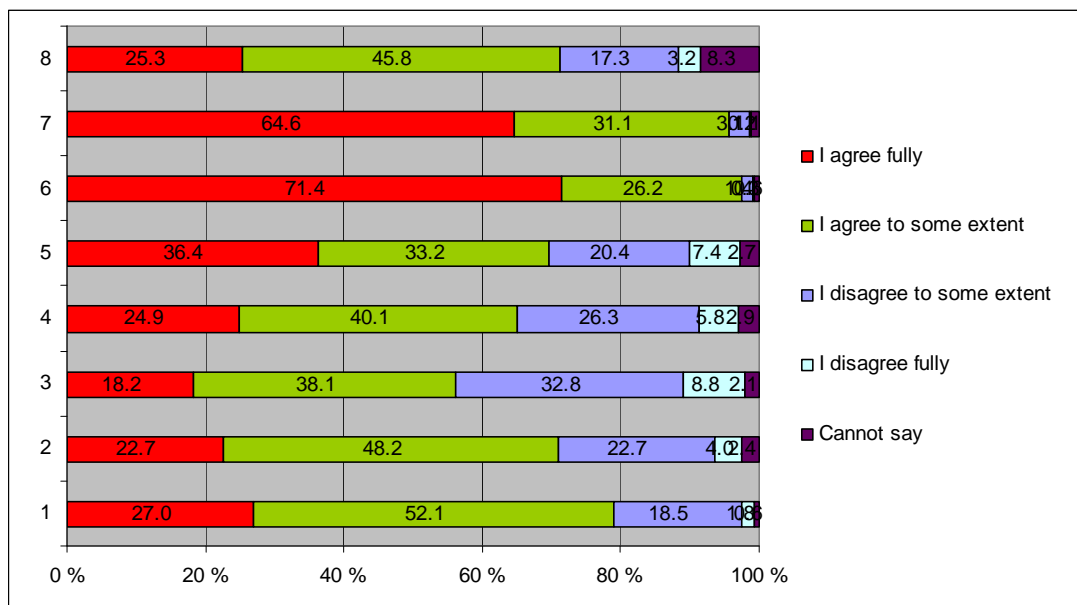
Figure 22. Employees' comprehensions about the brand issues.

1) In the first statement the employees evaluated whether they have received enough information about the Ruukki brand. In general employees are quite satisfied with the amount of information, 27 % agree fully and 52,1 % to some extent. Only 1,8 % disagree fully. The aim should, however, be to guarantee adequate information for everyone in the organization - the need for infor-mation naturally varies quite a lot in terms of different organizational groups. Maybe a general step to improve the satisfaction would be to come up with an ongoing plan how to keep the strategy and brand topics visible to everyone.

2) The results of the second statement do not differ greatly from the first one. Altogether approximately 10 % less of the respondents agree fully or to some extent with having enough tools for communicating about Ruukki. This out-come indicates that even tough employees are informed the materials pro-vided for further communication have been somewhat lacking to fulfil the different needs.

3) The answers to the third statement strengthen the results of the first two - employees have received information and they have (a bit less) tools for

communicating, but they do not experience as strongly having been guided or motivated to utilise those. Almost 9 % less of the respondents agrees fully. And 10 % less agrees even to some extent. Respectively 8,8 % of the respondents disagree fully. In this question it would be useful to know the results vary in terms of background information. Mainly it would be interesting to take bearings with the organizational groups that have gone though actual training on the topic - how does the brand training of e.g. sales personnel and to those in superior position show in the results. However, the outcome of the statement does not directly mean that the respondents are unmotivated, the fact is that they would clearly welcome more guidance and motivation efforts from the employer.

In the last statement concerning the overall employees' satisfaction with internal branding the respondents were asked to evaluate whether they are 4) feeling confident enough to communicate about Ruukki as a whole. Really, this one is a reflection of the preceding three statements, as it was concluded that information (awareness), tools and guidance together constitute the employees' confidence for brand communication. The results are a bit more positive. So, it is natural, that the result is more or less an average of those three. 24,9 % of the respondents feel fully confident and 40,1 % somewhat confident. All in all, the employees have experienced the internal branding quite well. As always, there are matters that need to be improved. In this case there is need to sew the different elements together and take the branding process all the way - ensuring employees satisfaction and measuring it.

In the statement 5) the employees were asked, whether they take it as an individual responsibility to tell people about Ruukki (i.e. be the brand ambassadors). In this statement the group strongest supporters is notably bigger than in the preceding ones: 36,4 % agree fully. On the other hand the amount of "agree to some extent" is somewhat smaller, 33,2 %, so the overall result is not that different. However, it is again interesting to point out that there is as many as 7,2 % who disagree fully.

Statements 6) and 7) measure the employees' commitment to corporate branding in terms of their opinions about corporate support and individual behaviour. These statements present a clearly distinguishable result. 64,6 %

agree fully that it is important that the whole company supports one unified brand. Even bigger percentage, 67,4, agrees fully with being committed to support the brand in their own actions. In these statements there are only a couple of respondents who disagree fully. The employees stand behind the monolithic brand strategy and ready to work for its benefit, at least passively.

8) This statement gained clearly more "Cannot say" options than any of the other ones, so it seems that the respondents found it difficult to choose, whether they would want to participate more in the brand building work. Perhaps it is still unclear, how to do it and thus feels like a distant idea. However, it is clearly the majority (71,1 %) that agrees either fully or to some extent. That is a very good result and a clear message to the corporate brand management.

The statements related to employees' brand behaviour bring quite positive results. Especially, most employees are unambiguous about overall support for the monolithic brand and ready to support the brand in their own actions. The employees' satisfaction with internal branding is also quite good, but it should be monitored also in the future. Internal branding is not just about a one time introduction; it is a continuous process and needs constant actions. It would be most interesting to further investigate the differences of opinion among different respondent groups to recognize the most critical groups, supporters and the ones in between.

PERSONAL ROLE IN THE BRAND BUILDING PROCESS

The second question concerning employees' individual brand behaviour was designed to clarify how the employees see their own role in the brand building process. There were ready answer options (including "Cannot say") as the question is simple.

The amount of answers in this question was 624. 114 (18,27%) employees saw their role as very important in the brand building process. Most, 297 (47,6%) respondents, choose the option "I can influence the process". 27,5 % (172) of all respondents say that they cannot influence the process. And 0,6 % (4) of

all respondents "did not want to influence the process". The rest, 5,9 % (37) of the respondents could not say.
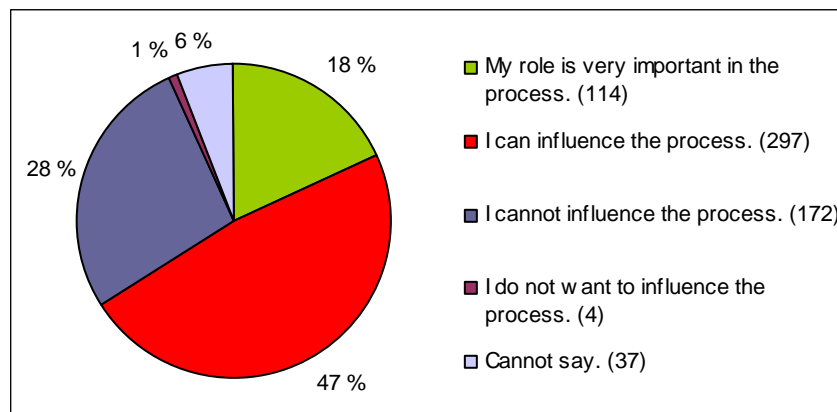
Figure 23. Employees' experience of their role for the brand building process.

If one regards the results by respondent groups, most respondents who see their personal role as very important are from the business divisions with customer responsibility (Construction, Engineering and Metals all have 20-30 % of that opinion). Among all respondents there are very few who do not want to influence the brand building - way more respondents claim they cannot influence it even if they wanted to. The Finnish respondents differ quite clearly from those from other countries as there are only 13,5 % who see their role as very important. Between other countries there are no big differences in that opinion - all counties have 26-35 % of that opinion. However, in Finland either it is not about not wanting to influence (only 1,8 % say that), the thing is, the respondents claim they cannot influence brand building. One hypothesis about why the respondents in Finland feel so different could be that most of these are employees from headquarters and Production in the sample, and these groups do not have close customer contacts). One more comment may be that employees who are in supervisor position seem to believe in their influencing opportunities (28,9 % see own role as very important) more than those who are not (12,4 %).

CHANNELS FOR INTERNAL COMMUNICATION

The communication channels play a major role in the employees' brand related behaviour as they set limitations and create possibilities for the message to be delivered. The next questions evaluate, which the employees con-

sider as the best channels to spread the brand message within the company. The answer options were given, as there are common, corporation wide channels in everyone's use. In addition there was an "Other, what?" option for free commenting.
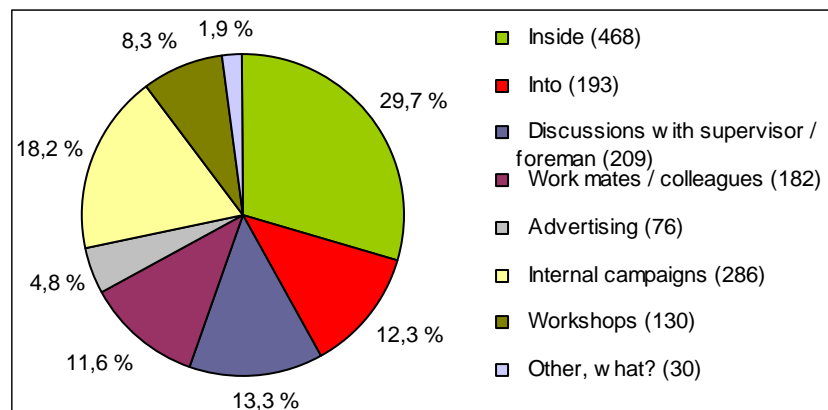
Figure 24. Importance of internal communication channels.

The corporation wide Intranet (Inside) was clearly the most highly rated communication channel (29,7 % of the respondents chose that as the best one) for brand communication. Second channel that stood out from the options was Internal Campaigns (18,2 %). Three of the following were all at about the same level: Supervisor discussions (13,3 %), Personnel magazine (12,3 %) and Communication between workmates/colleagues (11,6 %). 8,3 % chose Workshops and 3,8 % Advertising as the best channel for delivering the brand message internally. General Management was the group that appreciated Internal campaigns before the Intranet.

In terms of background variables it is most reasonable to interpret this question in terms of the respondents' country. That is because there are actually not that clear differences between any respondent groups otherwise, and different communicative cultures, may represent a fruitful base to compare the preferences. The channels choices are of course also related to the spoken languages.

In terms of their country the respondents value Internal campaigns clearly the most in Finland (19,3 %) and Russia and Ukraine (22 %), whereas Workshops are most popular firstly in CEE countries (15,1 %) and secondly in

Nordic countries (12,4 %). (Internal) Advertising is nowhere particularly popular, but most valued it is in CEE countries. There are no big differences between countries in the appreciation of Workmates and colleagues as a channel for brand communication. However, less than in other countries it is appreciated in Russia and Ukraine (8 %). Then again, Discussions with supervisor get highest appreciation in Russia & Ukraine (18 %). Respondents in the Baltic countries gave clearly the worst grade to the In-house magazine Into (4,1 %). One conclusion could be that none of the Baltic countries have the chance to read it in their native language, unlike any other of the listed channels. The highest value was given to the personnel magazine in Finland and the CEE countries (both 12,5 %). In terms of the corporate wide Intranet, none of the countries stand out by exceptionally low value, but instead it is clearly most appreciated in Baltic countries (34,7 %) and secondly in Finland (30,7 %).

In addition to the listed channels, the respondents were mostly after different types of internal info's (occasions) and real organized training as well as different types of teambuilding. Superior communication concerning the brand issues is considered very important; it emerges more or less in all the answers.

CHANNELS OF EXTERNAL COMMUNICATION

The next questions aims at finding out, what the employees see as the best channels to reach the external stakeholders. This question is directly comparable to the company's customer satisfaction survey - the answer options were set in the exactly same form. However, the comparison between the two is not included in this result presentation.

The respondents saw Personal visits as the most important channel for influencing Ruukki's key target groups (27,4 % of the respondents think so). According to the respondents, second important are Fairs and exhibitions (17,7 %) and third Seminars and events (15 %). On a shared fourth place are Advertising and www-pages (both 13 %). Clearly less valued were Brochures sent by mail (5 %) or email (3,2 %), and Keeping contact by phone (4,9 %). The option "Other" in this question brought only individual answers, vary-

ing from TV commercials to references and from business processes to company gifts, so no common theme could be identified among those.
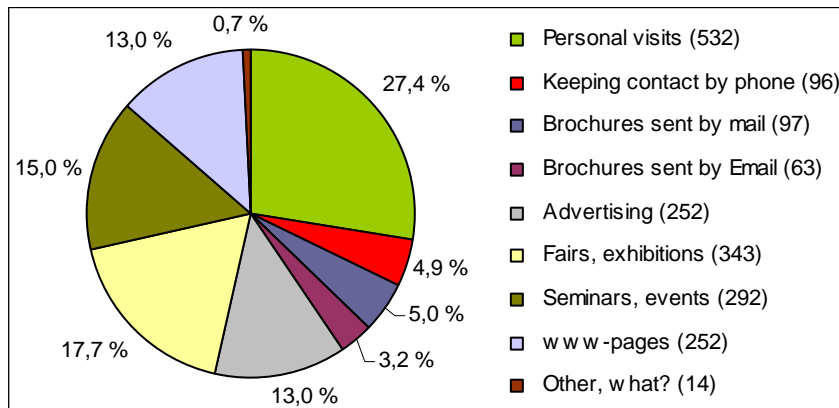
Figure 25. Importance of external communication channels.

As the internal channels in the previous question, also the external channels are observed here by the respondents' country. In all the countries Personal visits are valued as the most important channel, except for Ukraine and Russia. Respondents value Seminars and events even more (27,3 % vs. 22,7 %). Otherwise Ukraine and Russia differ from the other countries by the lower level of appreciation for Keeping contact by phone (1,5 % vs. average 4,9 %). Nordic countries appreciate Brochures sent by mail clearly more than others (11 % vs. average 5 %). Baltic countries put least emphasis on Advertising (5,5 & vs. average 13 %). Fairs and events are most valued by respondents from Finland and Ukraine and Russia (both 19,8 %).

OWN ACTIONS' BRAND EFFECTS

The idea behind whole concept "corporate branding" in this thesis is that every employee is a brand ambassador for the company. In the next question the respondent were asked, whether it is clear to them, how their own actions may impact Ruukki's brand and image. 72,1 % of the 623 respondents find it clear, whereas 11,2 % did not. The question seems to have been very difficult to answer as 16,7 % of the respondents chose "cannot say".
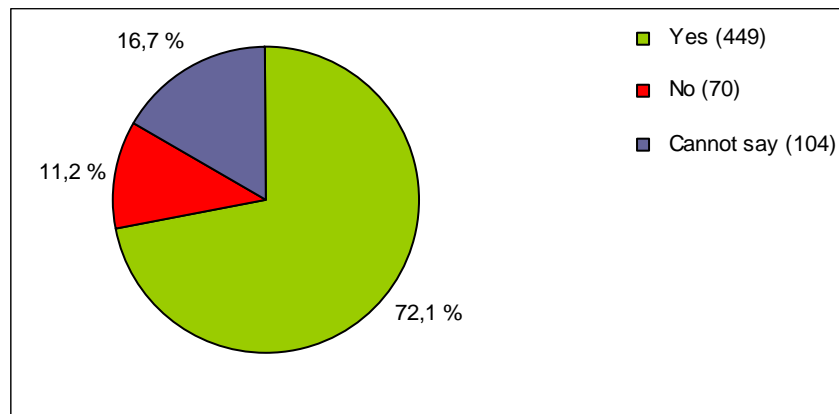
Figure 26. Employees' comprehension of their own actions' brand effects.

