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Corporate Identity, Corporate Branding and Brand Image

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Preface

It all started when we heard these words "We here at Linnaeus University will teach you to make eighty percent of the decisions in twenty percent of your time". In the beginning, we did not know what these words meant but after two years of rigorous training we know how important those words were and what an important role they would play in our future careers.

With the end of this Master Thesis we have developed our thinking and increased our knowledge in the field of Business and Marketing with an in-depth insight into branding and corporate branding.

The field of corporate branding captured our interest because there was a lot of confusion regarding branding and corporate brand. After doing our research we were able to appreciate how corporate identity influences its corporate image in the eyes of the customers.

Abstract

This dissertation aims to address the research gap which was evident on the apparel industry. The authors identified that additional research is required on how corporate identity influences the designing of a brand image on apparel industry. In order to address the gap the authors first formed a research model based on literature review or secondary data. Later on, primary data was collected through qualitative research method from 14 garments companies in Pakistan. Moreover, the primary data and secondary data were synthesized in order to analyze and conclude the research.

The finding shows that the communication is a main issue when forming the brand image and it must be in line with the corporate identity in order to form a successful brand.

Keywords

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1. Introduction

The topic we have chosen is based on our research is Corporate Brand Building. In this introduction chapter we have given the background information with an insight into branding and various associated factors.

1.1 Background

Branding is a way to help marketers to achieve the highest level of competitive success. Consumers interpret and recognize different brands within a certain trade group in different ways. As early as in the eighteenth century, the concept of brand was in use when the whisky distillers used to ship their product in wooden barrel with the name of the producer either burned or branded onto the top of each barrel (Roy & Banerjee, 2007).

According to the modern literature, a brand identifies and differentiates an offer from those of the competitors. It is a name, sign, symbol, design or any combination of these. For marketers, a brand is what they make for the consumers. For consumers, it is what they want to buy. These two different poles of understanding lead researchers to think about the ingredients of a brand from two major angles: brand identity and brand image (ibid).

Aaker (1991) defined brand identity as the sum of the brand identities expressed as a product, organization, person, and symbol. Kapferer (1992) presented brand identity as a six-sided prism with different faces as physique, personality, culture, relationship, reflection, and self-image. So, we can claim that brand identity is the total basket of offer that a company makes to its consumers and is the dream it wants to sell. It may consist of traits, benefits, values, differentiation, and personality of the brand. The brand can be viewed as a product, a personality, a set of values, and a position it intends to occupy in the consumers' minds. Thus a brand identity, in a nutshell, is everything that the company wants for the interpretation of the brand (ibid).

Basically the brand image expresses the thinking approach of a customer for a brand and the feelings the brand fabricate. These are some approaches for a company and then they can build up a competitive advantage for its brand. Furthermore brand image is very important for a long run management point of view (ibid).

Customers build an image of an organization based on what they see, hear, learn and experience, which means that a company has to be very clear in the communication of its profile. Brand images are also affected by events and reports that are not part of the

company's communication platform. Closing the gap between identity and image is a constant challenge for an organization (Bruce and Bessant, 2002).

A branding strategy describes how the company's brands should be used and organized, whereby the relationship between corporate name and brand name is determined (Doyle, 1992). Today, the branding strategies of many companies are inefficient and unnecessarily complicated. The situation is the reverse in a brand-oriented company. Consequently, a branding strategy should be formulated based on the brand vision (Urde, 1994).

A corporate brand involves, in most instances, the conscious decision by senior management to distil and make known the attributes of the organization's identity in the form of a clearly defined branding proposition. This proposition underpins organizational efforts to communicate, differentiate, and enhance the brand vis-à-vis stakeholder groups and networks. The proposition may be viewed as the organization's covenant with its customers, stakeholders groups and network. As such, a corporate brand proposition requires total corporate commitment from all levels of personnel. It particularly requires CEO and senior management fealty as well as financial support (Halliburton & Ziegfeld, 2009).

The concept of corporate identity grew out of a preoccupation in the design, marketing and corporate communications communities with the ways in which organizations present themselves to external audiences, for example, in their visual images as well as through more elaborate forms of corporate advertising and communications (Lippincott and Margulies, 1957). Initially the term was restricted to logos and other elements of visual design, but it gradually came to encompass communications and all forms of outward-facing behavior in the marketplace (Birkigt and Stadler, 1986; Henderson et al., 2003; Van Riel and Balmer, 1997).Companies logos came to be seen as part of a process of corporate image formation and projection, leading to customer perceptions and corporate associations (e.g. Birkigt and Stadler, 1986; Olins, 1978; Van Riel and Balmer, 1997).

In recent years, the meaning of corporate identity has once more been extended, so that now this is seen not just as involving the visible outward presentation of a company, but also the set of intrinsic characteristics or 'traits' that give the company its specificity, stability and coherence (Balmer, 1998; Larcon and Reitter, 1979).

The identities that represent the corporate voice and image are the corporate identity of the company. Corporate identity has to be unique so that they can differentiate themselves from the competitors. Communication like marketing, public relations and community actions also represent corporate identity. To create strong corporate identity a good management tries to

create clear identification and image of the company and also tries to make visually coherent organization both internally and externally (Bruce & Bessant, 2002).

1.2 Problem Discussion

The concept of the brand can be traced back to product marketing where the role of branding and brand management has been used primarily to create differentiation and preference for product or service in the mind of the customer. Within this field, there are a number of generally accepted definitions. These variously refer to the brand as 'a product or service, which a customer perceives to have distinctive benefits beyond price and functional performance' (Knox, 2000) or 'a symbol serving to distinguish the products and services of one company from another' (Kapferer, 1997).

Likewise, corporate branding draws on the traditions of product branding in that it shares the same objective of creating differentiation and preference. However, this activity is rendered more complex by managers conducting these practices at the level of the organization, rather than the individual product or service, and the requirement to manage interactions with multiple stakeholder audiences.

The corporate branding literature argues that, ideally, image and identity should be aligned (Hatch and Schultz, 2001) and that employees' values and behaviors are key determinants of corporate brand values (de Chernatony, 1999). Having gaps between internal and external perceptions is seen as a negative, especially in a service business where employee and customer interaction is critical (Dowling, 1994; Davies and Miles, 1998). It is argued that this is too strong a generalization and that having an identity stronger than image can be seen more positively than having image stronger than identity (Davies & Chun, 2002).

The management of a corporate brand is intimately tied to the management of an organization's identity as viewed by internal stakeholders, its image as viewed by external stakeholders, and finally its reputation as perceived by all stakeholders (Davies et al., 2001). As Abratt (1989) and Ind (1997) both argued, corporate brand identity is developed within an organization. This identity is then projected to various stakeholders, including employees, customers, suppliers, bankers and other influential groups, through a combination of marketing communications as well as the delivery of goods and services. As a result of receiving communication messages, together with experiencing the nature and quality of the goods and services purchased, the audience forms an image of the organization by evaluating

its' credibility, honesty and expertise. Thus, corporate brand image is essentially a perception held by stakeholders based on their experiences with an organization (Gold-smith et al., 2000) In this way, corporate credibility plays a key role in influencing consumer reactions to the organizations' communications, both internal within the organization and external via consumer reactions to advertisements and brands. Thus, the notion of corporate brand image is intimately connected with that of corporate reputation (Merrilees & Fry, 2002). Brand is an intangible asset, and because of its ethereal characteristics, different people find different ways to make sense of it (de Chernatony, 1999). This problem is not unique to brands and has been documented through the use of diverse metaphors in corporate identity (Cornelissen and Harris, 2001). One of the definitions of a brand is that brand as a company, also referred to as the corporate brand.

Despite a growing consensus about the benefits of corporate brand management (Fombrun and Rindova, 1998; Greyser, 1999), there remains considerable uncertainty over what this means in terms of management practices and the study of this emerging theory. Lane Keller (1999) comments that many organizations are unsure what they should do to manage their corporate brand, whilst Ind (1998a) and Balmer (1998, 2001b) both highlighted the current confusion in the field and stress the need to understand the disciplines involved in managing and developing a corporate brand. Davidson (1999), in turn, called for the macro management of the brand by senior management. This suggests that there is a clear need to establish a new agenda and set of practices for brand management at an organization level.