The results in this question show that superior position has a clear effect on employees' comprehension about own actions' brand effects. 84,6 % of the employees' who have subordinates understand the effects, whereas the percentage is 65,2 among those who do not have. Also among the respondents who chose "cannot say" about 8,5% more were not in a superior position. So the division between having or not having subordinates is pretty big, which is naturally already expected. Working time in the company did not matter in terms of understanding one's own actions' brand effects, nor does the personnel group provide any sensible comparison as the division of the respondents between each personnel group is so unbalanced.

In all areas of responsibility the respondents had more positive than negative thoughts of their comprehensions. Rather surprising is the high number of respondents choosing "Cannot say". Despite of the functions IT, Administrational services and production each respondent group had a bigger percentage in not knowing than in not understanding their own actions brand effects. The question was formed in a rather general way, so most of the answers may have been based on the respondents' impressions rather than in-depth thinking.

PERSONAL COMMUNICATION CONCERNING THE COMPANY

One aspect of the employees' brand behaviour is the way they communicate about their company, whether they in their speech emphasise one, unified Ruukki, only tell about their own division or unit or if they still use the old

company names to introduce the company. The next question clarifies how the employees' communication differs between different respondent groups.

The clear majority (62,2 %) of all respondents say, they put emphasis in their communication on the fact they work in one, unified company Ruukki. 14,5 % of the respondents claim they only tell about the operations of their own division. 7,5 % still often use the old company names to introduce the company, and 15,8 % concentrate on the operations of one's own unit in their communication.
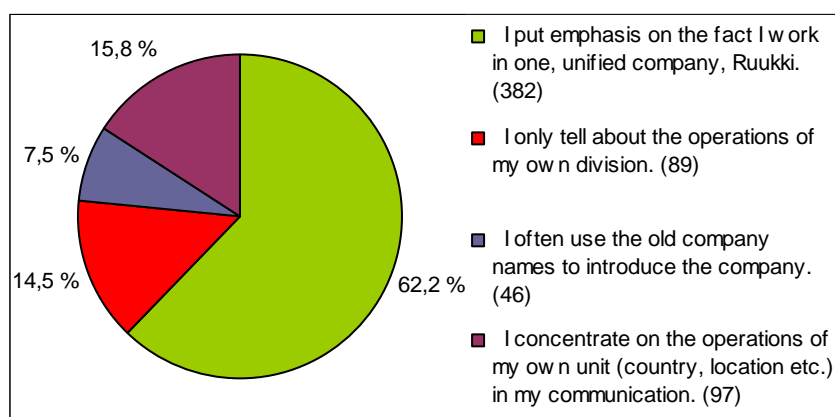
Figure 27. Employees' communicating about their company.

Especially respondents from corporate headquarters put emphasis in their communication on the one, unified company, Ruukki (82,4 %), whereas Production's respondents had the lowest grade (51,5 %). Similarly, headquarters' respondents are the ones who least tell just about the operations of own division (1,2 %) which makes sense, as they do not really have a division to belong to. Employees in Production (21,1 %) and Construction (19,2 %) are the biggest groups to concentrate on that. Old company names are used the most in Logistics (14,8 %). That is quite surprising, however, it could be, that employees in Logistics used to belong to different smaller subsidiaries under different names, so they change they are facing differs from the rest of the respondents. Engineering's respondents use the old company names the least (5,3 %). Production is the only division that differs from the others by a bigger percentage of respondents who focus in the operations of their own unit (22.1 %).

In addition to the unit as a background variable, again the most interesting variant is the area of responsibility. Functions that seem to emphasise the unified Ruukki are, not surprisingly, General management (91,7 %) and Brand, Communication and Marketing Communication (82,8 %). Functions with least emphasis are R&D (52,7 %), Production (46,3 %) and Maintenance (28,2 %). Logical continuance to that is that Maintenance (41 %) and Production (31,5 %) are also the functions that concentrate most on the operations of own division. The old company names are most commonly used among respondents from IT (17,8 %). That is a pretty random result, and one cannot really figure out a reason for that. The areas that focus mainly on the operation of one's own unit are R&D (28,4 %), Logistics (25,5 %), Treasury and Finance (24,6 %) and Maintenance (23,1 %).

6.6 Organizational identity

The last part of the questionnaire deals with Ruukki's organizational identity. The first question evaluates Ruukki's way to operate - how the employees see the company style and ways of working, measuring assessments between the traditional and modern ways to do business. It shows clearly which attributes Ruukki strives for and gives an overall picture about where the company is now in its processes. The strategic key issues that the company values are being rated in the next question's statements. Third question is an open one. Employees are asked to describe their relationship with the company, how they experience it, and what it means for them to work for Ruukki. The last question deals with employees' identification, asking them in terms of work to which they feel belonging to the most.

RUUKKI'S WAY TO OPERATE

Ruukki's way to operate was evaluated by a semantical differential. The set of questions was made up of 13 word pairs, and all the pairs were more or less opposites of each other. All of them were placed similarly on the scale - the favourable alternative in the same (left) end - so that answering would be easier for the respondents. Some of the word pairs were adopted from an earlier strategy survey that was carried out two years ago and the rest were derived from the company's brand strategy.
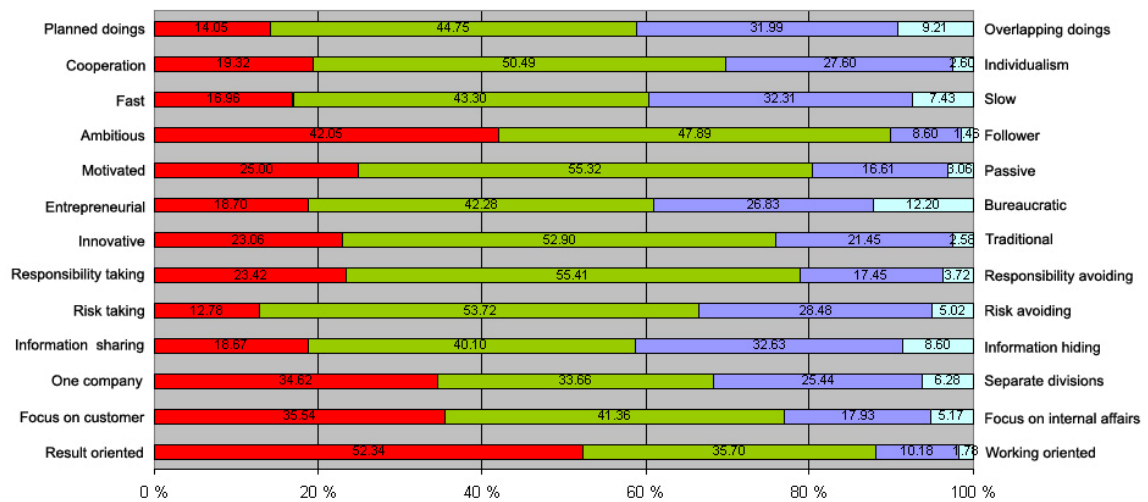
Figure 28. Ruukki's way to operate.

An overall view of the figure above shows that Ruukki's employees have definitely more positive than negative feelings about their employer company and its way to operate. A generalization can be made that approximately 60 % or more of the respondents placed the marker on the preferred side in each one of the adjective pairs. Most positive results were concerning the adjectives "result oriented" versus "working oriented" and "ambitious" versus "follower". The next best values on the scale the company received by being "motivated" rather than "passive" as well as "responsibility taking" before "responsibility avoiding".

One can also regard the figure looking for the preferred qualities that do not come true in Ruukki's way to operate quite that well. All of them seem rather reasonable in terms of the situation of constant change and process of unifying operations in a big, international corporation. Over 40 % of the respondents accused Ruukki for "overlapping doings" rather than "planned doings" and "hiding information" instead of sharing it. The more negative adjectives were emphasised by almost 40 % also in the adjectives "fast" and "slow", as well as "entrepreneurial" and "bureaucratic".

It would be informative to see, if there were variations in the answers among respondents - did certain respondents choose the more negative adjectives systematically (and what background variables they represent) or did some of the characteristics gain negative valuations hand in hand with some other

one. However, the variations in the adjective pairs are very small - no certain adjectives stand out especially. It was not possible to derive this kind of background data from the question entity, so the results need to be considered as a whole.

The concept of organizational identity is closely related to values; both the organization's defined values and the personal values of the employees. The "value discussion" has become a hot topic within organizations, but there are different forms of realizing the values in the actual operation. The case company has no defined values, but instead this research takes bearings from the strategic "key issues" which the company strives for in its operation in the year 2006.

The six statements - the key issues - were measured on a Likert scale. Employees evaluated the importance of the issues as "Very important, Quite important, Quite unimportant, Very unimportant", as well as "Cannot say". The figure below shows the results from the bottom upwards. The statements are numbered and results discussed in more detail below the figure.
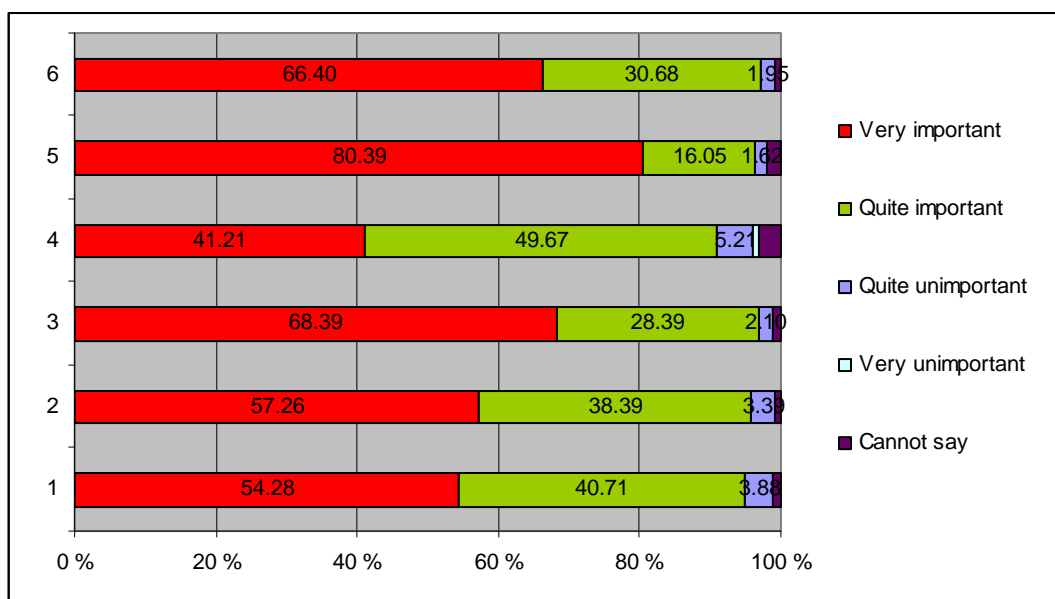
Figure 29. Strategic key issues in employees' daily work.

Employees valued the strategic key issues of the company in their daily work as follows: 1 "Attitude to adapt the change - change is everyday life in Ruukki" - 54,3 % considered it very important and 40,7 % quite important. Nobody thinks it is very unimportant. It shows the company's overall atmosphere in the middle of the change process - even though it would not constantly affect the daily routines, one needs to have the mindset for change in order to keep up with the company. The second statement asked the employees' orientation to benefit the corporation in their actions: 2 "Attitude and actions to benefit the corporation as a whole" - this brought an even better result: 57,3 % see individual actions and attitude as very important and 39,4 % as quite important.

Statement number 3 "Customer always comes first - we add value to the customer" suggests one's daily work to build on customer orientation. Almost 70 % of the respondents consider it very important. Next key issue concerns the company's profitability: 4 "Ruukki prioritizes profitability before volume". This was the only statement, which over 5 % of the respondents saw as very unimportant. That is most likely just the fact that production volumes have nothing to do with one's job, or the issue otherwise feels distant to the respondents. However, even the disagreeing answers are very few.

Ruukki's key identity attribute, reliability, is valued in the fifth statement. 5 "We always keep our promises" brings the most positive result. Over 80 % of the respondents think this issue is very important for their daily work. The last strategic issue is employees' individual commitment, on which the teamwork for Ruukki is built on. 6 "Teamwork is based on everyone's individual commitment" - again over 66 % thinks it is very important in their daily work.

As the figure shows, basically all the statements in the question entity brought extremely positive results - 96-98 % of the respondents considered all the key issues in their daily work as very or quite important. The statement number 4 concerning profitability is the only one with a few opposite opinions. It seems that the identity attributes feel natural and are easy to identify with among the employees. This attitude climate is a very good basis

for the strategy work and a ground for the identity transformation and brand building that derives from within the company.

EXPERIENCED IDENTITY

The experienced identity of the company is very hard to capture with this type of questionnaire. To avoid the respondents' feeling of answering "right or wrong", this element was best left as an open question. This way the true feelings and attitudes on the issue would be described most carefully. 464 respondents answered the question.

The question was posed as follows: How do you as Ruukki's employee experience your company? What does it mean for you to be an employee of Ruukki? Some of the respondents answered by listing bullet points about their attitude and feelings, but most respondents' descriptions were more detailed sentences with reasoning. That is why the answers were rather difficult to sum up and categorize here. Also, the answers had to be handled as a whole, as a division by the background variables was not possible (the only possible separation would have been by the language, but here all the answers are considered as one entity).

The researcher decided to simply sort the answers by adjectives mentioned and then group them into more general topics that clearly were the biggest themes in the experienced identity.

The most often mentioned attribute about the employer company was the feeling of pride. 72 respondents claimed to be proud. Mostly this adjective referred just to being proud of the company. Some however specified being proud of the "new Ruukki", "the transformation process", "the good result and profitability" or "their personal work tasks". A few also mentioned being proud of the history, the company's roots and meaning for the country (Finland). Despite being proud some respondents were still concerned or unsatisfied with other employment matters, such as insecurity about the future.

The second distinctive characteristic about the company was being a "good employer". 69 of the respondents mentioned this or a somewhat similar

choice of words describing Ruukki. This characteristic often went hand in hand with such as "rewarding", "takes care of employees" and "offers possibilities" (for career, learning, diverse tasks and involvement in the company's success).

The third often mentioned description was the change – the company having gone through a big transformation and unification, and the change being an ongoing process. 64 respondents pointed out the change. The general atmosphere was that the change is good (changes are for the better - the company is heading to the right direction was mentioned in 21 answers), but in many cases also frightening. Some respondents criticised the lack of information in order to contribute to the change management.

Pride for working for the company, the feeling of the company as a good employer and the atmosphere of change were clearly the most distinctive experiences recognized by the employees. The next biggest ones were "internationality" (in 37 responses), "responsibility/reliability" (in 37 responses), (job) "security" (in 36 responses) and "big company" (in 36 responses). Internationality was mentioned always as a preferred attribute - the company being a strong, international/multinational, well known actor and possibilities to co-operate with colleagues across borders. For some respondents this was clearly a new dimension compared to the old working traditions. Responsibility contains feelings of both being a reliable provider towards the customers and towards own personnel, the good company policy and reputation. The feeling of security and working in a big company went often hand in hand - having "a big company in the back" gives the feeling of security. Security also relates to the profitability and the company's good prospects for the future. Then again being part in a big company brought up also some critic about the centralized management, slow decision making/ bureaucracy and confusion about one's responsibilities.

In addition to the above mentioned, 33 employees described Ruukki as having good possibilities for employees - job rotation, developing personal skills, career opportunities etc. 33 pointed out the company's success - they feel they are working for a company they believe in. 33 saw the company looking at the future/ building a business with good future prospects. 34 respondents

considered work in Ruukki being a challenge. Challenge was regarded as an exciting attribute in terms of one's personal work tasks, as a rocky road to implement the strategy successfully and to unify the operations of the company as a whole. 30 respondents described Ruukki as interesting, relating to the branch of business, phase of changing and personal work tasks. And 25 mentioned Ruukki as developing - going forward all the time and acting and adjusting to the market situation.

Even though all the most often mentioned identity attributes we rather positive than negative, the overall look of the answers brought up quite a lot of negative/ concerning issues as well. The most distinctive one was insecurity in 23 answers. Insecurity refers in practically all the answers to insecurity about the work in the future - will there still be work or are the layoffs ahead as operations are being centralized and "clearly" young workforce is more desirable than the old one. Also the company's strive for profitability was in a few answers criticised to be the primary concern before the employees and their well being. That also relates to employees commitment and they claim to be less motivated/ committed because of the insecurity. Also the management is criticised for being too centralized and focused in Helsinki/ Finland and some employees feel the lack of information or encouragement for local initiative to be a real problem. Some respondents also pointed up the intolerable workloads the employees are facing - the phase of change is going on and on and it is impossible to keep up with the requirements.

ORGANIZATIONAL IDENTIFICATION IN RUUKKI

The last question related to organizational identity deals with identification. The employees were asked to evaluate their individual identification between given alternatives. All together 623 employees answered this question. Most, 248 respondents, feel the strongest identification to Ruukki as a unified company. Rather big is also the group who identifies most with their own division instead of Ruukki as an entity (180 employees). Prior belonging to own unit (country, location etc.) is felt by 133 respondents (21,35 % of all). Still, 4,7 % of all respondents experience the former companies as the prior source of organizational identification. 33 respondents (5,3 % of all) identify more with their profession than with the employer company.
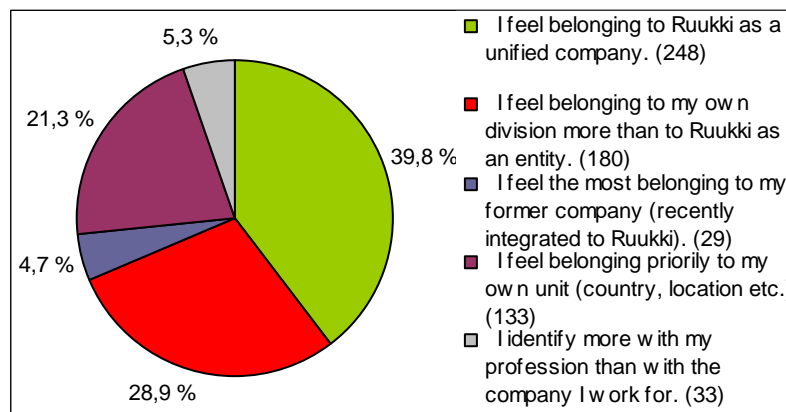
Figure 30. Employees' identification with the company.

The respondents' country does not really provide a sensible comparison for the division of answers, nor does the working time correlate with the identification. In terms of area of responsibility one could sum up that employees in the functions Brand, Communication and Marketing Communication (69 %), HR (53,9 %) and Administrational Servises (57,1 %) feel the strongest identification towards Ruukki as a unified company. After those three groups the level of identification to one Ruukki is clearly lower. Other comparisons below are done according to the respondents' unit.

The clearly strongest belonging to Ruukki as a unified company is felt among respondents in the corporate headquarters (75,9 %). The smallest is the number in Production (27,1 %), even though that does dot differ so dramatically from the other units. Most belonging to one's own division is felt by employees in Engineering (44,7 %) and least in headquarters. For employees working at headquarters that result is as expected, because they are the only ones who do not have an own division and it wouldn't be likely to feel a sense of belonging to headquarters instead of to the whole company.

The sense of belonging to one's former company (either an earlier group company or a company recently acquired by Ruukki) is altogether very low, but most strong one can identify it among respondents in the Construction division (13,1 %). That is also an expected result, as Construction has gone through most of the acquisitions in the company and therefore also has a bigger number of new employees. Production differs from the other respon-

dent groups in terms of a bigger percentage in feeling belonging to ones' own unit (33,8 %). Second strongest is the identification to own unit in Metals (19,7 %). Employees in Logistics identify themselves more strongly with ones' own profession than employees from other groups (10,7 %).

7 CONCLUSIONS AND DISCUSSION

This chapter is built on conclusions about the research. The objective of this research was to describe the case organization's experienced identity among the employees. The development of organizational identity is combined with the questions related to internal implementation of a corporate brand in an international corporation, which is in the process of major organizational changes.

The research was carried out by using a quantitative survey as the research method. The formation of the research questionnaire is many times hard as one cannot be sure exactly how much knowledge the potential respondents have about the topic. One cannot know whether the respondent will understand the questions in the first place. Also the method makes it impossible to give any further information or instructions at the point of answering - unlike in for example in interview situations.

In this particular questionnaire the researcher tried to avoid the problem described above by formulating ready descriptive answer options to many of the questions. This way the respondents were guided as much as possible. On the one hand, it gave clear and comparable results but, on the other hand, a few of the questions may have seemed somewhat biased to the respondents, leading the respondent to pick out the "right" option. However, this way the conclusions are made based on detailed research data and adjusted into a more general scale.

The answering activity indicates the importance of the topic. Employees may not have had the feeling of being able to influence the change in the organization or in their own job, and because of that they felt the need to speak out now. Even though the survey topic was complicated, the respondents seemed to find it easy to answer the questions, possibly because in this time of change - everybody had an opinion.

7.1 Evaluating the research method

Looking back, the survey method still seems the most appropriate one for this kind of study. As the basic idea was to collect data from a sample that was as diverse as possible, an electronic questionnaire was the suitable way. Another idea could have been to interview a smaller group of employees from different units. Then again, the sample would have been easily too small. To deepen the knowledge gained with the questionnaire, the research could be continued by interviewing some of the respondents having given very precise and throughout answers, but of the opposite opinions. More detailed ideas for future research are collected in the chapter 7.4.

The inquiry software used to realise the survey was flexible and enabled all the needed question types and their combinations. Also for reporting the results, the software offered sufficient tools. However, there were a few problems along the way. Four of the questions were created with a false logic in terms of technical appearance, which distorts the results. They could have been corrected by inserting the data to a separate charting program, but this would have meant a lot of extra work. A huge workload was the issue also with the open questions. It was definitely worth having them in the questionnaire - there should maybe have been even more of those - as open questions usually bring the most valuable information. The respondents answered the open questions surprisingly actively.

From the respondents' point of view, the questionnaire was rather "heavy" and not that easy to answer. Without doubt, it took too long to answer all the questions. On the other hand, nothing came up that could have been left out.

The most concrete lesson learned from implementing the research was to find an easier way whenever possible. Many things were done through trial and error. Picking out the random sample was the most complicated task. The logic behind it made sense, but it took several days just typing the names and classifying them into groups - and still not being able to handle the data by any other variables than language. For example local, office / unit specific email lists could have offered a reasonable other solution. There would have been also alternative ways to collect the random sample, like HR Master Data, which, however was not quite up to date by the time when the research was conducted.

7.2 Point of view: results vs. research questions

A short sum up of the most worth mentioning results is collected under each research question.

What kind of organizational identity is desired to develop around the brand Ruukki (definition of the strategic intent)?

Vos and Schoemaker (2006, 55) use the concept of corporate identity for the characteristics of an organization and its behaviour, while the concept of desired identity addresses what the management aims at. As described in the chapter 5, Ruukki aims to be one unified company operating by similar processes and following unified principles across all countries, units and markets. The company wants to represent one unified brand. The strategic intent is to transform from the "steel mill" to a leading solutions provider in specific customer sectors. Keywords are customer orientation and value adding partnership. The change is a huge ongoing process and requires all employees' individual commitment and a feeling that they are all making it happen together. Each organization has its own personality, uniqueness and individuality (Van Riel and Balmer 1997, 355). In Ruukki's desired identity the key attributes are reliability, professionalism, smoothness of operation and proactivity.

How has internal marketing succeeded in the internal implementation of the brand concept?

In many corporations there is a varying understanding of the brand in different parts of the organization (Rubinstein 1996, 271). That is why internal marketing is vitally important in the corporate branding process. A widespread common understanding of the brand can be achieved only if it is clearly defined and communicated throughout the company (Randall 2000, 133-134.) In the questionnaire, there was a set of statements formulated to measure the success of internal brand marketing. The list consisted of fact based statements deriving from the brand strategy and opinions. According to the results, to 50 % of the respondents it is clear why Rautaruukki chose to build a unified Ruukki brand. There is also a high level of understanding (96 % either fully or to some extent) what the brand (in general) means. 82-90 % of the respondents agreed fully or to some extent on the fact based statements: (Ruukki) brand's main goal is to build credibility to the company's solution business; (Ruukki) brand is a tool for implementing the strategy, building a unified (Ruukki) brand requires company-wide unified ways to operate and transparency of actions. Almost 90 % agree also fully or to some extent that the brand Ruukki supports the sales. The brand's visuality is rated way more positive than negative among the respondents. Almost 90 % agreed on the statement "Ruukki is a fine brand". In terms of these statements, the biggest issues with the brand concept implementation are the brand promises, which the respondents did not see clearly. Also a somewhat negative result concerned their lack of knowledge of the added value: how the customer benefits for operating with Ruukki. All in all, the employees took the brand issues very positively. The corporate brand management is an ongoing process, so further guidance and continuous interaction with all employee groups is however recommendable.

The respondents were also asked to describe the imagined image of Ruukki among its customers as well as the objective image the company strives for. These questions also tell about employees' level of understanding of the brand concept and its dimensions. The results show that the employees are aware of the desired attributes and generally see the corporate image in a positive light.

What is the organization's experienced identity like at the moment? What does it mean to be an employee of Ruukki?

According to Balmer & Wilson (1998, 17) the key element of an organizations identity is to be found in the values held by personnel. Prior research has shown that people draw much of their personal identity from that of their organizations (Bouchikhi &Kimberly 2003, 21). The identity attributes are difficult to capture with this kind of survey. The employees' primary feelings about their employer company were asked as an open question. Part of the respondents answered briefly with bullet points, but mainly the answers were very precise and included several adjectives. The top three feelings about working for the company and its' meaning for oneself were pride, the company as a good employer and the atmosphere of change. Obviously the formulation of the question was insufficient or too wide as the answers were hard to analyse or even to categorize. The respondents did not bring up the actual experience of identity but rather just listed what the company means to oneself. Quite many of the respondents answered that "being Ruukki's employee" means work and a regular pay check.

However, there were better formulated questions about how the employees experience their company. The respondents were asked to evaluate Ruukki's way to operate in 13 word pairs on a semantical differential. The answers were mostly on the preferred side - approximately 60 % or more chose the most of second most desired value in each characteristic. However, still the other 40 % pointed at e.g. the overlapping doings in daily work and a tendency to hide information.

The experienced identity is closely related to values. The company has no defined values but instead there are strategic key issues that are communicated to the personnel as cornerstones for Ruukki's operations. The attitude to adapt to change, actions to benefit the corporation as a whole, customer orientation, prioritising profitability before volume, always keeping promises and individual commitment were all rated very highly - 96-98 % of the respondents considered all of these important in their daily work. Profitability is the one issue that employees question (as the open question later on

shows): on the other hand employees are proud of this principle, but then again they wonder whether it is the driver that determines everything and e.g. way more important than the security of employees.

Rock & Pratt (2002, 51-52) state that creating a sense of identification among one's workforce is one of the most critical issues in management today - and fostering identification among employees leads to various benefits for both the members and organizations. The employees were also asked to evaluate their individual identification with the company. 40 % of the respondents feel a sense of belonging to Ruukki as a unified company. 29 % identify with their own division and 21 % with their own unit/location. Quite a few still feel belonging to the former company or identify primarily with their profession.

How committed are the employees to operate according to the new brand?

The basic idea behind the formation of the research problem was that in order to understand the purpose and meaning of building a corporate brand one has to be aware of and adopt the company's strategy. The strategic importance of corporate branding lies in the positioning of the company in its marketplace as well as in creating internal arrangements that support the meaning of the corporate brand (Hatch & Schultz 2003, 1046). What comes to the results, the majority (90 %) of the employees claim to have a sense of what Ruukki's strategy stands for. 82 % feel they see how the strategy affects their own work and 85 % of the respondents agree fully or to some extent that the strategy is the right one. 73 % are of the opinion that the strategy implementation has been done either very well or quite well and people are committed to it or at least understand the strategy.

Commitment to the brand and operating according to its guidelines are related to the employees' satisfaction with the brand implementation. Corporate branding works when it expresses the values and sources of desire that make the key stakeholders feel a sense of belonging to it (Hatch & Schultz 2003, 1046). The employees were asked to evaluate e.g. the adequacy of information and tools, motivation, confidence, responsibility and corporate support, individual commitment and participation. The evaluations were

made on a Likert scale. 79 % of the respondents are very or somewhat satisfied with the amount of information they have about the brand and its purpose. Approximately 10 % less agrees on having enough tools for communicating about Ruukki. However, the respondents are not as satisfied with the guidance and motivation efforts they have received to communicate about Ruukki brand. Still, 65 % on the respondents feel fully or partly confident enough to communicate about Ruukki as a whole and 40 % take it fully or to some extent as an individual responsibility to tell people about Ruukki. 65-68 % agree fully that it is important that the whole company supports the one unified brand and are committed to support the brand in their own actions.

How do the employees see their role in the brand building process?

In corporate branding, all personnel of the company are regarded as brand ambassadors. All of them can and will have an effect on how the brand is experienced. This calls for internalizing the brand; sharing the research and strategy behind the brand building (Simões & Dibb 2001, 219). Corporate branding differs from product branding in terms of who is responsible for the branding effort - successful corporate branding involves integrated efforts of all organizational departments (Hatch & Schultz 2003, 1045). A clear majority, 49 % of the respondents, saw the responsibility for brand building as belonging to everyone at Ruukki, secondly it was regarded to be the responsibility of the people working in the customer interface and top management.