Corporate identity research is an emerging discipline which increasingly recognizes that the corporate brand is fundamentally different from the principles that guide classic brand management, since the corporate identity must be designed to appeal to all of the firm's stakeholders. Despite the attention given to corporate identity over the past two decades, the actual definition of corporate identity is highly contentious and many have opted not to define the term precisely. A lack of consensus on the definitive notion of corporate identity as a construct has led to confusion with the usage of the term. The obvious implication for management of corporate identity is that it is very difficult to manage what cannot be precisely defined. According to a 1992 Mori survey, corporate identity was a major concern of CEOs, but many executives admit that they do not know how to manage, control, or even precisely define the term. The importance of corporate identity and its links to image and strategy are synthesized that, in the long term, management can influence the organization's

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identity, and, depending on management's chosen corporate strategy, can realize an improved or repositioned corporate image (Melewar & Jenkins, 2002).

Furthermore Gareth Smith defines that "Brand Image" identified initially as an important part of the wider process of developing brand value (equity). It has subsequently been defined simply as "how customers and others perceive the brand" and developed further as "perceptions about a brand as reflected by the brand association is preferred here because it is more useful in research terms. It acknowledges brand image as a multi-dimensional construct made up of a wider set of brand associations. It also implies that these associations transfer from the brand to consumer memory (Gareth Smith, 2004).

From the above discussions it can be analyzed that when corporate identity of any organization is not clearly communicated to its employees and stakeholders, then differences and misrepresentations occur at different hierarchical levels of organizations, which, ultimately leads to brand image being not in line with corporate identity of the organization.

The authors of this paper are interested to see the relation between corporate branding, corporate identity and brand image in the corporate sector to manufacture better products for the consumers.

1.3 Purpose

The purpose of this research is to investigate how corporate identity influences the designing of a brand image. From this research we will be able to see the importance and the overall impact of branding in the Pakistani apparel industry.

1.4 Delimitations

Corporate branding consists of many elements, but we have limited ourselves to *Corporate Identity* as the focus of our research.

2. Theory Chapter

While the concept of corporate identity has been of long-standing interest to marketing practitioners, only recently has it attracted the sustained attention of marketing academics. In its broadest sense, the term "corporate" refers to a united group of individuals. In a marketing context, this united group of individuals can be one of several types of organizations including

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companies, not-for-profit organizations, or any other group of individuals actively engaged in marketing products, services, ideas, etc. (Dacin & Brown, 2002).

Corporate identity refers to those intended characteristics of an organization that decision-makers and marketers within the group choose to promote to their internal and external constituents (Ibid).

The identity of a corporation has been recognized as a strategic resource and source of competitive advantage. Effective management of corporate identity can serve to address the needs of the firm's important stakeholders by, for example, motivating employees, and by generally inspiring confidence in the company to all target groups. Academic research into corporate identity is still very much linked to practice (Melewar & Jenkins, 2002).

In Melewar & Jenkins article, Olins (1995) defines corporate identity as 'the explicit management of all the ways in which the organization presents itself through experiences and perceptions to all its audiences' (Ibid).

Van Riel (1997) defines corporate identity as 'the self-presentation of an organization, rooted in the behavior of individual organizational members, expressing the organization's "sameness over time" or continuity, "distinctiveness," and "centrality"' (Ibid).

2.1 A framework for corporate branding

A strong corporate brand acts as a focal point for the attention, interest and activity stakeholders bring to a corporation. Like a beacon in the fog, a corporate brand attracts and orients relevant audiences, stakeholders and constituencies around the recognizable values and symbols that differentiate the organization. But corporate branding works, it is because it expresses the values and/or sources of desire that attract key stakeholders to the organization and encourage them to feel a sense of belonging to it. It is this attraction and sense of belonging that affects the decisions and behaviors on which a company is built. A strong corporate brand taps this attractive force and offers symbols that help stakeholders experience and express their values and thereby keep them active (Ibid).

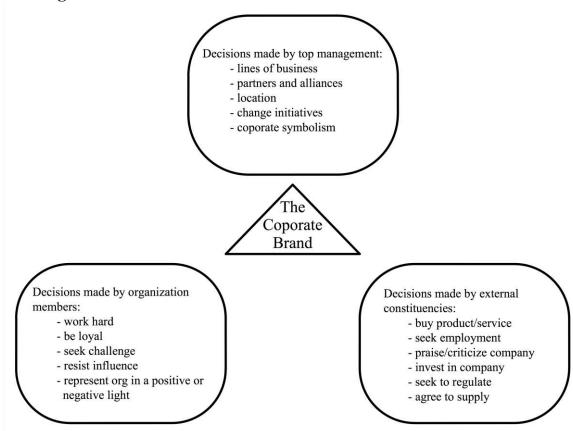## 2.2 Successful corporate brands tap the attractive force that draws stakeholders to the organization

Decisions made by top management:
- lines of business
- partners and alliances
- location
- change initiatives
- coporate symbolism

The Coporate Brand

Decisions made by organization members:
- work hard
- be loyal
- seek challenge
- resist influence
- represent org in a positive or negative light

Decisions made by external constituencies:
- buy product/service
- seek employment
- praise/criticize company
- invest in company
- seek to regulate
- agree to supply

Figure 1 (The Corporate Brand)

Source: Hatch & Schultz, (2003).

The above figure shows the correlation between strategic vision, organizational culture and corporate image. When combined together, these three elements lay the foundation of corporate branding. They are further explained as follows:

- Strategic vision – It consists of decisions made by top management. These decisions include what line of business the organization will choose, who will be the partners and form an alliance, the location, changes if required and corporate symbolism for their organization.
- Organizational Culture – The decisions made my organizational members contribute to make an organizational culture. These qualities are working hard, loyalty, seeking challenge and representing the whole organization in a positive or a negative way.

- Corporate images – It can be defined as the impressions the company leaves on customers, stakeholders, public and the media. These impressions are affected by the products or the service the customer gets, the number of people willing to work for the organization and the number of people willing to invest in the company (Ibid).

2.3 Successful corporate branding rests on a foundation of interplay between strategic vision, organizational culture and corporate image.
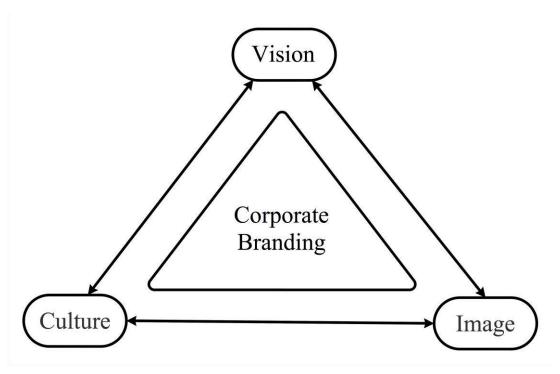

Figure 2 (Corporate Branding)

Source: Hatch & Schultz, (2003).

2.4 Organizational culture and corporate images

Aaker (1996) argued that when brand values are consistent with organizational culture and company values they will create credibility in the eyes of key stakeholders (e.g. an innovative organization, a trustworthy organization, and a liked and/or admired organization). In the case of corporate branding, we take the argument even further, claiming that alignment between perceived corporate image and actual organizational culture magnifies awareness among all stakeholders about who the corporation is and what it stands for, and enhances organizational attractiveness and reputation. At the root of this reasoning is the link between the corporate brand, the organizational culture and corporate images (Ibid).

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Corporate branding efforts generally involve projections of the company's distinctiveness by using the total corporate communication mix to impress external audiences, who are thereby encouraged to perceive and judge the company and its multiple offerings as attractive and desirable. Such images are expected to influence stakeholder behaviors in ways that generate brand equity at the corporate level. We argued that successfully managing the corporate brand also involves reaching inside the corporation to better project and communicate organizational values to external stakeholders. While this is likely to connect desired organizational values to corporate images, it still may not be enough. Successful corporate branding requires that corporate images also be related to the organizational culture and thus the values will be based in the everyday behavior occurring within the company. Relations between image and culture can unfold in different ways (Ibid).

The company should pay attention to corporate branding. Strong corporate brands are important assets to companies, particularly in a business environment where consumers, investors and employees alike are overwhelmed with choices. As companies enter into new product lines and as selling channels broaden, a strong corporate brand provides cohesiveness and lends credibility to new products and ventures (Argenti & Druckenmiller, 2004).

Companies should focus on managing their corporate brand as a means of managing corporate reputation. Developed and communicated clearly, a corporate brand can actually drive business decisions that keep a company on track with its strategic objectives. Since a corporate brand creates expectations in the minds of consumers as to what the company will deliver, meeting those expectations creates the image in the minds of consumers that a company desires, which, in turn, enhances overall reputation (Hatch & Schultz, 2003).

2.5 Brand Image

The brand image defines especially purpose the organizations with economic purposes and represents a synthetic embodiment of the company image. It individualizes a company, a product or a service, enabling the buyer to distinguish them from others similar, to save them individually by specific attributes, to give them psychological significance and to establish affective relationships with them in their horizons of expectation (Oprea-Valentin Busu, 2013).

The brand image is both the mental representation of an object or of an attitude, and the summation of values and beliefs about a particular product or service brought together in this

expression. As marketers say, the brand image is "a reflection of the personality of the brand, is what people think about a brand that is their thoughts and expectations" (Ibid).

2.6 Research Question

The research question we have formulated is that *'How does Corporate Identity influence the brand image'?* From our research we are aiming to understand the relationship between them.

2.7 Theoretical framework of the Study

We are going to formulate with the help of above theoretical framework about corporate branding, corporate identity and brand image. For this purpose we are going to create a theoretical model to describe our thesis and we will focus on this model throughout our research (see the figure-3)
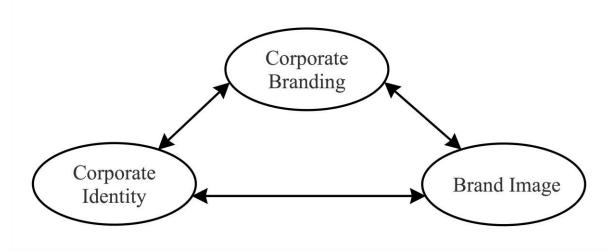
Figure 3 (Theoretical model of this paper)

Our Conceptual Model

3. Methodology

In this chapter we will focus on the research methodology and discuss further why we have chosen qualitative method for the case study of our research facts. Furthermore we will discuss the empirical findings regarding the data collection and how we will analyze the empirical data. Finally we will finish this chapter with validity and reliability discussion.

3.1 Research Design

Interviewing seeks to describe the meanings of central themes in the life world of the subjects. The main task in interviewing is to understand the meaning of what the interviewees say (Kvale, 1996).

A qualitative research interview seeks to cover both a factual and a meaning level, though it is usually more difficult to interview on a meaning level (Kvale, 1996). Interviews are particularly useful for getting the story behind a participant's experiences. The interviewer can pursue in-depth information around the topic. Interviews may be useful as follow-up to certain respondents to questionnaires, e.g., to further investigate their responses (McNamara, 1999).

3.2 In-depth interviewing

In-depth interviewing, also known as unstructured interviewing, is a type of interview which researchers use to elicit information to achieve a holistic understanding of the interviewee's point of view or situation; it can also be used to explore interesting areas for further investigation. This type of interview involves asking open-ended questions, and probing wherever necessary to obtain data deemed useful by the researcher. As in-depth interviewing often involves qualitative data, it is also called qualitative interviewing (Berry, 1999).

For our understanding we are going to see qualitative and quantitative research and approaches by using Table 1. Then we will see the importance of qualitative research in the next paragraph after the Tables.

3.3 Comparison of quantitative and qualitative research approaches

	General framework	Analytical objectives	Question format	Data format	Flexibility in study design
Quantitative	Seek to confirm hypotheses about phenomena	To quantify variation	Closed-ended	Numerical (obtained by assigning numerical values to responses)	Study design in stable from beginning to end
	Instruments use more rigid style of eliciting and categorizing responses to questions	To predict casual relationships			Participant responses do not influence or determine how and which questions researchers ask next
	Use highly structured methods such as questionnaires, surveys, and structured observation	To describe characteristics of a population			Study design is subject to statistical assumptions and conditions
Qualitative	Seek to explore phenomena	To describe variation	Open-ended	Textual (obtained from audiotapes, videotapes, and field notes)	Some aspects of the study are flexible (for example, the addition, exclusion, or wording of particular interview questions)
	Instruments use more flexible, iterative style of eliciting and categorizing responses to questions	To describe and explain relationships			Participant responses afect how and which questions researchers ask next
	Use semi-structured methods such as in-depth interviews, focus groups, and participant observation	To describe individual experiences			Study design is iterative, that is, data collection and research questions are adjusted according to what is learned
		To describe group norms			

Table 1 (Comparison between quantitative & qualitative methods)

Source: Bernard (1995)

3.4 Importance of qualitative research

Qualitative search explores the phenomena being researched. The answers received to questions can be used flexibly in eliciting and categorizing responses. The qualitative research uses semi-structured methods such as in-depth interviews, focus groups and participant observation (Bernard, 1995).

The analytical objectives involved in qualitative research are to describe variation, explain and describe relationships and to describe individual and group experiences. Questions are open ended so that more input can be gathered. And the data format is textual and can be obtained from audiotapes, notes and videotapes (Ibid).

Furthermore qualitative research focuses more on participant's responses. These responses affect how and which questions researchers will ask next. Some aspects of the study are flexible e.g. question can be added or excluded according to their relevance to the research (Ibid).

Different types of qualitative research have common characteristics and use similar procedures while differences in data collection and analysis do exist. The following elements are part of most qualitative approaches (Creswell, 1998).

- o Qualitative research is context-bound, and researchers must be context sensitive.
- o Researchers immerse themselves in the natural setting of the people whose thoughts and feelings they wish to explore.
- o Qualitative researchers focus on the emic perspective, the views of the people studies and their perceptions, meanings and interpretations.
- o Qualitative researchers use 'thick description': they describe, analyse and interpret.
- o The relationship between the researcher and the researched is close and based on a position of equality as human beings.
- o Data collection and data analysis generally proceed together, and in some forms of qualitative research they interact (Creswell, 1998).

3.5 Population and Sample

We collected data from the Ministry of Textile Industry in Pakistan. According to them, there were 92 companies manufacturing men's clothing, making the population size 92. We have delimited ourselves to the ***men's suit manufacturing industry*** since the entire apparel

industry is too vast. There were only 14 men's suit manufacturing companies and this would be our sample size.

3.6 Chosen companies

The fourteen suit manufacturing companies which we selected from the ministry of textile, Pakistan are as follows:-

Bari & Sons, Chester Bernard, Chrome, Bonanza, European Gallery, FAD (Fashion & Design), Lawrencepur, Men's Store, Next, Noor's, Peru, Rodeo Drive, Salman Gagai and The Cambridge Shop. These all companies are situated in Karachi-Pakistan.

3.7 Interview guideline

For the purpose of obtaining data for our questionnaire we booked appointments with the managers in the companies mentioned above. These interviews were conducted face to face. One of us had to travel to Pakistan to conduct the interviews face to face thus increasing the validity and reliability of our research.

3.8 Operationalization

The questionnaire we have prepared is as follows:

Question 1: What is your position in the organization?
Answer: We are looking to interview managers in the organizations since they are the policy makers and almost all theories start from the top management. Balmer (1995, 1997, 2001, 2006), Olins (1989, 1995), Birkigt & Stader (1986) and Abratt (1989).

Question 2: What are the problems/barriers when you create identity in your organization/corporation?
Answer: This question would help us understand the corporate identity theory by seeing the difficulties that the management faces when creating their corporate identity. Balmer (1995, 1997, 2001), Abratt (1989), Olins (1989), Albert & Whetten (1995), Melewar & Jenkins (2002), Dacin & Brown (2002), Van Rekon et al. (1991).

Question 3: Describe the culture your organization/corporation?

Answer: From this question we would see what their organizational culture is. Barney (1986), Hatch & Schultz (2007), Wilson (2001), Deshpande & Webster (1989).

Question 4: Who are the stakeholders of the brand?

Answer: Stakeholder theory states that the organization knows who the stakeholders are. Jones (2006).

Question 5: What features do you think make your organization different from other organizations?

Answer: This question would help us analyze organizational culture and identity. Barney (1986), Hatch & Schultz (2007), Wilson (2001), Deshpande & Webster (1989).

Question 6: Does employees' behavior leads to stakeholder's satisfaction?

Answer: Stakeholder theory emphasizes the role of employees in stakeholders' satisfaction; the corporate brand concept also acknowledges this fact. So we would be able to analyze employees' contribution to stakeholder satisfaction. Jones (2006).

Question 7: Do you think vision and culture is important in corporate brand concept?