The name of the company identifies the corporate brand (Randall 2000, 111). Therefore it is crucial that the employees communicate consistently about their company - even in the time of change - and are aware how their own actions can support or weaken the brand. Corporate branding provides consistency through the connection between positioning, communication and staff working style and behaviour (de Chernatony 1999, 159). How one's own actions affect the brand Ruukki and its image, was seen clearly by 72 % of the respondents. In their individual brand communication 62 % of the employees claimed to put emphasis on the fact they work in one unified company, Ruukki, 7,5 % still used the old company names and the rest focused on their own unit/division in their communication. Finally, 18 % of the respondents

saw their role as very important in the brand building process. 48 % said they can influence the process. Then again, as many as 28 % said they could not influence it and the rest either did not want to or could not say.

7.3 Reliability and validity

For a study like this to bring the most useful and valid information about the case organization, the restricting of the topic and target group could have been done more carefully. There were maybe too many interests involved - what do we want to know, what are the necessary factors that must be included and simply what is possible to capture in one survey. The overall topic and research problem were so wide that it was rather difficult to build up a questionnaire that would bring in the needed information. The end result is a huge amount of data, out of which a part does not really bring additional insight in terms of the research questions. For those parts the validity of the research is lacking.

Some of the question types made it impossible to sort the data according to background variables, which also weakened the validity of the research. A better software and more carefully restricted sample as well as detailed planning with the question types would have brought more compact and more useful information.

The random sample that was picked out for the survey consisted of only white collar employees, so the results can not be generalised to cover all levels of the organization. That is a pity and also a thing that must be considered when planning future research. The survey could first have been conducted e.g. only in Finland (where the majority of employees work anyway) or among the employees in superior positions who are responsible for implementing the strategy in their own teams and units. However, all of the research data were very interesting and beneficial not only for planning future surveys but also for the strategy implementation and brand management actions that take place continuously.

If all levels and units of the organization need to be included in a survey like this, one should take the blue collars into consideration with a printed ques-

tionnaire, also depending on the focus of the research and the type of information desired to be gained by it. To receive a geographically good representation of the respondents the questionnaire also needs to be translated into more local languages - by including Swedish and Russian versions, one would gain respondents from many more countries. In other words, the realisation of a research of this scale one would need remarkably bigger resources.

7.4 Ideas for further research

The major challenge in conducting this type of research within an organization is to plan and prepare its implementation - how to make the best possible use out of the results and put them into action when developing internal brand management and identity formation, as well as determining the needs and frame for similar or modified research to be carried out in the future.

The results of this study have implications for many of the processes defined in the case organization. In this case it would make sense to organize further group discussions on these processes and conduct a deeper discourse analysis based on them. The best way to do this would be to put together a group of managers involved in these processes (e.g. marketing, communications, sales and HR) and invite them to think about the impact and possibilities of internal branding in their field. These group discussions should also focus on coherence between the processes - what synergy advantages for brand management could be gained by uniting the perspectives of different functions.

Organizing group works in the lower levels of the organization or among professionals working together in the matrix organization would also bring deeper insight in the actual situation - what does the brand stand for in the organization and how should internal brand management be developed in the future? In terms of how the employees experience the identity of the company it would be fruitful to put together people from different organizational groups - both blue collars and white collars - to dig deeper into the emotion of what it means to be an employee of Ruukki.

This survey was the first step in measuring the situation of the corporate brand within the organization. The questionnaire succeeded in terms of validity for the main part, but the organization could benefit from altering the point of view from identity to a more strategic direction, such as clarifying and implementing the communication strategy and the cutting edge messages, as well as presenting the actual associations aimed to develop around the brand.

However, instead of repeating an overall brand survey, it would make more sense to include the most important brand related questions in the corporate employee opinion survey that was first realized just before this survey was implemented. The employee opinion survey is being carried out every second year now. This way all employees are reached and would be able to answer in their native language. 61,1 percentage of the employees participated in the first employee opinion survey, so combining these two would lead to an even better reach of the employees. In a similar way external brand research among existing customers could be integrated with the customer satisfaction survey. The implementation of these viewpoints has already started. The images of other external stakeholders and potential customers are yet again another issue that these internal surveys could be connected with.

7.5 Following actions

After the finalization of this survey the company has put strong emphasis on internal branding and identity development. Crystallization of the strategy to the employees is a continuous process and especially important as there have been many acquisitions with big numbers of new employees and the company has to go through the overall integration processes with the new companies. Another challenge in internal brand communication is the fact that the personnel does not only increase with these acquisitions but it is also changing fast because of the retirement of the older generation - it is different to "sell" the brand to new comers than clarify the change to the old ones. A fact is of course that both personnel groups are urgently needed and are important parts of the brand building work.

The aim of internal branding is to build a feeling of togetherness and deepen the understanding of the strategy. Active campaigning seems to be the key to arouse interest towards common goals among the employees and help them understand what their own share is in the big entity. By realising how their own actions support the overall operation and how they can themselves improve the whole system - that is where commitment can begin to develop.

In the future it is recommended to repeat an internal survey in one form or another. Assumingly the most crucial things to do would be to integrate all levels of the organization by communicating the strategic importance of building the brand internally and step by step make it everyone's business - from top to down.

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SURVEY QUESTIONNAIRE

<u>INTRO PAGE</u>

Ruukki's identity and brand implementation

This survey is addressed to a randomly selected group of Ruukki's employees from different functions. The aim of this research is to find out how own personnel experience Ruukki's identity - what Ruukki means to them - and how they see their role in the brand building process. The survey also aims at measuring how the internal implementation of the Ruukki brand is proceeding.

Your answer will be handled with confidentiality - the background information is collected to get an overall picture of the reach of internal marketing activities across different divisions and countries.

It takes about 15 minutes to answer this questionnaire. Please express your opinions to all the questions so that this research brings as reliable results as possible. The answering time continues until Friday March 31st 2006.

The results of this research will be published in the Inside during the following months.

Warm thanks for Your contribution for Ruukki's development!

Virpi Mäkelä

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BACKGROUND VARIABLES

WHICH UNIT DO YOU REPRESENT?

Construction - Corporate headquarters - Engineering - Logistics - Metals - Production - Other
--
IN WHICH COUNTRY IS YOUR UNIT SITUATED?

China - Croatia - Czech Republic - Denmark - Estonia - Finland - France - Germany - Hungary - Latvia - Lithuania - Netherlands - Norway - Poland - Romania - Russia - Serbia - Slovak Republic - Slovenia - Spain - Sweden - Ukraine - United Kingdom
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HOW LONG HAVE YOU WORKED IN RAUTARUUKKI CORPORATION (OR ITS PREDECESSORS)?

Less than 1 year - 1to less than 2 years - 2 to less than 5 years - 5 to less than 15 years - More than 15 years
--
WHAT IS YOUR AREA OF RESPONSIBILITY?

General Management - Sales, Product Managers, Product Marketing - Treasury and Finance - R&D - Brand, Communication, Marketing Communication - Logistics - Production - Maintenance - IT - Legal Affairs - HR - Admin services - Other
--
WHICH PERSONNEL GROUP DO YOU BELONG TO?

Worker - Salaried employee - Top Management
--
DO YOU HAVE SUBORDINATES?

Yes - No

QUESTIONS RELATED TO RUUKKI'S STRATEGY

HOW WOULD YOU DESCRIBE YOUR RELATIONSHIP TO RUUKKI'S STRATEGY?
I agree fully - I agree to some extent - I disagree to some extent - I disagree fully - Cannot say

I have a clear sense of what Ruukki's strategy stands for.
I realise how the strategy affects my work.
I feel that Ruukki's current strategic direction is the right one.
--

IN YOUR OPINION, HOW WELL IS RUUKKI'S STRATEGY IMPLEMENTED?

It's done very well and people are committed to the strategy.
It's done quite well and people understand the strategy.
It's done quite poorly and the strategy is unknown to people.
It's done very poorly and the strategy is resisted.
Cannot say.

--

WHAT DO YOU THINK ARE THE MAIN REASONS FOR OUR CUSTOMERS TO BUY FROM US / COOPERATE WITH US AT THE MOMENT? CHOOSE 5 OF THE OPTIONS.

Ruukki is reliable
Ruukki is professional
Ruukki has good references
Ruukki has been recommended
Ruukki is accurate in deliveries
Ruukki provides easiness of purchasing / is easy to deal with
Ruukki has wide range of products and services
Ruukki treats the customer as being the most important
Ruukki is local
Ruukki is international
Ruukki is a successful company
Ruukki understands the customers' business
Ruukki takes a new, wider role in customers' business
Ruukki is fast reacting and has proactive approach
Ruukki offers tailored solutions to customer's challenges
Ruukki keeps contact actively
Ruukki handles well the feedback and claims
Ruukki has good technical know-how and consulting
Ruukki provides high quality
Ruukki has a strong, unified brand
--

WHAT DO YOU THINK ARE THE MAIN REASONS FOR OUR CUSTOMERS TO BUY FROM US / COOPERATE WITH US IN THE YEAR 2008? CHOOSE 5 OF THE OPTIONS.

Ruukki is reliable
Ruukki is professional
Ruukki has good references
Ruukki has been recommended
Ruukki is accurate in deliveries
Ruukki provides easiness of purchasing / is easy to deal with
Ruukki has wide range of products and services
Ruukki treats the customer as being the most important
Ruukki is local
Ruukki is international
Ruukki is a successful company
Ruukki understands the customers' business
Ruukki takes a new, wider role in customers' business
Ruukki is fast reacting and has proactive approach
Ruukki offers tailored solutions to customer's challenges
Ruukki keeps contact actively
Ruukki handles well the feedback and claims
Ruukki has good technical know-how and consulting
Ruukki provides high quality
Ruukki has a strong, unified brand
--

WHAT DO YOU SEE AS THE MOST IMPORTANT SOURCES OF RUUKKI'S COMPETITIVE POWER? CHOOSE 3 OF THE OPTIONS.

Strong position in Nordic and Baltic countries
Long term customer relationships
International and local actor
Extensive know-how of materials
Wide product and service range
High quality
Competitive prices
Modern technology / efficient production
Flexible logistics
Clear identity as a unified company
Strong Ruukki brand
Other, what?
--

QUESTIONS RELATED TO RUUKKI BRAND

WHAT DO YOU THINK, WHAT KIND OF IMAGE OUR CUSTOMERS HAVE ABOUT RUUKKI? DESCRIBE BY ADJECTIVES (E.G. PROFITABLE, SMOOTH ETC).

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WHAT KIND OF IMAGE RUUKKI WANTS TO ACHIEVE IN THE MINDS OF ITS CUSTOMERS? DESCRIBE BY ADJECTIVES (E.G. PROFITABLE, SMOOTH ETC).

--

WHO IS RESPONSIBLE FOR BUILDING AND MAINTAINING THE RUUKKI BRAND? CHOOSE ONE OR MORE OF THE OPTIONS.

Everyone at Ruukki
Top management
Sales persons
All persons working in the customer interface
Corporate headquarters
Marketing / communications persons
Other, who?

--

Do you agree or disagree with the following statements?
I agree fully - I agree to some extent - I disagree to some extent - I disagree fully - Cannot say

It is clear to me why Rautaruukki chose to build a unified Ruukki brand.
I understand what brand means.
The main goal of Ruukki brand is to build credibility for the company's solutions business.
Ruukki brand is a tool for implementing the strategy.
Ruukki brand supports the sales.
Building a unified Ruukki brand requires company-wide unified ways to operate.
Building a unified Ruukki brand requires transparency of actions.
Ruukki's customer promises are clear to me.
I know how the customer benefits for operating with Ruukki.
Ruukki's visual identity is good.
Ruukki is a fine brand.

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QUESTIONS RELATED TO BRAND BEHAVIOUR

DO YOU AGREE OR DISAGREE WITH THE FOLLOWING STATEMENTS?
I agree fully - I agree to some extent - I disagree to some extent - I disagree fully - Cannot say

I have received enough information about the Ruukki brand and its purpose.
I have enough tools for communicating about Ruukki.
I have been motivated and guided to communicate about Ruukki brand.
I feel confident enough to communicate about Ruukki as a whole.
It is my responsibility to tell people about Ruukki.
It is important that the whole company supports the one, unified brand.
I am committed to support the Ruukki brand in my own actions.
I would like to participate more in the building of Ruukki brand.
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HOW DO YOU PERSONALLY SEE YOUR ROLE IN THE BUILDING PROCESS OF RUUKKI BRAND?

My role is very important in the process
I can influence the process
I cannot influence the process
I do not want to influence the process
Cannot say
--

WHICH IN YOUR OPINION ARE THE MOST IMPORTANT CHANNELS IN DELIVERING THE
BRAND MESSAGES AND CONTENT TO RUUKKI'S OWN PERSONNEL? CHOOSE ONE OR MORE OF THE OPTIONS.

Inside
Into
Discussions with supervisor / foreman
Work mates / colleagues
Advertising
Internal campaigns
Workshops
Other, what?
--

WHICH IN YOUR OPINION ARE THE MOST IMPORTANT CHANNELS FOR INFLUENCING RUUKKI'S KEY TARGET GROUPS? CHOOSE ONE OR MORE OF THE OPTIONS.

Personal visits by Ruukki's representative
Keeping contact by phone
Brochures & fact sheets sent by mail
Brochures & fact sheets sent by Email
Advertising
Fairs, exhibitions
Seminars, events
www-pages
Other, what?
--
IS IT CLEAR TO YOU HOW YOUR OWN ACTIONS MAY IMPACT RUUKKI'S BRAND AND IMAGE?

Yes - No - Cannot say
--
HOW DO YOU TELL ABOUT YOUR COMPANY?

I put emphasis on the fact I work in one, unified company, Ruukki.
I only tell about the operations of my own division.
I often use the old company names to introduce the company.
I concentrate on the operations of my own unit (country, location etc.) in my communication.

QUESTIONS RELATED TO RUUKKI'S ORGANIZATIONAL IDENTITY

HOW WOULD YOU DESCRIBE OUR WAY TO OPERATE AT THE MOMENT? 1 - 2 - 3 - 4

Result oriented - Working oriented
Focus on customer - Focus on internal affairs
One company - Separate divisions
Information sharing - Information hiding
Risk taking - Risk avoiding
Responsibility taking - Responsibility avoiding
Innovative - Traditional
Entrepreneurial - Bureaucratic
Motivated - Passive
Ambitious - Follower
Fast - Slow
Cooperation - Individualism
Planned doings - Overlapping doings

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HOW IMPORTANT DO YOU PERSONALLY SEE THE FOLLOWING ISSUES IN OUR DAILY WORK?
Very important - Quite important - Quite unimportant - Very unimportant - Cannot say

Attitude to adapt the change - change is everyday life in Ruukki
Attitude and actions to benefit the corporation as a whole
Customer always comes first - we add value to the customer
Ruukki prioritizes profitability before volume
We always keep our promises
Teamwork is based on everyone's individual commitment

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HOW DO YOU AS RUUKKI'S EMPLOYEE EXPERIENCE YOUR COMPANY? WHAT DOES IT MEAN TO YOU TO BE RUUKKI'S EMPLOYEE?

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TO WHICH DO YOUR FEEL BELONGING TO THE MOST?

I feel belonging to Ruukki as a unified company.
I feel belonging to my own division more than to Ruukki as an entity.
I feel the most belonging to my former company (Asva, Gasell, Rannila etc.
or a company recently integrated to Ruukki).
I feel belonging priorily to my own unit (country, location etc.)
I identify more with my profession than with the company I work for.

THANK YOU !!!