Answer: The answer to this question would help us to analyze the corporate brand concept. Ind (2001), Balmer (1997, 2001), King (1991), Davidson (1999), Birkigt & Stader (1986), Olins (1995), Jones (2006), Deshpande & Webster (1989), Kapferer (1997).

Question 8: Does corporate identity influences the consumer's images of the organization?

Answer: From this question we would be able to analyze if corporate identity influences the images. Corporate identity theory would help us analyze this question. Balmer (1995, 1997, 2001), Abratt (1989), Olins (1989), Albert & Whetten (1995), Melewar & Jenkins (2002), Dacin & Brown (2002), Van Rekon et al. (1991).

Question 9: Do you regularly train employees about the culture and vision of the organization?

Answer: Theories like culture, vision and stakeholder theory state that front line employees should know the vision of the organization. Jones (2006).

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Question 10: Who are involved in developing the identity of your corporation? Does CEO play a role in selecting and implementing the identity of the corporation?

Answer: From these questions we would be able to see how corporate identity is created. In the view of the leadership or the managers how should corporate identity be created and what role does CEO play in it. All of these questions would be analyzed with the help of corporate identity theory. Balmer (1995, 1997, 2001), Abratt (1989), Olins (1989), Albert & Whetten (1995), Melewar & Jenkins (2002), Dacin & Brown (2002), Van Rekon et al. (1991).

Question 11: What role do frontline workers play in communicating the identity of the corporation? Can the identity of the corporation be used to motivate employees and managers?

Answer 12: From these questions we would be able to see the role of employees in communicating the corporate identity and if it motivates the employees and managers. Corporate identity theory would be used in the analysis of these questions. Balmer (1995, 1997, 2001), Abratt (1989), Olins (1989), Albert & Whetten (1995), Melewar & Jenkins (2002), Dacin & Brown (2002), Van Rekon et al. (1991), Mackey (2002), Melewar (2002), Fombrun (1996).

Question 13: Do the managers, employees and stakeholders believe in the values of the organization?

Answer: From these questions we would be able to understand the brand triangle theory. The answers to these questions would help us analyzed the commitment of senior management to the brand triangle concept, the attractiveness of this concept to the staff and the appreciativeness of this concept by stakeholders. (de Chernatony, 2002).

3.9 Validity & Reliability

Validity means if there is match in the data gathered and the theoretical ideas we had chosen to base our research upon (Yin, 1993). Every question we choose to ask the interviewee was operationalized to achieve the highest validity. Interviews were conducted face to face and were around thirty to forty minutes each. The data collected from the interviews would be analyzed with the help of theories. This will lead us to a high validity for our research. Data were obtained from seven men's suit manufacturing companies, which was fifty percent of the sample size.

Reliability means that if the results obtained were repeatable or not (Yin, 1993). In our research the interview questions selected were simple and clear so that everyone could understand and answer them accordingly. So, basically it meant that if the interviewees were not familiar with the theoretical concepts, they could still answer the questions with ease. Therefore there is high reliability in our thesis. Researchers in the future can obtain similar answers to these questions. The interviews were made by one researcher and all of the interviews followed interview guidelines. So, future research will show similar results, thus the reliability of our research is high.

4. Empirical Data

In this chapter we are going to present our collected data by using pattern format or visual format for better understanding. For this purpose we are going to see similarities between the chosen companies. Furthermore, we are dividing following table into three parts first column showing questionnaire, second column showing the key words, and last column showing similarities between the companies. We are also highlighting similarities with the help of circles.

We have already defined data collection in detail in the Methodology chapter.

This table helps us to see which organizations have most similarities between them.

Questionnaire	keywords	Cambridge	Rodeo Drive	European Gallery	Noor's	Bonanza	Lawrencepur	Chester Bernard
Question 1: What is your position in your organization?		Store manager	Sales manager	Sales manager	Marketing manager	Marketing manager	Corporate sales	Brand Manager
Question 2: What are the **problems/barriers** when you create identity in your organization/corporation?	Cultural aspects							
	Target group							
	Quality							
	Communication						*Pattern 1*	
	image							
Question 3: Describe the culture your organization/corporation?	Team work, friendly and cooperative							
	Communication system to understand each others							
	Different cultures within the organization							
Question 4: Who are the stakeholders of the brand?	Investors		*Pattern 2*					
	Customers							
	Suppliers					*Pattern 3*		
	Intermediaries							
	Call centers							
Question 5: What features do you think make your organization different from other organizations?	Quality of fabric							
	Cutting, design, style							
	Stiching							
	Quality in general				*Pattern 4*			
	Innovation???							
Question 9: Do you regularly train employees about the culture and vision of the organization?	Yes							
	Not regularly							
Question 10: Who are involved in developing the identity of your corporation?	Board of dirctors							
	CEO							*Pattern 5*
Question 12: What *role* do frontline workers play in communicating the identity of the corporation?	Communication							
	Trained							
	Hellp customers	*Pattern 7*			*Pattern 6*			
Question 13:Can the identity of the corporation be used to motivate employees and managers?	Good working environment							
	Comply with law and standards							

According to our findings, pattern 1 shows that companies have no knowledge about identity and organization culture but the pattern 2 shows companies believe on organizational culture by communicating between the department of the organization and give less importance to the stakeholders**.**

While the pattern 3 shows companies believe upon suppliers and intermediaries because they know that they cannot build their brand image without them.

Furthermore if we look at pattern 4, it shows that companies have the lack of quality and style or in another words lack of design of the product and also they do not know that they cannot build brand image without it, they believe to train their employees for building their brand image.

Pattern 5 shows companies do not believe on CEO involvement to develop their corporate identity but they believe on Board of Director's involvement, vision of the company and they also believe in training employees.

Pattern 6 shows that companies believe on communication for the identity of the corporation which motivates the employees to perform better work and pattern 7 shows companies believe CEO involvement to developing the identity of corporation and communication for good working environment to build the image of brand whereas pattern 5 behaves like opposite.

Now we are going to discuss in detail with the help of theories our findings in the Data Analysis Chapter.

5. Data Analysis

From the data gathered through the interviews we can accurately analyze it with the help of the theories we had chosen earlier. Our interview questions had to be answered by the top management since theories like Stakeholder theory and Corporate Identity start from the top management.

In question one we asked specifically about the designation of the interviewee since it was necessary for us to ask the interview questions from the top level management. In total, we conducted seven interviews. The designations held by these persons were that of Brand Managers, Corporate Sales, Store Managers, Marketing Manager (2) and Sales Manager (2). According to Balmer (1995), Olins (1989) and Abratt (1989) corporate identity is conceptualized as a function of leadership and by its focus on the visual. Abratt (1989) emphasizes on the role of management in the formulation of the Corporate Identity.

Furthermore Balmer (2001), states that an organizations identity is shaped by the actions of corporate founders and leaders. So, it was necessary for us to conduct interviews from people working at top management level.

Our second question was regarding the problems or barriers they had to face when identity was created in the organization. The answers, we got from the organizations, were that the communication between the top level management with the bottom level employees was one of the problems organization faced when creating identity. This is mainly due to the reason that the message is not communicated clearly and it is perceived wrong by others which eventually leads to a distorted image in the eyes of the consumers. Another answer we got was that the top level management tries to create an identity but the consumer makes their own version of the identity after they have used the product. Another problem faced by an organization was that according to them in Pakistan there is a cultural barrier. This organization had to create products keeping in mind the cultural aspects of Pakistan. This was the same problem faced by another organization. Three of the organizations created identity on the basis of their chosen target group. They were making products based on the identity of the targeted groups. For example if an organization was targeting the upper class of men in the business society of Pakistan, they were creating the identity of a luxury brand. Van Rekom et al. (1991), Balmer (1997) and Melewar & Jenkins (2002), express the need of communication and its importance when an organization creates an identity. According to Balmer (1997), the corporate identity is the way in which an organizations identity is revealed through behavior and communication, as well as through symbolism and external ordinance. Abratt (1989) and Olins (1989), states that the top management plays an explicit role in creating the corporate identity and the marketing approach helps them express their ideas to external audiences through products, communications, behaviors and environments. Balmer (2006) emphasizes the role of communication when creating a corporate identity. We can deduce that the above mentioned theories are validated because when it comes to creating the identity major problem faced by an organization is communication. We saw communication gap between the leadership and the employees within the organization in pattern 1, some of the organizations were facing the cultural barrier and also consumer will never buy un-cultural stuff, so companies manufacturing their products according to culture aspects, some companies also focusing their target groups because they have some aim, in another words, companies wants to produce their stuff for the targeted customers. Pattern 1 also shows some

companies are not focusing properly to improve the quality of the product because they do not know that it can affect their corporate identity.

Our question three was how they would describe the culture in their organization. For this question the answers we received from the organizations were that they were friendly, cooperative, supportive, encouraging, caring & loyal and had strong communication. If we look at pattern 2 and pattern 1, some organizations believed that they had a good organizational culture and some companies told us they had different cultures within the organization. Barney (1986), states the importance of having the transparency and the culture they practice. According to Hatch & Schultz (2003), in order for corporate branding to be successful it lies on the foundations of interplay between strategic vision, organizational culture and corporate image. Wilson (2001), states that the behavior of customer facing employees plays an important role to attract consumers to their service brand. Deshpande & Webster (1989), state that an organizational culture is a set of shared assumptions and understandings about organizational culture. In pattern 2 and pattern 1, we can see that many of the organizations were aware of the importance of a good organizational culture in order to have a good corporate identity but some were not. But almost all of these companies believed in team work with friendly and cooperative environment. In our eyes, it was very important for any organization to provide friendly environment for every employee and they were doing well in this regard.

In the fourth question we wanted to see if the organizations knew who their stakeholders were and the answers we got for this question were customers, suppliers, retailers, wholesalers or intermediaries, industrialist and investors. According to Jones (2006), stakeholder theory tells us that the firm is reliant on a network of relation where the firms is obliged to the member of this network whether it is legally, contractually and morally. We can see in pattern 2 about those companies who did not believe on the stakeholders but pattern 3 showed different story and some companies know who their stakeholders were. Most of the companies believed customers, suppliers and intermediaries; this relation could be seen in the pattern 3.

Our fifth question was about what makes their organization different from other organizations. The answers we got from the organizations which made them different from other organizations were that they had unique design, good quality, premium fabric, core expertise about suit making and they were innovator. Barney (1986), Hatch & Schultz (2001), Wilson (2001) and Deshpande & Webster (1989), state that the management should be aware of the features of their organization, so that they can lay out a clear organizational culture. All

of the interviewees were aware of their organization's features but all of these were trying to manufacturing their products with some unique features. If we see the pattern 4, half of companies were working on quality of the fabric, it meant that they wanted to produce their products with good quality, and half of working were stylish products for fashion conscious in another words lead user customers, very few were working on stitching and only one was working to innovate a new product, it is clearly shown in pattern 4 but pattern 5 and pattern 7 shows the rest of the companies were not working to innovate a new product. Overall all of these companies were working to be different from each other.

In the sixth question, we asked interviewees if they believed that employees' behavior leads to stakeholder's satisfaction. All of the organizations agreed that employees' behavior leads to stakeholder's satisfaction. A point to be noted here was that two of the organizations strongly believed that employees' behavior led to stakeholder's satisfaction. Wilson (2001), states that the behavior of customer facing employees is necessary to attract customers. Furthermore Jones (2006), states that an organizations advantage and profitability are often reliant on the many other relationships inside and outside of the firms. All of the organizations felt it was necessary to have an overall good employee behavior in order to have stakeholder's satisfaction.

Our seventh question was that if the interviewees thought vision and culture was an important factor in corporate branding. The answers we got to this question were that vision and culture is very important, rather it is necessary. Vision should be cleared and it plays significant role in building of the corporate brand. One organization said the vision and culture should go side by side. King (1991), Ind (1997), state that the corporate brand has a broader social responsibility or ethical imperative. Davidson (1999), suggest that there is a need to established new vision and a set of practices for management at an organization level. Birkigt & Sader (1986), Olins (1995), Balmer (1997), state that there is a need to create favorable perceptions beyond customers and employees to include all stakeholder audiences. Kapferer (1997), also emphasizes the need of a vision and a culture in order to have a successful organization. Ind (2001) and Jones (2000), states that senior management should provide guidance about their corporate vision to their employees. De Chernatony (2002), that from the vision guidelines are provided about the functional and emotional values in the brand. Ind (2001), reports that in Europe only a third of the organizations communicate to their vision to the staff and this is not sufficient enough. Bennis (1997), argues that the only way for the vision to be shared and internalize for it to have meaningful of all employees. According to

Deshpande & Webster (1989), organizational culture is a set of shared assumptions and understandings about organizational functioning. Though, according to Hofstede (1998), organizations are characterized by several cultures which individually shared similar values. All of these theories were well validated since all of the organizations we interviewed felt or knew the importance of vision and culture in corporate brand concept.

In our eighth question we asked if the corporate identity influences the consumer's images of the organizations. All of the organizations unanimously agreed that corporate identity certainly influences the consumer's image of the organizations. Out of the seven organizations there were three organizations which strongly believed that corporate identity had a major role in influencing the consumer's images of the organization. Albert & Whetten (1985), offered an influential definition of identity which is central enduring and distinctive about an organizational character. Abratt (1989) and Ind (1997), states that corporate identity is built in an organization and projected to stakeholders, employees, customers, suppliers, bankers and other influential groups. According to Gold-smith et al. (2000), a consumer after receiving communication messages from the organization mixes it with the experience they have gained from the nature and quality of the goods and services purchased. The consumer then forms an image of the organization by evaluating its credibility, honesty and expertise. Melewar & Jenkins (2002), emphasize the importance of corporate identity and its links to image and strategy can influence the organizations identity and depending on management chosen corporate strategy can build an improved a reposition corporate image. Van Rekom et al. (1991), defines corporate identity as the self-presentation of an organization. Similarly Balmer (1997), states that corporate identity is the way in which an organization's identity is revealed through behavior and communication. Olins (1989), was more specific and stated through products, communication and behavior in an organization can influence an image in the eyes of the consumer. According to Dacin & Brown (2002), corporate identity refers to the characteristics that an organizations choses to promote to their internal and external constituents. From the answers we got to this questions we can see the all of these theories were at work here. The point here to be noted is that the organizations knew that they can influence the image in the eyes of the consumers through corporate identity.

Our ninth question was if the employees were given regular training about the culture and vision of the organization. We can see in patter 4, pattern 5 and pattern 7, five of the organizations were regularly training employees about the culture and vision of the organization while two were not giving as much importance to it as it required since they

were sometimes trainings their employees about culture and vision of the organization. In these two organizations we could see that there was a lack of communication between the top management and the lower management. Jones (2006), states that it is necessary for an organization's top management to regularly train employees about the vision and culture of the organization. This will lead to a clear vision in the eyes of the employees which will be transferred to the consumer in the end.

Our tenth question and eleventh question were interlinked since we were asking who created the identity in their organization and if the CEO played a role in selecting and implementing the identity of the corporation. The answers we got were that the identity were developed jointly by the board of directors, and that the CEO had to make sure it was implemented. This was the answer from all of the organizations unanimously. Similarly we interlinked question number twelve and thirteen to question number ten and eleven when we asked what role did the frontline workers played in communicating the identity of an organization and if the identity of the corporation can be used to motivate the employees and the managers. The answers we got to these questions were that the frontline workers played an important role when it came to communicating with the consumers and it could be seen in pattern 7 and pattern 6, because eventually it was up to them that how they presented their organization in a good way to influence the image in eyes of the consumer. The frontline workers needed to be qualified and trained, skillful, communicative, helpful and knowledgeable and it can be seen in the pattern 5, pattern 6 and pattern 7. The answer we got after asking if corporate identity can be used to motivate employees and managers were that the organizations were committed to conducting the business activities in compliance with the laws and regulations. Majority of the organization felt that the employees felt well working in their organization due to the corporate identity. In another words, we can say that they felt proud working in the organization. Balmer (1997, 2001), defines an organization identity as the sum of those tangible and intangible elements that make any corporate entity distinct. It is shaped by the actions of corporate founders and leaders. At its core is the mix of employees' values which are expressed in terms of their affiliations to corporate, professional, national and other identities. Abratt (1989), and Dowling (1993), emphasize the explicit role of the top management in the formulation and implementation of corporate identity. Similarly Olins (1989), is of the view that management needs to express ideas to employees and stakeholders. Abratt & Whetten (1985), laid the groundworks for corporate identity and stated that one of the features was that how the employees found their organization different from other

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organization. Melewar & Jenkins (2002), stated that effective management of corporate identity can serve to address the needs of the firm's important stakeholders. By this they meant motivating employees and by generally inspiring confidence in the organization to all target groups. Dacin & Brown (2002), state that the characteristics of an organization that management chooses to promote can motivate employees. According to Fombrun (1996), that the set of values and principles the employees and managers associate with the company are a definition of corporate identity and a motivation factor. We can accurately analyze that the all of the companies felt the importance of corporate identity, the role of the top management in implementing it, employees' communication to the consumers and the motivational purposes it carried with it for the employees and managers.