Thank You for helping Ruukki in the brand building work!

Dear colleague,

You have been chosen among Ruukki's personnel to take part in an internal survey. This research examines Ruukki's identity and the brand implementation within our company. Your own experience and opinions on these current topics are truly meaningful for developing Ruukki.

It takes about 15 minutes to answer the survey. Your answers are confidential.

Please, answer the questionnaire by **Friday March 31st, 2006**.

Follow the link and take part in the survey!
https://www.survette.com/6870-5131-256@englantiotos&sotoitnalgne

Warm thanks for Your answers,

Virpi Mäkelä

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Figure 13. Employees' evaluation about their personal understanding of the strategy.

"How would you describe your relationship to Ruukki's strategy?" / "I have a clear sense of what Ruukki's strategy stands for."

UNIT	Total	Answers	I agree fully	I agree to some extent	I disagree to some extent	I disagree fully	Cannot say
Construction	122	122	45.08	45.90	6.56	-	2.46
Corporate headquarters	87	87	37.93	57.47	3.45	-	1.15
Engineering	38	38	55.26	36.84	5.26	-	2.63
Logistics	28	28	17.86	71.43	7.14	-	3.57
Metals	128	126	38.10	47.62	10.32	3.17	0.79
Production	209	208	29.33	62.50	6.25	0.96	0.96
Other	14	14	35.71	50.00	7.14	-	7.14
COUNTRY							
Baltics	23	23	56.52	43.48	-	-	-
CEE	56	56	41.07	50.00	3.57	-	5.36
Finland	444	443	31.83	58.92	6.77	1.13	1.35
Nordic Countries	57	56	55.36	32.14	12.50	-	-
Ukraine & Russia	19	18	72.22	22.22	5.56	-	-
Other countries	27	27	25.93	59.26	7.41	3.70	3.70
WORKING TIME							
Less than 1 year	42	42	45.24	50.00	4.76	-	-
1to less than 2 years	46	46	50.00	41.30	2.17	2.17	4.35
2 to less than 5 years	87	87	32.18	59.77	5.75	-	2.30
5 to less than 15 years	202	200	42.00	48.50	7.00	2.00	0.50
More than 15 years	249	248	29.84	59.68	8.06	0.40	2.02
AREA OF RESPONSIBILITY							
General Management	12	12	66.67	33.33	-	-	-
Sales, Prod. Mgrs, Prod. Mrtg.	150	148	41.22	47.30	9.46	0.68	1.35
Treasury and Finance	59	59	20.34	67.80	5.08	-	6.78
R&D	75	75	32.00	62.67	5.33	-	-
Brand, Com., Marketing Com.	29	29	55.17	41.38	3.45	-	-
Logistics	48	48	29.17	56.25	12.50	-	2.08
Production	56	55	47.27	47.27	5.45	-	-
Maintenance	40	40	22.50	65.00	7.50	5.00	-
IT	48	48	43.75	43.75	6.25	4.17	2.08
Legal Affairs	2	2	100.00	-	-	-	-
HR	39	39	41.03	56.41	2.56	-	-
Admin services	21	21	23.81	71.43	4.76	-	-
Other	47	47	29.79	57.45	6.38	2.13	4.26

PERSONNEL GROUP

Worker	20	20	20.00	60.00	15.00	5.00	-
Salaried employee	566	563	33.93	56.66	6.75	0.89	1.78
Top Management	40	40	82.50	15.00	2.50	-	-

SUBORDINATES

Yes	221	220	54.55	40.45	4.09	0.45	0.45
No	405	403	26.80	61.54	8.19	1.24	2.23

Figure 14. Employees' evaluation about their awareness of how the strategy affects their work.

"How would you describe your relationship to Ruukki's strategy?" / "I realise how the strategy affects my work."

UNIT	Total	Answers	I agree fully	I agree to some extent	I disagree to some extent	I disagree fully	Cannot say
Construction	122	122	40.98	44.26	11.48	1.64	1.64
Corporate headquarters	87	87	34.48	54.02	10.34	1.15	-
Engineering	38	38	52.63	31.58	10.53	2.63	2.63
Logistics	28	28	25.00	60.71	10.71	-	3.57
Metals	128	127	35.43	44.88	14.17	2.36	3.15
Production	209	208	24.04	52.40	18.27	3.85	1.44
Other	14	14	35.71	50.00	7.14	-	7.14
COUNTRY							
Baltics	23	23	43.48	43.48	13.04	-	-
CEE	56	56	44.64	42.86	7.14	1.79	3.57
Finland	444	443	28.89	51.24	15.35	2.71	1.81
Nordic Countries	57	56	41.07	37.50	17.86	1.79	1.79
Ukraine & Russia	19	19	63.16	26.32	5.26	5.26	-
Other countries	27	27	33.33	59.26	3.70	-	3.70
WORKING TIME							
Less than 1 year	42	42	42.86	42.86	9.52	2.38	2.38
1to less than 2 years	46	46	47.83	41.30	10.87	-	-
2 to less than 5 years	87	87	33.33	45.98	16.09	1.15	3.45
5 to less than 15 years	202	201	34.33	46.27	15.42	2.49	1.49
More than 15 years	249	248	27.82	53.63	13.31	3.23	2.02
AREA OF RESPONSIBILITY							
General Management	12	12	75.00	25.00	-	-	-
Sales, Prod. Mgrs, Prod. Mrtg.	150	149	41.61	40.27	13.42	2.68	2.01
Treasury and Finance	59	59	18.64	54.24	22.03	1.69	3.39
R&D	75	75	28.00	44.00	22.67	5.33	-
Brand, Com., Marketing Com.	29	29	51.72	44.83	3.45	-	-
Logistics	48	48	18.75	60.42	12.50	4.17	4.17
Production	56	55	27.27	58.18	10.91	1.82	1.82
Maintenance	40	40	22.50	45.00	27.50	2.50	2.50
IT	48	48	39.58	43.75	12.50	2.08	2.08
Legal Affairs	2	2	100.00	-	-	-	-
HR	39	39	30.77	58.97	7.69	2.56	-
Admin services	21	21	38.10	61.90	-	-	-
Other	47	47	31.91	55.32	8.51	-	4.26
PERSONNEL GROUP							
Worker	20	20	25.00	25.00	45.00	-	5.00
Salaried employee	566	564	30.85	50.89	13.83	2.48	1.95
Top Management	40	40	70.00	27.50	-	2.50	-

SUBORDINATES

Yes	221	221	47.06	43.89	5.88	2.71	0.45
No	405	403	25.56	51.12	18.36	2.23	2.73

Figure 15. Employees' evaluation about the correctness of the strategy.

"How would you describe your relationship to Ruukki's strategy?"/ "I feel that Ruukki's current strategic direction is the right one."

UNIT	Total	Answers	I agree fully	I agree to some extent	I disagree to some extent	I disagree fully	Cannot say
Construction	122	122	47.54	41.80	9.02	-	1.64
Corporate headquarters	87	87	52.87	39.08	4.60	-	3.45
Engineering	38	38	55.26	39.47	2.63	-	2.63
Logistics	28	28	21.43	50.00	21.43	-	7.14
Metals	128	127	27.56	45.67	16.54	3.15	7.09
Production	209	208	25.96	58.65	6.73	1.92	6.73
Other	14	14	42.86	42.86	7.14	7.14	-
COUNTRY							
Baltics	23	23	56.52	34.78	4.35	-	4.35
CEE	56	56	42.86	50.00	5.36	-	1.79
Finland	444	443	34.76	50.11	7.90	1.35	5.87
Nordic Countries	57	56	35.71	39.29	19.64	1.79	3.57
Ukraine & Russia	19	19	57.89	31.58	5.26	5.26	-
Other countries	27	27	14.81	51.85	25.93	3.70	3.70
WORKING TIME							
Less than 1 year	42	42	50.00	38.10	-	2.38	9.52
1to less than 2 years	46	46	58.70	39.13	-	2.17	-
2 to less than 5 years	87	87	32.18	51.72	12.64	1.15	2.30
5 to less than 15 years	202	201	37.31	47.76	9.45	1.49	3.98
More than 15 years	249	248	30.24	50.40	11.29	1.21	6.85
AREA OF RESPONSIBILITY							
General Management	12	12	50.00	50.00	-	-	-
Sales, Prod. Mgrs, Prod. Mrtg.	150	149	35.57	42.95	14.77	2.68	4.03
Treasury and Finance	59	59	38.98	49.15	6.78	-	5.08
R&D	75	75	30.67	53.33	9.33	-	6.67
Brand, Com., Marketing Com.	29	29	55.17	37.93	6.90	-	-
Logistics	48	48	25.00	45.83	20.83	-	8.33
Production	56	55	32.73	67.27	-	-	-
Maintenance	40	40	22.50	60.00	5.00	5.00	7.50
IT	48	48	43.75	35.42	8.33	2.08	10.42
Legal Affairs	2	2	50.00	50.00	-	-	-
HR	39	39	46.15	43.59	2.56	5.13	2.56
Admin services	21	21	42.86	47.62	4.76	-	4.76
Other	47	47	36.17	46.81	10.64	-	6.38
PERSONNEL GROUP							
Worker	20	20	25.00	40.00	15.00	10.00	10.00
Salaried employee	566	564	34.40	49.82	9.75	1.24	4.79
Top Management	40	40	67.50	27.50	-	-	5.00
SUBORDINATES							
Yes	221	221	49.77	42.53	4.07	1.36	2.26
No	405	403	28.78	51.12	12.16	1.49	6.45

Figure 16. Employees' opinions about the strategy implementation.

"In your opinion, how well is Ruukki's strategy implemented?"

	Total	Answers	Very Well	Quite Well	Quite poorly	Very poorly	Cannot say
UNIT							
Construction	122	121	6.61	67.77	20.66	0	4.96
Corporate headquarters	87	87	4.6	70.11	21.84	0	3.45
Engineering	38	38	5.26	78.95	13.16	0	2.63
Logistics	28	28	0	60.71	28.57	0	10.71
Metals	128	127	3.94	73.23	14.17	0.79	7.87
Production	209	208	2.4	65.87	22.6	0	9.13
Other	14	14	7.14	64.29	14.29	7.14	7.14
COUNTRY							
Baltics	23	23	21.74	69.57	0	0	8.7
CEE	56	55	5.45	65.45	27.27	0	1.82
Finland	444	443	2.26	68.85	20.77	0.45	7.67
Nordic Countries	57	56	3.57	71.43	17.86	0	7.14
Ukraine & Russia	19	19	10.53	57.89	31.58	0	0
Other countries	27	27	11.11	77.78	3.7	0	7.41
WORKING TIME							
Less than 1 year	42	42	4.76	64.29	16.67	2.38	11.9
1to less than 2 years	46	46	8.7	63.04	26.09	0	2.17
2 to less than 5 years	87	87	4.6	68.97	21.84	0	4.6
5 to less than 15 years	202	200	3.5	77.5	14	0	5
More than 15 years	249	248	3.23	63.71	23.39	0.4	9.27
AREA OF RESPONSIBILITY							
General Management	12	12	0	100	0	0	0
Sales, Prod. Mgrs, Prod. Mrtg.	150	148	4.73	73.65	15.54	0.68	5.41
Treasury and Finance	59	59	1.69	71.19	18.64	0	8.47
R&D	75	75	2.67	73.33	17.33	0	6.67
Brand, Com., Marketing Com.	29	29	10.34	62.07	27.59	0	0
Logistics	48	48	2.08	68.75	25	0	4.17
Production	56	55	3.64	74.55	16.36	0	5.45
Maintenance	40	40	5	55	27.5	0	12.5
IT	48	48	6.25	60.42	20.83	0	12.5
Legal Affairs	2	2	0	100	0	0	0
HR	39	39	2.56	66.67	23.08	2.56	5.13
Admin services	21	21	9.52	61.9	28.57	0	0
Other	47	47	2.13	57.45	25.53	0	14.89
PERSONNEL GROUP							
Worker	20	20	0	50	35	0	15
Salaried employee	566	563	3.91	69.09	19.54	0.36	7.1
Top Management	40	40	7.5	75	17.5	0	0

SUBORDINATES

Yes	221	220	5.91	76.82	15.91	0	1.36
No	405	403	2.98	64.52	22.08	0.5	9.93

Figure 17. Employees' comprehension about the reasons for customers to buy from Ruukki at the moment.

"What do you think are the main reasons for our customers to buy from us / cooperate with us AT THE MOMENT?" Number of respondents not available.

1 Ruukki is reliable	11 Ruukki is a successful company
2 Ruukki is professional	12 Ruukki understands the customers' business
3 Ruukki has good references	13 Ruukki takes a new, wider role in customers' business
4 Ruukki has been recommended	14 Ruukki is fast reacting and has proactive approach
5 Ruukki is accurate in deliveries	15 Ruukki offers tailored solutions to customer's challenges
6 Ruukki provides easiness of purchasing / is easy to deal with	16 Ruukki keeps contact actively
7 Ruukki has wide range of products and services	17 Ruukki handles well the feedback and claims
8 Ruukki treats the customer as being the most important	18 Ruukki has good technical know-how and consulting
9 Ruukki is local	19 Ruukki provides high quality
10 Ruukki is international	20 Ruukki has a strong, unified brand

	Total	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
UNIT																					
Construction	122	10.44	6.85	7.5	2.12	4.4	1.63	11.58	4.73	3.43	6.04	3.92	3.1	1.63	0.82	3.92	2.77	2.45	7.34	11.09	4.24
Corporate headquarters	87	15.37	6.65	2.75	0.69	8.72	2.52	9.86	2.98	3.21	3.44	5.5	4.13	2.52	0.23	7.57	0.69	0.69	6.65	13.53	2.3
Engineering	38	10	7.37	1.58	0	5.79	0	10	4.21	4.74	3.68	4.21	8.95	5.79	2.11	5.79	0.53	2.63	6.32	11.58	4.72
Logistics	28	11.51	2.88	5.04	0	6.47	5.04	7.91	5.04	2.16	4.32	3.6	4.32	2.88	2.16	11.51	0	2.88	7.91	13.67	0.7
Metals	128	12.56	6.73	2.99	0.75	8.97	3.59	11.06	3.59	3.89	1.79	4.04	3.59	2.69	1.49	5.23	2.09	1.64	8.97	12.86	1.48
Production	209	13.39	4.79	1.86	0.59	10.07	3.13	8.21	3.91	3.42	2.54	4.01	3.52	3.03	1.86	8.7	0.88	3.52	8.5	10.75	3.32
Other	14	9.86	8.45	4.23	1.41	8.45	1.41	9.86	5.63	2.82	8.45	8.45	2.82	1.41	1.41	2.82	0	1.41	5.63	11.27	4.21
COUNTRY																					
Baltics	23	10.83	11.67	5.83	2.5	9.17	0	8.33	3.33	5	5.83	5	3.33	1.67	0	0.83	0.83	2.5	9.17	9.17	5.01
CEE	56	7.91	5.4	9.71	3.24	2.16	1.08	11.51	6.47	1.8	5.76	3.24	4.32	1.44	1.44	3.24	5.76	2.16	8.63	11.15	3.58
Finland	444	13.42	5.59	2.43	0.5	8.65	3.02	10.23	3.87	3.29	3.11	4.59	3.47	3.06	1.22	7.97	0.81	2.61	7.39	11.8	2.97
Nordic Countries	57	11.56	6.46	3.74	0.34	8.16	2.38	8.5	3.4	7.14	2.38	3.4	7.14	3.4	2.04	3.4	1.7	1.36	9.86	12.24	1.4
Ukraine & Russia	19	13.98	6.45	4.3	3.23	5.38	0	6.45	1.08	2.15	7.53	3.23	4.3	0	0	6.45	3.23	2.15	7.53	16.13	6.43
Other countries	27	10.29	8.09	5.15	0.74	11.76	5.88	6.62	4.41	2.21	2.21	3.68	2.94	1.47	4.41	5.15	0.74	1.47	9.56	12.5	0.72