Our last question was that if the managers, employees and stakeholders believed in the values of the organizations. All of the interviewees agreed that all of the managers, employees and stakeholders believed in the values of the organization. De Chernatony (2001), state that effective corporate branding requires all employees of the organization to adopt and behaved according to organization set of values. According to Ackerman (2000), strong corporate brands are associated with employees who are closely aligned with the core corporate values. De Chernatony & Drury (2004), Wilson (2001) and Davies & Chun (2002), state that consumers are attracted to brands having values and the reason for this attraction is primarily due to the reason of value-enacting behavior of customer facing employees. According to Heskett (1987), by enabling staff to understand their brand's values, they better appreciate their roles; have increase commitment to delivering the brand promise. On the other hand Brown (1995), states that if the upper management was to dictate their corporate brand values; it would not only growth but also would create internal tensions as a result of varying degrees of values misalignment. Ind (2001) and Jones (2000), state that successful corporate brand are characterized by participative approaches whereby senior management provide guidance about their corporate brand values but find mechanisms to engage staff in debates about their values to encourage a mediated consensus view. So we can conclude that it is necessary for an organization's employees, managers and stakeholders to believe in the values of the organizations in order to be a successful corporate brand.

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6. Conclusion

Our research question is that "**How does Corporate Identity influence the brand image**". When we started the research, we found that the majority of people confuse branding with corporate branding. In our theoretical research, we found that branding was mainly focused on the consumers while corporate branding is a concept which involves the stakeholders and the customers. So, basically, we can say that corporate branding can be defined as the combination of customer focus and organization focus in branding.

Organizations focus can be broken down into four different factors. We limited ourselves to only one factor which was Corporate Identity. Our aim was to see how the corporate identity influences the image in the eyes of the customers in regards to corporate branding.

Through data gathered and the analysis, we conclude that **communication** is one of the major problems organizations face when it comes to creating identity. When the corporate identity of an organization is not clearly communicated, to employees and stakeholders of an organization, then it ultimately results as a distorted image in view of customers.

Moreover, strong design and good quality results in premium product and reflects the core competency of the company and influences the corporate identity and image of the organization.

Another problem was the cultural aspects in Pakistan. All of the organizations felt the importance of classes and cultures that exist in Pakistan and they should not be overlooked when designing the products, and in order to be a successful brand.

The organizational culture is another aspect based on which companies felt they were different from each other and have separate identities. Companies should be aware of the good organizational culture as it influences the corporate identity. Furthermore, how the employees behave also portrays the image of an organization to the customers.

The board of the directors is responsible for creating a corporate identity and CEOs are responsible for implementing it. Likewise, vision of the company should be clearly conversed and should go side by side with the organizational culture. That is how the values of an organization are defined; strong corporate brands are closely aligned with the core corporate values.

The most important thing we found was that if the managers, employees and stakeholders believed in the values of the organization they would portray an aura of confidence in their organization and deliver the same image to the customers.

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We can say that corporate identity can influence the image in the eyes of the customers in corporate branding on the basis of our research. The concrete evidence of this can be the cases of Royal Dutch Shell where the organization was over estimating its oil reserves as far as 1997 and 2000 thus its ratings took a dive. Similarly is the case of   Arla where once it was the leading dairy organizations in Sweden and Denmark but due to its monopolistic threatening of the farmers the laid to consumers backlash. The identity portrayed by these organizations led to a negative image in the eyes of the consumers.

So, according to our research question we can conclude that corporate identity does influence the image in the eyes of the customers and stakeholders. It depends on the actions, behavior, attitude, professionalism of the organizations to influence their image positively or negatively in the eyes of the customers and stakeholders.

6.1 Recommendations

During our research we found that majority of the organizations were concerned about the corporate identity, while some of the organizations were only focused on the target group. We would like to suggest that these organizations should not only focus on the target group but they should also include the stakeholders and emphasize on creating a corporate identity so that they can influence the image in the eyes of the customers. In another words, corporate identity can have both positive and negative influences regarding the customer point of view.

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Appendix 1 (QUESTIONNAIRE)

1). What is your position in the organization?

2). What are the problems/barriers when you create identity in your organization/corporation?

3). Describe the culture your organization/corporation?

4). Who are the stakeholders of the brand?

5). What features do you think make your organization different from other organizations?

6). Does employees behavior leads to stakeholder's satisfaction?

7). Do you think vision and culture is important in corporate brand concept?

8). Does corporate identity influences the consumer's images of the organization?

9). Do you regularly train employees about the culture and vision of the organization?

10). Who are involved in developing the identity of your corporation?

11). Does CEO play a role in selecting and implementing the identity of the corporation?

12). What role do frontline workers play in communicating the identity of the corporation?

13). Can the identity of the corporation be used to motivate employees and managers?

14). Do the managers, employees and stakeholders believe in the values of the organization?

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Appendix 2 (ANSWERS)

ONE: LAWRENCEPUR

1. **Corporate Sales**

2. When the top level management says that this is the identity we try to create it but the customer make their own version of the identity after they have used the product

3. The culture in our organization is very friendly. We try to cooperate with each other so that there is no problem in the business when it comes to running smoothly. We are committed to work as a team to achieve common goals whilst fairly recognizing and rewarding individual contributions on merit.

4. Our investors, customers, suppliers and retailers.

5. The Suit stitching is among the core expertise of lawrencepur garment unit. Lawrencepur has been making fabrics for suits that has always been ranked as the finest in South Asia and still remains the premium fabric in Pakistan.

6. Yes certainly

7. Yes it is very important to be the leading investor in and wealth creator of value driven businesses.

8. Yes, the identity of the corporation is the first impression for the customers. We have a good corporate identity.

9. Yes every month we have meetings in which we discuss and communicate.

10. The board of the directors develops the identity and it is laid down by the **CEO.**

11. They play an essential role since they meet the customers and communicate the identity of the organization and yes the identity motivates the employees since we are the top brand in suit manufacturing.

12. We know the importance of the frontline workers who are working with us. And they all are well educated, qualified and trained.

13. Yes, we are committed to conducting our business activities in full compliance with all the applicable laws and regulations. In order to maintain and enhance our reputation for integrity in our business, it is important for all of us individually and collectively to adhere to the highest moral, ethical and legal standards.

14. Yes they believe in the values because they feel it is necessary in order to be the best.

TWO: THE CAMBRIDGE

1. **Store Manager**

2. We have to think according to the targeted class. Some time we have to think according to the cultural aspects. In Pakistan there is a cultural barrier and family influence systems. So we have to think according the customer acceptance in Pakistani society. These are some barriers and we are bound.

3. We are aware the importance of our organizational culture. And we have built strong communication system to understand each other in our organization.

4. Franchise, call centers, and intermediaries.

5. Classic cuts in dark to medium tones in unique blends of fibers make these suits an answer to executive's need. Warmth are grace blended together to enjoy the winter wave. For relaxed warm moments, the collection brings cords in warm autumn tones.

6. It should be positive and we strongly believe on it.

7. Yes, it is necessary. Our vision is cleared. And our corporate culture is able to work quickly on building brand concept.

8. We believe on it. Corporate identity is one of the ways to attract the brands towards customers.

9. We believe on it. But we do not regularly train our employees. It is depends on the market trend.

10. Our head of staff is the decision makers and they are the key player to develop the corporate identity.

11. We believe that they can play an affective role to increase the sales.

12. Yes our frontline workers are the key to increase the sales. And they are all have good communication skills to satisfied the customers.

13. Our organization is providing good working environment so our employees and managers are feeling well to work with our organization.

14. Yes, they all believed. Consistency in quality and acumen R&D at our styles, with the firm believe to provide exceptional services is highly appreciated by our customers, which is also evident in our sales growth by creating the value of our brands.

THREE: BONANZA

1. **Marketing Manager**

2. Yes there are some cultural barriers by the society because we are working in the Islamic state. So we normally care about the dresses according to the cultural aspects.

3. Organizational cultural of our organization is very cooperative, friendly and acceptable. We are tension free to share ideas each other.

4. Customers, suppliers, wholesalers and retailers.

5. Our suits are the most successful, widely recognized and often imitated clothing products in the Pakistani apparel industry. Over successive age group, Bonanza Garments have secured the attention, imagination and loyalty of diverse consumers.

6. Yes, employees are the representatives of the any organization. And we have well trained staff.

7. We strongly focus on it. So we have our own knitting, weaving, dyeing, printing and finishing units. For apparel making Bonanza has special purpose machines, which are operated by well-trained and experienced persons under the supervision of foreign qualified efficient technical managers. Instead of being a producer of low priced, low quality garments Bonanza enjoys the reputation as a manufacturer of reasonably priced good quality garments, which are absolutely world class. There is absolutely no compromise when it comes to quality standards.

8. We have strong corporate identity and we say that it is influence-able in the Pakistani apparel industry.

9. We hired already qualified staff, so there is no need to train again and again. But at first we trained.

10. Our leadership is involved on it. And they are very conscious about the corporate identity.

11. Yes in our organization CEO, take an interest to develop our organization identity.

12. We have good spoken frontline workers, and they are doing nice job to create our corporate identity.

13. Yes, it can be used. Employees always feel pleasant to work with our organization.

14. Yes, because we achieved phenomenal growth and it is a tribute to the relentless efforts of all those persons, right from the top cadre to middle management, supervisors and workers who already worked as a team member, under the leadership and guidance of the CEO, to get the best position in the Pakistani apparel industry.

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FOUR: NOOR'S

1. **Marketing Manager**

2. We create identity on the instruction of higher management on the base of target group.

3. As everyone know in any business that the communication between different department is very important because without this no one organization can run so regarding this we care about this and we do work as a team work.

4. Our stakeholders are suppliers, retailers, call centers, and intermediaries

5. As you know that customer want innovation so we always focus on it and create new design for the customers.

6. Yes we strongly agree this because employees are the backbone of any organization.

7. Yes every organization run on the basis of their vision, if no one have any vision then how they can run their organization.

8. Obviously it has influence.

9. Yes, our HR department organizes meetings, in which they train the employee according to market requirement.

10. The board of director make the decision and develop the cooperate identity.

11. Yes, they play an important role because they have direct deal with the customers.

12. The respected CEO, of our organization is very much concerned about it, and he is really serious to maintain the corporate identity.

13. Yes, our organization has a good reputation in the Pakistani apparel industry, so our employees always feel well to work our organization.

14. Yes, we strongly believe on it.

FIVE: RODEO DRIVE

1. **Sales Manager**

2. Our management team has good management skills, and they are able to create and maintain the corporate identity. Pakistan is a developing country, so people cannot afford more expensive suits than we are manufacturing low cost suits. That is the main problem for us to create the high quality suiting.

3. Our organizational culture is supportive, encouraging, caring and loyal about their task.

4. Off course, customers, retailers and wholesalers.

5. We are proving low cost suits with good quality so one can afford easily. Our profit level is very low.

6. Our stakeholders are satisfied because they are getting good deal from us due to our employees' efforts.

7. Yes, it is essential of any organization, and it can play significant role to build the corporate brand. And we concentrate on it.

8. We know that corporate identity creates the image of the organization. Customer can recognize easily the brands with the help of corporate identity. It should be excellent. We are lucky in this case because we have loyal customers and they believe at our brands.

9. Not regularly, it is depend at the requirement. But our employees are up to date by the management. And they arrange meetings for this purpose.

10. Our headship is responsible for developing the corporate identity with the help of management.

11. Our CEO, is the main character, without his concentration corporate identity cannot be developed. So he knows about it and he plays a significant role.

12. We have good managerial skilled staff, and they are competent to communicate our organizational identity in a satisfying way.

13. The identity of any organization is representing the position of the organization in the market. So we have good position in the market. And our employees and managers feel comfortable to invest their time in our organization.

14. Yes, they believe our valuable products. Because they know that their investments are going in a good way. And our employees and managers are also satisfied to work with

this organization. They are getting all the facilities according to their organizational rights.

SIX: CHESTER BERNARD

1. **Brand Manager**
2. The main problem is that whatever that we are trying to create would it be easily communicated. We would consider the following factors as barriers that are Communication (can be from top level to bottom level) because sometimes when the message is not clearly communicated then it can be perceived wrong by others and ultimately it can give the distorted image in the mind of the general public and people at different hierarchical levels.
3. It is a manufacturing organization, people at front line normally do what they are told to by designers and the atmosphere is cordial among them, at different levels there are different cultures. so marketing department has developed its own culture likewise every department. We would say corporate culture does exist in this organization.
4. Customers, Suppliers, Retailers etc.
5. We do not compromise at the quality of fabric and stitching and the unique design.
6. Yes, it does play a role.
7. It does play a vital role in making what you want to sell and how your organization is perceived by others.
8. It does play an important role for our organization to be known at different levels (employees, customers etc.)
9. From the day first when they join our organization it is engraved in their minds and we do conduct meetings and training sessions seldom to communicate our vision and culture.
10. Our board of directors is responsible for that task and obviously CEO plays the major role in it.
11. Front line workers play an important role in our organization while communicating with the clients and customers; it is in their hands to represent our organization in good way or to distort the image. Being one of the top brands in Pakistan it does motivates and makes employees to be proud of the part of our organization.

12. The importance of front line worker is just like the backbone of the organization, they are highly skilled craftsmen.

13. We abide all the legal formalities and conform to all the standards to make our organization a better place and be ranked among noble organizations.

14. They certainly do believe in them otherwise they would not like to work for us. This is what makes them motivated and proud

SEVEN: EUROPEAN GALLERY

1. **Sales Manager**

2. Due to high prices or our company products our target market is only upper class. Meeting quality standards and style is our identity. But its only limited to upper class. And it's very hard to sell our brand name suits in low prices.

3. The cultural of our organization is very friendly and cooperative.

4. Customers are the business icons, tycoons. Industrialist and investors.

5. In order to meet international standards we have no compromise in quality of our product. Our style is very unique.

6. Well employees our internal customers of company and if employees are fully satisfied than they will always positively work. And will help in generating more business.

7. Yes, its very important vision and culture should go side by side. For this we have research and marketing department.

8. Yes, it influences.

9. Yes, customer training is very essential with time to time. So that they better understand according to market trend. And for this we are providing off the job and on the job training.

10. Board of directors are involved.

11. In our organization the CEO, decides the identity and makes the strategy implement it.

12. Yes, frontline employees play an important role. They can help customers in buying products. And can proper guide them. They should have better idea of all the products and all necessary company information. They always with the smiley face and have the good personality.

13. Yes the identity of the corporation motivates the employees at all time.

14. Yes they do.

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Appendix 3

The data we gathered from the interviews is put in the table below so that it is easier to understand. The first table shows the exact answers we got from the interviews. After that we have highlighted the keywords in the next table with some remarks from us and in the last table we have eliminated the odd words and marked the keywords according to the data gathered and organized them.

In the table below we are going to highlight keywords which we found in the data from the interviews. We have also given some remarks on the data collected.

Men's Suit Manufacturing Organizations

Questionnaire	Lawrencepur	The Cambridge	Bonanza	Noor's	Rodeo Drive	Chester Bernard	European Gallery	Remarks
Question 1: What is your position in your organization?	Corporate sales	Store manager	Marketing manager	Marketing manager	Sales manager	Brand Manager	Sales manager	
Question 2: What are the problems/barriers when you create identity in your organization/corporation?	When the top level management says that this is the **identity we try to create** it but the **customer** make their own version of the **identity** after they have used the product.	We have to think **according to the targeted class.** Some time we have to think **according to the cultural aspects.** In Pakistan there is a **cultural barrier and family influence** systems. So we have to think according the **customer acceptance** in Pakistani society. These are some barriers and we are bound.	Yes there is some cultural barriers by the **society** because we are working in the Islamic state. So we normally care about the dresses according to the **cultural aspects**.	We create **identity** on the instruction of higher **management** on the base of **target group.**	Our **management team** has good **management skills**, and they are able to create and maintain the **corporate identity.** Pakistan is a developing country, so people cannot afford more expensive suits than we are manufacturing low cost suits. That is the main problem for us to **create the high quality suiting.**	The main problem is that whatever that we are trying to create would it be easily communicated. We would consider the following factors as barriers that are Communication (can be from top level to bottom level) because sometimes when the message is not clearly communicated then it can be perceived wrong by others and ultimately it can give the distorted image in the mind of the general public and people at different hierarchical levels.	Due to **high prices** or our company products our **target market** is only upper class. Meeting quality standards and **style is our identity.** But its only limited to upper class. And it's very hard to sell our **brand name suits** in low prices.	After getting the answers of this question we can say that top level management are involved to create the corporate identity and they are the decison maker to face the cultural barrier. They are focusing and taking decision with the base of some aspects for example, cultural barrier, target class, islamic society system, family influence, high or low prices.