	Total	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
WORKING TIME																					
Less than 1 year	42	12.15	8.41	5.14	0.93	6.07	1.87	6.54	0.47	4.67	5.61	5.14	3.74	2.8	1.87	6.07	1.87	0.47	7.01	15.42	3.74
1to less than 2 years	46	12.33	7.49	4.85	0.88	4.85	2.2	12.78	5.29	3.08	2.2	5.73	5.29	3.08	0.44	3.96	1.76	0.88	7.05	13.66	2.2
2 to less than 5 years	87	9.4	6.65	7.8	1.61	5.5	2.52	11.24	4.36	3.21	4.82	3.44	2.52	1.83	1.83	5.5	2.98	2.52	7.57	11.47	3.23
5 to less than 15 years	202	12.67	6.43	3.41	0.88	8.38	3.41	10.04	2.83	3.9	2.83	4.09	3.8	3.22	1.36	5.75	1.27	1.75	9.06	11.7	3.22
More than 15 years	249	13.65	4.77	1.53	0.65	9.69	2.42	9.21	5.17	3.15	3.39	4.36	4.2	2.58	1.29	8.48	0.81	3.47	7.35	11.15	2.68
AREA OF RESPONSIBILITY																					
General Management	12	15	10	3.33	0	11.67	1.67	5	1.67	10	3.33	1.67	3.33	0	5	3.33	0	1.67	13.33	10	0
Sales, Prod. Mgrs, Prod. Mrtg.	150	11.56	5.65	4.6	1.58	7.62	2.5	11.96	4.07	3.68	3.02	3.29	4.2	1.84	1.58	3.81	2.89	1.71	9.07	12.75	2.62
Treasury and Finance	59	15.72	7.02	3.01	1.34	9.7	2.01	6.69	5.02	3.68	3.68	4.68	4.35	4.01	1.34	8.7	1	1.34	5.02	9.36	2.33
R&D	75	12.26	4.63	1.91	0	11.17	4.09	7.9	3.27	5.18	3	3.27	2.72	2.18	1.91	5.99	1.36	5.18	9.81	10.63	3.54
Brand, Com., Marketing Com.	29	12.24	7.48	5.44	1.36	3.4	1.36	14.29	1.36	4.08	6.8	4.76	2.72	2.72	0	5.44	1.36	0	8.84	14.29	2.04
Logistics	48	10.25	5.33	4.1	0	7.38	4.1	10.66	4.92	2.05	4.1	2.46	4.51	4.51	1.64	8.61	1.23	2.87	7.38	10.66	3.25
Production	56	13.06	3.44	2.06	0.34	8.25	2.75	11.34	4.12	2.06	2.75	5.5	3.09	3.09	2.06	7.56	0	4.81	8.59	10.31	4.82
Maintenance	40	12.5	6.25	0.52	1.56	10.42	3.65	6.77	6.25	2.6	3.65	5.73	2.08	3.13	1.04	11.98	1.04	0	4.69	12.5	3.64
IT	48	12.72	9.21	7.02	0.44	7.02	2.63	10.53	1.75	5.26	2.63	3.95	5.26	1.75	0.88	4.39	1.32	2.19	6.14	13.16	1.75
Legal Affairs	2	8.33	8.33	0	0	0	0	0	8.33	0	8.33	8.33	0	0	0	8.33	0	8.33	16.67	16.67	8.33
HR	39	12.44	7.77	2.07	0	6.22	1.55	9.84	4.15	2.07	4.66	6.74	5.18	4.66	0	8.29	0.52	1.04	7.25	12.44	3.11
Admin services	21	11.54	7.69	2.88	2.88	5.77	0	9.62	4.81	0.96	3.85	1.92	7.69	0.96	0	7.69	1.92	2.88	6.73	16.35	3.86
Other	47	13.99	4.53	3.7	0.82	7.41	3.29	8.23	4.12	2.88	2.88	7.41	2.88	3.29	1.23	9.05	0.41	2.47	7.41	11.52	2.48
PERSONNEL GROUP																					
Worker	20	9.52	9.52	7.62	0	8.57	2.86	4.76	6.67	3.81	3.81	3.81	3.81	1.9	0.95	6.67	0.95	2.86	5.71	14.29	1.91
Salaried employee	566	12.63	5.75	3.25	0.95	7.97	2.65	10.16	3.99	3.42	3.39	4.38	3.85	2.86	1.38	6.92	1.38	2.36	7.87	11.86	2.98
Top Management	40	12.87	7.92	4.95	0.5	9.41	3.47	7.92	2.48	4.46	4.46	3.47	4.46	1.49	1.49	3.47	1.98	2.48	9.41	10.4	2.95
SUBORDINATES																					
Yes	221	13.43	6.44	2.72	0.91	8.89	2.54	10.34	3.81	3.45	2.54	3.9	3.9	2	1.45	7.17	1.54	2.81	7.99	11.62	2.54
No	405	12.06	5.79	3.92	0.88	7.65	2.8	9.56	4.07	3.53	3.97	4.51	3.87	3.14	1.32	6.42	1.32	2.16	7.85	11.97	3.21

Figure 18. Employees' comprehension about the reasons for customers to buy from Ruukki in the year 2008.

"What do you think are the main reasons for our customers to buy from us / cooperate with us IN THE YEAR 2008?" Number of respondents not available.

1 Ruukki is reliable	11 Ruukki is a successful company
2 Ruukki is professional	12 Ruukki understands the customers' business
3 Ruukki has good references	13 Ruukki takes a new, wider role in customers' business
4 Ruukki has been recommended	14 Ruukki is fast reacting and has proactive approach
5 Ruukki is accurate in deliveries	15 Ruukki offers tailored solutions to customer's challenges
6 Ruukki provides easiness of purchasing / is easy to deal with	16 Ruukki keeps contact actively
7 Ruukki has wide range of products and services	17 Ruukki handles well the feedback and claims
8 Ruukki treats the customer as being the most important	18 Ruukki has good technical know-how and consulting
9 Ruukki is local	19 Ruukki provides high quality
10 Ruukki is international	20 Ruukki has a strong, unified brand

	Total	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
UNIT																					
Construction	122	7.51	9.11	3.35	1.6	6.71	2.72	7.99	5.11	1.92	5.59	3.51	5.11	6.55	2.4	6.55	2.4	1.28	6.55	7.83	6.21
Corporate headquarters	87	11.62	4.1	1.59	1.14	8.66	3.64	4.56	7.29	1.14	2.51	2.73	8.43	7.06	3.64	10.93	1.14	1.37	5.92	8.2	4.33
Engineering	38	12.04	6.81	1.05	1.05	5.76	4.19	7.85	3.66	1.05	4.71	3.66	7.85	9.95	4.71	6.81	1.57	1.57	4.19	7.85	3.67
Logistics	28	12.59	3.7	2.22	0.74	11.85	3.7	5.93	6.67	0	3.7	1.48	8.15	5.93	5.19	8.15	0.74	2.96	7.41	6.67	2.22
Metals	128	12.78	6.31	2.35	0.88	8.37	3.38	8.81	5.43	2.2	2.2	2.35	6.17	6.61	2.06	7.2	1.91	2.06	6.31	9.69	2.93
Production	209	12.73	3.47	2.12	0.87	12.54	3.57	5.88	4.73	1.25	2.51	3.09	5.21	4.63	3.47	8.78	1.06	2.89	7.14	10.61	3.45
Other	14	8.45	11.27	2.82	1.41	4.23	0	8.45	7.04	0	4.23	8.45	1.41	7.04	2.82	7.04	1.41	2.82	5.63	8.45	7.03
COUNTRY																					
Baltics	23	6.77	10.53	2.26	0.75	6.77	1.5	6.02	3.76	3.01	8.27	5.26	3.76	6.02	0.75	2.26	1.5	0.75	12.78	9.02	8.26
CEE	56	6.29	10.14	5.24	2.1	6.64	2.8	8.74	6.29	1.05	3.85	2.8	5.24	5.94	4.55	6.29	3.15	1.05	5.24	6.99	5.61
Finland	444	12.29	4.31	1.84	1.08	10.36	3.54	7	5.7	1.17	2.87	3.05	6.24	5.79	3.23	8.97	1.3	2.38	5.92	9.38	3.58
Nordic Countries	57	10.92	6.83	2.05	0.68	7.85	3.41	5.8	4.78	4.44	3.41	2.39	6.48	7.17	2.39	8.19	2.39	2.73	7.85	7.51	2.73
Ukraine & Russia	19	10.53	7.37	3.16	1.05	5.26	3.16	5.26	1.05	1.05	3.16	5.26	5.26	9.47	1.05	6.32	2.11	1.05	7.37	10.53	10.53
Other countries	27	13.89	9.72	3.47	0	6.94	2.78	6.25	4.17	0	3.47	1.39	6.25	9.03	3.47	4.86	0	0.69	8.33	12.5	2.79

	Total	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
WORKING TIME																					
Less than 1 year	42	10.36	6.76	1.8	1.8	6.31	3.6	5.41	4.5	2.25	4.5	3.6	6.31	8.56	2.7	8.11	0.9	0.45	5.41	11.26	5.41
1to less than 2 years	46	9.87	6.73	2.69	0.9	8.97	2.69	5.38	4.93	1.79	3.59	2.69	9.42	6.73	4.48	8.52	0.9	1.35	5.38	8.52	4.47
2 to less than 5 years	87	8.39	9.05	3.97	1.55	7.51	4.19	6.84	5.96	1.32	3.31	2.43	5.08	6.4	2.87	6.84	2.65	2.21	6.18	8.61	4.64
5 to less than 15 years	202	12.2	5.67	2.11	1.06	9.03	3.65	6.72	5.09	1.63	3.46	2.79	6.44	6.24	3.07	7.78	1.15	1.83	7.11	8.93	4.04
More than 15 years	249	12.33	4.03	1.85	0.81	10.88	2.82	7.66	5.64	1.21	2.82	3.46	5.4	5.56	3.06	8.78	1.69	2.74	6.45	9.27	3.54
AREA OF RESPONSIBILITY																					
General Management	12	7.14	8.93	0	0	8.93	1.79	5.36	3.75	5.36	5.36	1.79	8.93	7.14	5.36	7.14	1.79	0	12.5	5.36	3.55
Sales, Prod. Mgrs, Prod. Mrtg.	150	9.94	7.01	3.06	1.15	7.39	3.69	9.04	6.11	2.17	2.29	2.42	6.62	7.26	2.42	5.86	2.68	2.04	6.75	7.9	4.2
Treasury and Finance	59	11.36	5.19	3.25	0.97	8.12	3.25	4.87	6.17	1.3	2.6	2.92	7.79	5.84	4.55	10.71	0.65	1.95	5.52	9.09	3.9
R&D	75	11.17	4.09	2.45	0.54	11.44	3.27	5.45	3	1.91	2.72	3	6.54	5.72	2.45	8.72	1.09	3	8.72	11.17	3.54
Brand, Com., Marketing Com.	29	10.46	9.15	1.96	1.96	7.19	2.61	5.88	5.88	0.65	3.27	1.96	6.54	7.48	1.96	8.5	1.96	1.31	5.88	8.5	6.54
Logistics	48	11.67	5.83	1.67	0.83	11.25	3.33	6.25	6.25	0.83	4.17	1.25	6.67	5.42	4.58	7.92	1.67	3.33	6.67	7.08	3.33
Production	56	12.07	2.41	1.72	0.69	12.07	3.1	8.28	6.21	0.69	3.45	4.14	3.45	7.24	3.79	9.66	0.69	2.41	3.45	10	4.48
Maintenance	40	15.74	5.08	1.52	1.52	14.72	2.03	5.58	5.58	0.51	4.06	4.57	4.06	1.52	0.51	8.63	2.03	2.03	5.08	13.2	2.03
IT	48	11.95	7.52	3.54	0.88	7.08	3.54	6.64	4.87	1.77	5.31	2.65	6.19	3.98	4.42	7.08	1.33	0.44	5.31	10.62	4.88
Legal Affairs	2	0	9.09	0	0	9.09	0	9.09	9.09	0	9.09	0	9.09	0	0	9.09	0	9.09	9.09	9.09	9.09
HR	39	11.92	4.15	1.04	1.55	8.29	2.59	3.63	6.74	0	4.66	5.7	4.66	10.36	3.11	9.84	0	1.55	6.74	9.84	3.63
Admin services	21	11.43	8.57	0	0.95	7.62	2.86	9.52	2.86	0	4.76	4.76	1.9	4.76	4.76	8.57	1.9	1.9	7.62	8.57	6.69
Other	47	13.25	3.61	2.01	1.61	9.64	5.22	7.63	4.02	2.41	2.01	3.21	6.83	5.62	2.81	8.43	1.2	2.41	7.23	7.63	3.22
PERSONNEL GROUP																					
Worker	20	10.42	10.42	3.13	0	11.46	0	5.21	6.25	4.17	6.25	2.08	4.17	2.08	2.08	7.29	5.21	3.13	3.13	12.5	1.02
Salaried employee	566	11.48	5.43	2.25	1.14	9.33	3.56	7.19	5.25	1.31	3.08	3.01	5.88	6.29	3.15	8.12	1.42	2.11	6.6	9.33	4.07
Top Management	40	10.99	6.81	2.62	0.52	8.38	1.57	3.66	6.81	2.62	4.71	4.19	9.42	6.81	3.14	8.38	1.57	1.57	6.28	4.71	5.24
SUBORDINATES																					
Yes	221	11.96	5.49	1.98	0.72	10.43	3.51	6.38	5.31	1.8	2.7	2.43	6.47	7.28	3.24	8.36	1.44	1.71	6.47	8	4.32
No	405	11.12	5.75	2.47	1.26	8.75	3.24	7.21	5.42	1.31	3.58	3.38	5.8	5.61	3.05	7.98	1.6	2.32	6.48	9.77	3.9

Figure 19. Sources of Ruukki's competitive power according to employees.

"What do you see as the most important sources of Ruukki's competitive power?" Number of respondents not available.

1 Strong position in Nordic and Baltic countries	7 Competitive prices
2 Long term customer relationships	8 Modern technology/efficient production
3 International and local actor	9 Flexible logistics
4 Extensive know-how of materials	10 Clear identity as a unified company
5 Wide product and service range	11 Strong Ruukki brand
6 High quality	12 Other, what?

	Total	1	2	3	4	5	6	7	8	9	10	11	12
UNIT													
Construction	122	7.88	13.59	9.78	9.24	14.4	21.47	4.62	4.35	5.16	2.45	6.52	0.54
Corporate headquarters	87	19.16	11.88	6.51	8.43	12.64	14.56	3.45	7.28	8.43	2.3	4.6	0.77
Engineering	38	10.71	16.96	9.82	11.61	13.39	15.18	2.68	7.14	3.57	2.68	5.36	0.89
Logistics	28	18.6	12.79	3.49	6.98	10.47	12.79	8.14	2.33	18.6	3.49	1.16	1.16
Metals	128	9.72	18.16	4.86	12.02	16.11	17.65	4.6	5.63	5.37	1.79	3.32	0.77
Production	209	15.65	12.3	3.51	14.38	11.18	17.89	3.83	7.67	8.31	0.8	3.99	0.48
Other	14	6.82	13.64	4.55	9.09	6.82	22.73	2.27	9.09	6.82	2.27	13.64	2.27
COUNTRY													
Baltics	23	10	10	4.29	10	12.86	22.86	2.86	5.71	12.86	0	8.57	0
CEE	56	6.94	12.14	9.83	8.67	15.61	21.39	5.2	4.05	6.36	3.47	5.2	1.16
Finland	444	15.23	13.58	5.33	12.23	13.43	16.5	3.45	6.23	7.58	1.58	4.28	0.6
Nordic Countries	57	11.63	19.19	4.65	7.56	12.79	18.02	7.56	4.65	5.81	2.91	4.07	1.16
Ukraine & Russia	19	1.72	15.52	10.34	12.07	3.45	24.14	6.9	8.62	1.72	1.72	12.07	1.72
Other countries	27	3.66	17.07	6.1	13.41	8.54	21.95	6.1	14.63	6.1	1.22	1.22	0
WORKING TIME													
Less than 1 year	42	14.29	11.9	7.14	11.9	11.9	20.63	3.17	7.14	1.59	3.17	7.14	0
1to less than 2 years	46	10.71	15	7.14	9.29	13.57	17.14	5	7.14	7.14	2.86	3.57	1.43
2 to less than 5 years	87	7.09	13.43	7.46	11.57	14.18	21.27	5.97	5.97	7.09	1.12	4.85	0
5 to less than 15 years	202	13.26	14.73	6.06	11.46	11.95	17.35	4.42	5.24	7.69	1.96	4.75	1.15
More than 15 years	249	15.21	13.86	4.58	11.71	13.59	16.55	3.36	7	7.94	1.48	4.17	0.54
AREA OF RESPONSIBILITY													
General Management	12	5.56	22.22	5.56	11.11	5.56	11.11	8.33	16.67	8.33	0	2.78	2.78
Sales, Prod. Mgrs, Prod. Mrtg.	150	6.77	17.47	6.11	12.23	16.59	19.21	5.02	5.02	4.37	1.97	4.37	0.87
Treasury and Finance	59	21.35	15.17	4.49	8.43	8.99	15.73	3.37	7.87	8.43	1.69	3.37	1.12
R&D	75	17.11	9.21	3.95	17.98	9.21	15.79	2.19	7.46	10.96	0.88	4.82	0.44
Brand, Com., Marketing Com.	29	12.64	9.2	10.34	8.05	14.94	14.94	4.6	4.6	8.05	3.45	9.2	0
Logistics	48	13.7	13.7	4.11	7.53	11.64	17.12	4.79	2.74	17.81	1.37	5.48	0
Production	56	15.06	14.46	3.01	8.43	18.67	18.07	3.61	7.23	4.22	1.2	6.02	0
Maintenance	40	13.56	15.25	3.39	10.17	12.71	22.88	3.39	5.93	9.32	0	2.54	0.85
IT	48	16.2	10.56	9.15	11.97	11.97	16.2	4.23	4.23	6.34	4.23	4.93	0
Legal Affairs	2	12.5	0	12.5	0	12.5	25	0	0	0	12.5	12.5	12.5
HR	39	15.52	10.34	7.76	14.66	6.9	18.97	4.31	8.62	5.17	3.45	2.59	1.72
Admin services	21	9.52	14.29	7.94	7.94	12.7	25.4	3.17	12.7	1.59	1.59	3.17	0
Other	47	11.27	16.2	7.75	11.97	14.79	15.49	5.63	5.63	4.93	0.7	4.93	0.7
PERSONNEL GROUP													
Worker	20	14.75	13.11	3.28	8.2	8.2	26.23	8.2	11.48	3.28	0	3.28	0
Salaried employee	566	13.19	14.01	5.86	11.37	13.66	17.58	3.87	6.04	7.39	1.82	4.63	0.59
Top Management	40	9.92	14.88	6.61	14.05	6.61	16.53	6.61	7.44	7.44	2.48	4.96	2.48
SUBORDINATES													
Yes	221	10.68	13.38	5.86	12.33	12.03	17.59	5.56	5.86	9.17	1.8	4.51	1.2
No	405	14.31	14.39	5.81	10.96	13.57	17.91	3.43	6.54	6.21	1.8	4.66	0.41

Figure 20. Employees' opinion about who is responsible for brand building.

"Who is responsible for building and maintaining the Ruukki brand?"

Number of respondents not available.

	Total	Everyone at Ruukki	Top Management	Sales persons	All persons in customer interf.	HQ	Marketing Com. persons	Other
UNIT								
Construction	122	55.56	7.78	5	12.78	3.33	15	0.56
Corporate headquarters	87	50	14.47	6.58	14.47	3.95	9.21	1.32
Engineering	38	50	17.19	7.81	14.06	4.69	6.25	0
Logistics	28	43.14	13.73	13.73	15.69	3.92	9.8	0
Metals	128	50.67	11.11	7.11	12	6.22	12	0.89
Production	209	45.84	12.33	7.51	15.82	4.83	13.4	0.27
Other	14	42.31	15.38	3.85	15.38	7.69	15.38	0
COUNTRY								
Baltics	23	55.88	5.88	0	14.71	2.94	17.65	2.94
CEE	56	47.19	8.99	7.87	12.36	7.87	14.61	1.12
Finland	444	47.9	13.21	7.24	14.87	4.57	11.69	0.51
Nordic Countries	57	65.79	7.89	3.95	10.53	3.95	7.89	0
Ukraine & Russia	19	36.36	12.12	9.09	18.18	3.03	21.21	0
Other countries	27	50	9.62	11.54	9.62	5.77	13.46	0
WORKING TIME								
Less than 1 year	42	41.98	12.35	7.41	18.52	3.7	16.05	0
1to less than 2 years	46	42.68	12.2	7.32	19.51	4.88	13.41	0
2 to less than 5 years	87	50.36	10.22	8.76	13.87	5.11	11.68	0
5 to less than 15 years	202	50.58	10.69	6.36	13.87	4.62	12.43	1.45
More than 15 years	249	50.12	13.65	7.06	12.71	4.94	11.29	0.24
AREA OF RESPONSIBILITY								
General Management	12	52.17	13.04	8.7	8.7	8.7	8.7	0
Sales, Prod. Mgrs, Prod. Mrtg.	150	50.4	9.92	5.95	14.29	5.16	13.49	0.79
Treasury and Finance	59	41.12	16.82	9.35	15.89	1.87	14.02	0.93
R&D	75	43.07	9.49	6.57	19.71	6.57	14.6	0
Brand, Com., Marketing Com.	29	82.86	2.86	0	5.71	2.86	5.71	0
Logistics	48	46.25	12.5	10	15	3.75	11.25	1.25
Production	56	54.12	15.29	7.06	12.94	2.35	8.24	0
Maintenance	40	50	15.63	6.25	9.38	7.81	10.94	0
IT	48	48.81	13.1	9.52	15.48	1.19	11.9	0
Legal Affairs	2	50	0	25	0	0	25	0
HR	39	50	12.16	6.76	14.86	5.41	10.81	0
Admin services	21	37.5	16.67	6.25	10.42	10.42	16.67	2.08
Other	47	53.85	10.26	6.41	12.82	5.13	10.26	1.28
PERSONNEL GROUP								
Worker	20	38.24	11.76	11.76	8.82	8.82	20.59	0
Salaried employee	566	49.48	11.86	6.91	14.33	4.64	12.16	0.62
Top Management	40	49.25	14.93	7.46	14.93	4.48	8.96	0

SUBORDINATES

Yes	221	51.62	12.16	6.76	15.14	4.32	9.19	0.81
No	405	47.79	11.98	7.28	13.69	4.99	13.84	0.43

Figure 21. Employees willingness to brand behaviour.

Do you agree or disagree with the following statements?

	Total	Answers	I agree fully	I agree to some extent	I disagree to some extent	I disagree fully	Cannot say
I have received enough information about the Ruukki brand and its purpose.	626	622	168	324	115	11	4
I have enough tools for communicating about Ruukki.	626	622	141	300	141	25	15
I have been motivated and guided to communicate about Ruukki brand.	626	622	113	237	204	55	13
I feel confident enough to communicate about Ruukki as a whole.	626	623	155	250	164	36	18
It is my responsibility to tell people about Ruukki.	626	624	227	207	127	46	17
It is important that the whole company supports the one, unified brand.	626	623	445	163	9	2	4
I am committed to support the Ruukki brand in my own actions.	626	621	401	193	19	1	7
I would like to participate more in the building of Ruukki brand.	626	624	158	286	108	20	52

Figure 22. Employees' comprehensions about the brand issues.

Do you agree or disagree with the following statements?

	Total	Answers	I agree fully	I agree to some extent	I disagree to some extent	I disagree fully	Cannot say
It is clear to me why Rautaruukki chose to build a unified Ruukki brand.	626	624	297	263	49	9	6
I understand what brand means.	626	622	363	233	22	2	2
The main goal of Ruukki brand is to build credibility for the company's solutions business.	626	623	219	313	64	9	18
Ruukki brand is a tool for implementing the strategy.	626	622	197	314	67	13	31
Ruukki brand supports the sales.	626	617	285	265	54	5	8
Building a unified Ruukki brand requires company-wide unified ways to operate.	626	623	378	193	36	4	12
Building a unified Ruukki brand requires transparency of actions.	626	623	322	239	35	1	26
Ruukki's customer promises are clear to me.	626	618	124	287	145	23	39
I know how the customer benefits for operating with Ruukki.	626	621	120	319	125	24	33
Ruukki's visual identity identity is good.	626	623	241	301	63	13	5
Ruukki is a fine brand.	626	622	278	279	43	5	17

Figure 23. Employees' experience of their role for the brand building process.

"How do you personally see your role in the building process of Ruukki brand?"

	Total	Answers	My role is very important	I can influence	I cannot influence	I don't want to influence	Cannot say
UNIT							
Construction	122	122	29.51	47.54	19.67	0	3.28
Corporate headquarters	87	87	12.64	49.43	29.89	0	8.05
Engineering	38	38	21.05	55.26	15.79	0	7.89
Logistics	28	28	3.57	57.14	28.57	0	10.71
Metals	128	127	23.62	41.73	29.13	0.79	4.72
Production	209	208	12.5	48.08	31.73	1.44	6.25
Other	14	14	14.29	42.86	35.71	0	7.14
COUNTRY							
Baltics	23	23	34.78	56.52	8.7	0	0
CEE	56	56	26.79	44.64	23.21	0	5.36
Finland	444	443	13.54	48.31	31.15	0.68	6.32
Nordic Countries	57	56	32.14	41.07	17.86	1.79	7.14
Ukraine & Russia	19	19	26.32	47.37	26.32	0	0
Other countries	27	27	29.63	48.15	14.81	0	7.41
WORKING TIME							
Less than 1 year	42	42	16.67	45.24	28.57	0	9.52
1to less than 2 years	46	46	19.57	45.65	23.91	2.17	8.7
2 to less than 5 years	87	87	14.94	49.43	31.03	1.15	3.45
5 to less than 15 years	202	201	22.39	47.76	23.88	0.5	5.47
More than 15 years	249	248	16.13	47.58	29.84	0.4	6.05
AREA OF RESPONSIBILITY							
General Management	12	12	33.33	66.67	0	0	0
Sales, Prod. Mgrs, Prod. Mrtg.	150	149	32.21	40.94	21.48	0.67	4.7
Treasury and Finance	59	59	6.78	37.29	38.98	3.39	13.56
R&D	75	75	14.67	46.67	30.67	1.33	6.67
Brand, Com., Marketing Com.	29	29	37.93	51.72	6.9	0	3.45
Logistics	48	48	6.25	56.25	31.25	0	6.25
Production	56	56	18.18	52.73	23.64	0	5.45
Maintenance	40	40	5	57.5	35	0	2.5
IT	48	48	12.5	50	35.42	0	2.08
Legal Affairs	2	2	50	0	0	0	50
HR	39	39	15.38	56.41	25.64	0	2.56
Admin services	21	21	14.29	28.57	52.38	0	4.76
Other	47	47	10.64	53.19	25.53	0	10.64
PERSONNEL GROUP							
Worker	20	20	10	30	50	5	5
Salaried employee	566	564	16.49	48.05	28.55	0.53	6.38
Top Management	40	40	47.5	50	2.5	0	0

SUBORDINATES

Yes	221	221	28.96	50.68	18.1	0	2.26
No	405	403	12.41	45.91	32.75	0.99	7.94

Figure 24. Importance of internal communication channels.

"Which in your opinion are the most important channels in delivering the brand messages and content to Ruukki's own personnel?" Number of respondents not available.

	Total	Inside	Into	Discussions with su-perv.	Work mates/col-leagues	Advertising	Internal campaigns	Workshops	Other
UNIT									
Construction	122	26.73	11.88	16.17	11.88	2.97	14.19	13.86	2.31
Corporate headquarters	87	30.3	14.29	9.52	11.69	3.46	18.61	9.09	3.03
Engineering	38	29.03	11.83	13.98	15.05	3.23	17.2	9.68	0
Logistics	28	31.75	17.46	9.52	1.59	3.17	23.81	11.11	1.59
Metals	128	30.49	10.98	10.98	11.89	5.79	20.43	8.54	0.91
Production	209	30.34	12.21	14.69	11.64	6.11	18.51	4.2	2.29
Other	14	34.38	6.25	18.75	12.5	9.38	15.63	3.13	0
COUNTRY									
Baltics	23	34.69	4.08	20.41	14.29	0	14.29	10.2	2.04
CEE	56	24.34	12.5	12.5	13.16	8.55	11.84	15.13	1.97
Finland	444	30.73	12.46	12.72	11.11	4.84	19.27	6.63	2.24
Nordic Countries	57	27.91	10.08	14.73	15.5	3.1	15.5	12.4	0.78
Ukraine & Russia	19	24	10	18	8	4	22	14	0
Other countries	27	29.49	19.23	12.82	8.97	3.85	19.23	6.41	0
WORKING TIME									
Less than 1 year	42	28.45	12.07	15.52	12.07	3.45	18.1	7.76	2.59
1to less than 2 years	46	27.59	9.48	14.66	13.79	6.9	15.52	9.48	2.59
2 to less than 5 years	87	28.44	13.3	13.3	11.01	4.59	16.97	11.01	1.38
5 to less than 15 years	202	28.96	10.81	15.44	11.58	4.63	17.57	9.46	1.54
More than 15 years	249	31.52	13.7	10.73	11.22	4.95	19.64	6.11	2.15
AREA OF RESPONSIBI-LITY									
General Management	12	18.75	6.25	15.63	15.63	3.13	21.88	15.63	3.13
Sales, Prod. Mgrs, Prod. Mrtg.	150	28.03	10.24	13.75	12.67	3.5	18.06	12.4	1.35
Treasury and Finance	59	32.9	16.77	10.32	11.61	5.16	14.19	7.1	1.94
R&D	75	30.68	10.8	14.77	12.5	3.98	18.18	5.68	3.41
Brand, Com., Marketing Com.	29	24.73	12.9	19.35	16.13	1.08	13.98	9.68	2.15
Logistics	48	30.7	14.04	16.67	5.26	4.39	20.18	7.02	1.75
Production	56	27.89	10.2	18.37	8.16	8.84	22.45	3.4	0.68
Maintenance	40	40.24	10.98	12.2	9.76	8.54	15.85	0	2.44
IT	48	33.88	13.22	8.26	12.4	9.09	16.53	5.79	0.83
Legal Affairs	2	50	0	25	0	0	25	0	0
HR	39	26.47	12.75	12.75	15.69	0.98	13.73	14.71	2.94
Admin services	21	30.77	11.54	5.77	11.54	5.77	23.08	9.62	1.92
Other	47	28	16.8	8	9.6	4.8	23.2	7.2	2.4

PERSONNEL GROUP

Worker	20	34.78	6.52	4.35	10.87	15.22	26.09	0	2.17
Salaried employee	566	29.91	12.81	13.09	11.4	4.71	18.02	8.16	1.9
Top Management	40	25.23	7.48	19.63	14.02	1.87	16.82	13.08	1.87

SUBORDINATES

Yes	221	29.09	11.09	15.27	11.45	4.36	17.64	9.27	1.82
No	405	30.08	12.89	12.21	11.62	5.08	18.46	7.71	1.95

Figure 25. Importance of external communication channels.

"Which in your opinion are the most important channels for influencing Ruukki's key target groups?"
Number of respondents not available.

	Total	Personal visits	Contact by phone	Brochures by mail	Brochures by email	Advertising	Fairs & Exhibit.	Seminars & Events	www-pages	Other
UNIT										
Construction	122	26.02	6.99	6.51	4.58	12.29	13.01	17.11	12.53	0.96
Corporate headquarters	87	26.64	6.2	2.92	1.82	14.96	17.88	12.41	16.42	0.73
Engineering	38	30.61	5.1	6.12	3.06	8.16	17.35	17.35	11.22	1.02
Logistics	28	33.33	1.33	4	1.33	13.33	22.67	16	8	0
Metals	128	27.99	6.22	7.18	4.31	11.24	15.31	14.83	12.68	0.24
Production	209	27.11	2.92	3.08	2.27	14.29	21.92	14.77	12.66	0.97
Other	14	26.67	0	8.89	6.67	15.56	15.56	11.11	15.56	0
COUNTRY										
Baltics	23	27.4	6.85	4.11	2.74	5.48	13.7	24.66	13.7	1.37
CEE	56	24.88	5.97	6.47	6.47	13.43	12.44	14.93	13.93	1.49
Finland	444	27.68	4.24	3.94	2.53	13.84	19.79	13.99	13.32	0.67
Nordic Countries	57	29.88	8.54	10.98	4.27	9.76	9.76	15.85	10.37	0.61
Ukraine & Russia	19	22.73	1.52	6.06	1.52	10.61	19.7	27.27	10.61	0
Other countries	27	27.96	7.53	6.45	6.45	12.9	13.98	12.9	11.83	0
WORKING TIME										
Less than 1 year	42	21.79	5.13	7.69	2.56	11.54	19.23	16.67	14.74	0.64
1to less than 2 years	46	25.17	6.8	6.8	2.72	17.01	11.56	16.33	12.24	1.36
2 to less than 5 years	87	26.74	5.56	5.21	4.51	14.24	14.24	17.36	11.81	0.35
5 to less than 15 years	202	28.79	4.95	6.04	2.94	11.76	17.18	16.41	11.15	0.77
More than 15 years	249	28.13	4.26	2.98	3.27	13.07	20.45	12.22	14.91	0.71
AREA OF RESPONSIBILITY										
General Management	12	29.73	10.81	8.11	5.41	5.41	10.81	21.62	5.41	2.7
Sales, Prod. Mgrs, Prod. Mrtg.	150	28.14	7.09	7.29	4.66	11.13	12.55	16.8	11.34	1.01
Treasury and Finance	59	26.56	5.21	3.65	2.08	17.71	18.23	10.42	15.63	0.52
R&D	75	28.7	2.69	3.14	3.14	14.35	18.39	17.49	11.66	0.45
Brand, Com., Marketing Com.	29	25.74	6.93	6.93	0.99	7.92	11.88	21.78	17.82	0
Logistics	48	30.94	3.6	5.04	2.88	13.67	18.71	14.39	10.79	0
Production	56	26.22	1.83	4.27	3.66	12.8	24.39	14.02	12.2	0.61
Maintenance	40	29.13	5.83	0.97	2.91	15.53	23.3	9.71	11.65	0.97
IT	48	24.66	6.16	4.11	4.11	14.38	19.86	10.96	15.07	0.68
Legal Affairs	2	20	0	0	0	20	40	20	0	0
HR	39	26.89	2.52	4.2	2.52	11.76	20.17	14.29	16.81	0.84
Admin services	21	23.81	3.17	6.35	3.17	12.7	19.05	19.05	11.11	1.59
Other	47	26.45	3.87	4.52	1.29	13.55	20.65	13.55	15.48	0.65

PERSONNEL GROUP

Worker	20	33.33	4.17	4.17	6.25	12.5	18.75	8.33	12.5	0
Salaried employee	566	26.93	4.86	4.97	3.33	13.38	17.79	14.91	13.1	0.73
Top Management	40	31.97	6.56	5.74	0.82	7.38	15.57	19.67	11.48	0.82

SUBORDINATES

Yes	221	28.68	6.18	3.97	2.21	11.91	16.91	17.06	12.5	0.59
No	405	26.72	4.28	5.55	3.81	13.56	18.08	13.96	13.24	0.79

Figure 26. Employees' comprehension of their own actions' brand effects.

"Is it clear to you how your own actions may impact Ruukki's brand and image?"

	Total	Answers	Yes	No	Cannot say
UNIT					
Construction	122	122	76.23	7.38	16.39
Corporate headquarters	87	87	71.26	11.49	17.24
Engineering	38	38	73.68	13.16	13.16
Logistics	28	28	71.43	10.71	17.86
Metals	128	127	74.02	11.02	14.96
Production	209	207	70.53	13.04	16.43
Other	14	14	42.86	14.29	42.86
COUNTRY					
Baltics	23	23	73.91	4.35	21.74
CEE	56	56	82.14	3.57	14.29
Finland	444	442	69.68	12.67	17.65
Nordic Countries	57	56	78.57	10.71	10.71
Ukraine & Russia	19	19	63.16	10.53	26.32
Other countries	27	27	81.48	11.11	7.41
WORKING TIME					
Less than 1 year	42	42	73.81	9.52	16.67
1to less than 2 years	46	46	67.39	13.04	19.57
2 to less than 5 years	87	87	72.41	9.2	18.39
5 to less than 15 years	202	201	74.63	10.95	14.43
More than 15 years	249	247	70.45	12.15	17.41
AREA OF RESPONSIBILITY					
General Management	12	12	100	0	0
Sales, Prod. Mgrs, Prod. Mrtg.	150	149	80.54	5.37	14.09
Treasury and Finance	59	59	54.24	16.95	28.81
R&D	75	75	65.33	16	18.67
Brand, Com., Marketing Com.	29	29	82.76	3.45	13.79
Logistics	48	48	70.83	12.5	16.67
Production	56	54	81.48	11.11	7.41
Maintenance	40	40	62.5	17.5	20
IT	48	48	66.67	16.67	16.67
Legal Affairs	2	2	50	0	50
HR	39	39	74.36	7.69	17.95
Admin services	21	21	47.62	28.57	23.81
Other	47	47	78.72	6.38	14.89
PERSONNEL GROUP					
Worker	20	20	60	35	5
Salaried employee	566	563	70.87	11.19	17.94
Top Management	40	40	95	0	5

SUBORDINATES

Yes	221	221	84.62	4.07	11.31
No	405	402	65.17	15.17	19.65

Figure 27. Employees' communicating about their company.

"How do you tell about your company?"

	Total	Answers	One, unified Ruuk-ki	Own division	Old company names	Own unit
UNIT						
Construction	122	120	60.83	19.17	12.5	7.5
Corporate headquarters	87	85	82.35	1.18	5.88	10.59
Engineering	38	38	65.79	13.16	5.26	15.79
Logistics	28	27	62.96	3.7	14.81	18.52
Metals	128	126	65.87	12.7	6.35	15.08
Production	209	204	51.47	21.08	5.39	22.06
Other	14	14	64.29	0	7.14	28.57
COUNTRY						
Baltics	23	22	72.73	9.09	18.18	0
CEE	56	56	60.71	19.64	7.14	12.5
Finland	444	434	61.29	14.75	6.22	17.74
Nordic Countries	57	56	60.71	10.71	14.29	14.29
Ukraine & Russia	19	19	68.42	10.53	5.26	15.79
Other countries	27	27	70.37	14.81	7.41	7.41
WORKING TIME						
Less than 1 year	42	41	68.29	14.63	4.88	12.2
1to less than 2 years	46	46	63.04	8.7	10.87	17.39
2 to less than 5 years	87	86	59.3	15.12	9.3	16.28
5 to less than 15 years	202	197	67.01	14.21	7.11	11.68
More than 15 years	249	244	58.2	15.57	6.97	19.26
AREA OF RESPONSIBILITY						
General Management	12	12	91.67	8.33	0	0
Sales, Prod. Mgrs, Prod. Mrtg.	150	149	71.81	11.41	7.38	9.4
Treasury and Finance	59	57	61.4	5.26	8.77	24.56
R&D	75	74	52.7	13.51	5.41	28.38
Brand, Com., Marketing Com.	29	29	82.76	10.34	3.45	3.45
Logistics	48	47	55.32	10.64	8.51	25.53
Production	56	54	46.3	31.48	5.56	16.67
Maintenance	40	39	28.21	41.03	7.69	23.08
IT	48	45	66.67	11.11	17.78	4.44
Legal Affairs	2	2	100	0	0	0
HR	39	39	71.79	10.26	7.69	10.26
Admin services	21	21	76.19	9.52	9.52	4.76
Other	47	46	60.87	13.04	4.35	21.74
PERSONNEL GROUP						
Worker	20	20	30	30	25	15
Salaried employee	566	555	61.8	14.59	7.21	16.4
Top Management	40	39	84.62	5.13	2.56	7.69

SUBORDINATES

Yes	221	219	69.41	15.53	3.2	11.87
No	405	395	58.23	13.92	9.87	17.97

Figure 28. Employees' evaluations of Ruukki's way to operate

How would you describe our way to operate at the moment?

	I agree fully	I agree to some extent	I disagree to some extent	I disagree fully	
I agree fully	52.34	35.70	10.18	1.78	Working oriented
Focus on customer	35.54	41.36	17.93	5.17	Focus on internal affairs
One company	34.62	33.66	25.44	6.28	Separate divisions
Information sharing	18.67	40.10	32.63	8.60	Information hiding
Risk taking	12.78	53.72	28.48	5.02	Risk avoiding
Responsibility taking	23.42	55.41	17.45	3.72	Responsibility avoiding
Innovative	23.06	52.90	21.45	2.58	Traditional
Entrepreneurial	18.70	42.28	26.83	12.20	Bureaucratic
Motivated	25.00	55.32	16.61	3.06	Passive
Ambitious	42.05	47.89	8.60	1.46	Follower
Fast	16.96	43.30	32.31	7.43	Slow
Cooperation	19.32	50.49	27.60	2.60	Individualism
Planned doings	14.05	44.75	31.99	9.21	Overlapping doings

Figure 29. Importance of the strategic key issues

How important do you personally see the following issues in our daily work?

	Total	Answers	Very important	Quite important	Quite unimportant	Very unimportant	Cannot say
Attitude to adapt the change - change is everyday life in Ruukki	626	619	54.28	40.71	3.88	0.00	1.13
Attitude and actions to benefit the corporation as a whole	626	620	57.26	38.39	3.39	0.16	0.81
Customer always comes first - we add value to the customer	626	620	68.39	28.39	2.10	0.00	1.13
Ruukki prioritizes profitability before volume	626	614	41.21	49.67	5.21	0.65	3.26
We always keep our promises	626	617	80.39	16.05	1.62	0.00	1.94
Teamwork is based on everyone's individual commitment	626	616	66.40	30.68	1.95	0.00	0.97

Figure 30. Employees' identification with the company.

"To which do you feel belonging to the most?"

	Total	Answers	Unified Ruukki	Own division	Former comp.	Own unit	Profession
UNIT							
Construction	122	122	40.16	29.51	13.11	9.02	8.2
Corporate headquarters	87	87	75.86	8.05	1.15	11.49	3.45
Engineering	38	38	31.58	44.74	5.26	18.42	0
Logistics	28	28	42.86	21.43	7.14	17.86	10.71
Metals	128	127	37.8	33.07	6.3	19.69	3.15
Production	209	207	27.05	32.85	0	33.82	6.28
Other	14	14	35.71	28.57	0	35.71	0
COUNTRY							
Baltics	23	23	47.83	39.13	0	13.04	0
CEE	56	56	48.21	30.36	7.14	7.14	7.14
Finland	444	442	38.46	27.83	3.17	25.11	5.43
Nordic Countries	57	56	39.29	28.57	12.5	14.29	5.36
Ukraine & Russia	19	19	26.32	36.84	10.53	21.05	5.26
Other countries	27	27	48.15	29.63	7.41	11.11	3.7
WORKING TIME							
Less than 1 year	42	42	40.48	35.71	0	11.9	11.9
1to less than 2 years	46	46	39.13	34.78	2.17	17.39	6.52
2 to less than 5 years	87	87	34.48	27.59	13.79	17.24	6.9
5 to less than 15 years	202	200	42	31.5	3.5	18	5
More than 15 years	249	248	39.92	25	3.63	27.82	3.63
AREA OF RESPONSIBI-LITY							
General Management	12	12	50	33.33	0	8.33	8.33
Sales, Prod. Mgrs, Prod. Mrtg.	150	149	42.95	29.53	8.05	15.44	4.03
Treasury and Finance	59	59	38.98	27.12	0	30.51	3.39
R&D	75	75	24	34.67	0	34.67	6.67
Brand, Com., Marketing Com.	29	29	68.97	24.14	6.9	0	0
Logistics	48	48	31.25	29.17	14.58	18.75	6.25
Production	56	55	34.55	34.55	0	30.91	0
Maintenance	40	39	10.26	41.03	2.56	33.33	12.82
IT	48	48	50	22.92	4.17	10.42	12.5
Legal Affairs	2	2	100	0	0	0	0
HR	39	39	53.85	25.64	0	17.95	2.56
Admin services	21	21	57.14	19.05	0	19.05	4.76
Other	47	47	42.55	19.15	10.64	21.28	6.38
PERSONNEL GROUP							
Worker	20	20	10	20	20	40	10
Salaried employee	566	563	39.96	28.95	3.91	22.02	5.15
Top Management	40	40	52.5	32.5	7.5	2.5	5

SUBORDINATES

Yes	221	220	39.55	37.27	2.73	15.91	4.55
No	405	403	39.95	24.32	5.71	24.32	5.71