Men's Suit Manufacturing Organizations

Questionnaire	Lawrencepur	The Cambridge	Bonanza	Noor's	Rodeo Drive	Chester Bernard	European Gallery	Remarks
Question 3: Describe the culture your organization/corporation?	The **culture** in our **organization** is very **friendly.** We try to **cooperate** with each other so that there is no problem in the business when it comes to running smoothly. We are **committed** to work as a team to **achieve common goals** whilst fairly recognizing and rewarding **individual contributions** on merit	We are aware the importance of our **organizational culture**. And we have built **strong communication system** to understand each other in our organization.	**Organizational cultural** of our organization is very **cooperative, friendly and acceptable**. We are tension free to share ideas each other.	As everyone know in any business that the **communication** between different department is very important because without this no one **organization** can run so regarding this we care about this and we do work as a **team work**.	Our **organizational culture is supportive, encouraging, caring and loyal** about their task.	It is a manufacturing **organization**, people at front line normally do what they are told to by designers and the atmosphere is cordial among them, at different levels there are **different cultures**. so marketing department has developed its own culture likewise every department. We would say **corporate culture does exist in this organization.**	The cultural of our organization is very **friendly and cooperative.**	The companies are saying that they have good corporate cultural, and all are friendly, hardworking, cooperating, encouraging and committed with their task. And all the workers are contributing their efforts with their best skills.
Question 4: Who are the stakeholders of the brand?	Our investors, **customers, suppliers and retailers**	Franchise, call centers, and **intermediaries**	**Customers, suppliers,** wholesalers and **retailers.**	Our stakeholders are **suppliers, retailers** , call centers, and **intermediaries**	Off course, **customers, retailers** and **wholesalers.**	**customers, suppliers, retailers** etc	**Customers** are the business icons. **Industrialist** and **investors.**	After getting the answers of this question we can say that the customers, investors, industrialist, suppliers, wholesalers, call centers and retailers are the stakeholders of these organizations.

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Questionnaire	Lawrencepur	The Cambridge	Bonanza	Noor's	Rodeo Drive	Chester Bernard	European Gallery	Remarks
Question 5: What features do you think make your organization different from other organizations?	The **Suit stitching** is among the **core expertise** of lawrencepur garment unit. Lawrencepur has been making fabrics for suits that has always been ranked as the **finest** in South Asia and still remains the **premium fabric** in Pakistan.	**Classic cuts in dark to medium tones in unique blends of fibers** make these suits an answer to **executive's need**. Warmth are grace blended together to enjoy the winter wave. For relaxed warm moments, the collection brings cords in warm autumn tones.	Our suits are the most successful, widely recognized and often imitated clothing products in the Pakistani apparel industry. Over successive age group, **Bonanza Garments have secured the attention, imagination and loyalty of diverse consumers.**	As you know that **customer want innovation** so we always focus on it and create new design for the customers.	We are providing low cost suits with **good quality** so one can afford easily. Our profit level is very low.	We do not compromise at the **quality of fabric** and stitching and the **unique design.**	In order to meet international standards we have **no compromise in quality** of our product. **Our style is very unique.**	The organizations are saying about the suits that they are using fine fabric, classic desing, according to executive needs and general public requirement, widely variety, unique design or create new designs for the customers with loyalty and no compromise on quality.
Question 6: Does employees behavior leads to stakeholder's satisfaction?	**Yes** certainly	It should be positive and we **strongly believe** on it.	**Yes,** employees are the representatives of the any organization. And we have well **trained staff.**	**Yes** we **strongly agree** this because employees are the backbone of any organization.	Our **stakeholders are satisfied** because they are getting good deal from us due to our **employees' efforts.**	**Yes**, it does play a role.	Well employees our internal customers of company and if **employees are fully satisfied** than they will always positively work. And will help in generating more business.	Organizations are agreed upon the employees positive behaviours. They think that it is very important for the stakeholders satisfaction.

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Men's Suit Manufacturing Organizations

Questionnaire	Lawrencepur	The Cambridge	Bonanza	Noor's	Rodeo Drive	Chester Bernard	European Gallery	Remarks
Question 7: Do you think vision and culture is important in corporate brand concept?	**Yes** it is very important to be the leading investor in and wealth creator of value driven businesses.	Yes, it is necessary. Our vision is cleared. And our **corporate culture** is able to work quickly on building brand concept.	We **strongly focus on it.** So we have our own knitting, weaving, dyeing, printing and finishing units. For apparel making Bonanza has special purpose machines, which are operated by well-**trained and experienced persons** under the supervision of foreign qualified efficient technical managers. Instead of being a producer of low priced, low **quality garments** Bonanza enjoys the reputation as a manufacturer of reasonably priced good quality garments, which are absolutely world class. There is absolutely no compromise when it comes to quality standards.	**Yes** every organization run on the basis of their vision, if no one have any vision then how they can run their organization.	**Yes,** it is essential of any organization, and it can play significant role to build the corporate brand. And we concentrate on it.	It does **play a vital role** in making what you want to sell and how your organization is perceived by others.	**Yes,** its very important vision and culture should go side by side. For this we have research and marketing department.	All organizations representatives are agreed upon it. They are strongly focus on it, they have trained foreign qualified staff, and they believe that vision and culture can play a vital role to build the brand concept.

Men's Suit Manufacturing Organizations

Questionnaire	Lawrencepur	The Cambridge	Bonanza	Noor's	Rodeo Drive	Chester Bernard	European Gallery	Remarks
Question 8: Does corporate identity influences the consumer's images of the organization?	**Yes**, the identity of the corporation is the first impression for the customers. We have a good corporate identity.	**We believe on it.** Corporate identity is one of the ways to attract the brands towards customers.	We have **strong corporate identity** and we say that it is influence-able in the Pakistani apparel industry	**Obviously** it has influence-	We know that **corporate identity creates the image of the organization.** Customer can recognize easily the brands with the help of corporate identity. It should be excellent. We are lucky in this case because we have **loyal customers and they believe at our brands**.	It does **play an important role** for our organization to be known at different levels (employees, customers etc)	**Yes** it influences	All organizations are believe on it, and they suppose that corporate identity is very important to attract the customers towards the organizations and it can differentiate from other organizations to build the positive image for the consumers.
Question 9: Do you regularly train employees about the culture and vision of the organization?	**Yes** every month we have meetings in which we discuss and communicate.	**We believe on it**. But we do not regularly train our employees. It is depends on the market trend.	We **hired already qualified staff**, so there is no need to train again and again. But at first we trained.	**Yes,** our HR department organizes meetings, in which they train the employee according to market requirement.	Not regularly, it is **depend at the requirement.** But our employees are up to date by the management. And they arrange meetings for this purpose.	From the day first when they join our organization it is engraved in their minds and **we do conduct meetings and training sessions** seldom to communicate our vision and culture.	**Yes,** customer training is very essential with time to time. So that they better understand according to market trend. And for this we are providing off the job and on the job training.	Maximum organizations are regularly trained their employees according to the market situation but some are not. They only trained when they think their is some need.

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Questionnaire	Lawrencepur	The Cambridge	Bonanza	Noor's	Rodeo Drive	Chester Bernard	European Gallery	Remarks
Question 10: Who are involved in developing the identity of your corporation?	The **board of the directors** develop the identity and it is laid down by the **CEO.**	Our **head of staff** is the decision makers and they are the key player to develop the corporate identity.	Our **leadership is involved** on it. And they are very conscious about the corporate identity.	**The board of director** make the decision and develop the cooperate identity.	Our **headship is responsible** for developing the corporate identity with the help of management.	Our **board of directors** are responsible for that task and obviously CEO plays the major role in it.	**Board of directors are involved.**	The board of directors, or we can say leadership, headship under CEO.
Question 11: Does CEO play a role in selecting and implementing the identity of the corporation?	They **play an essential role** since they meet the customers and communicate the identity of the organization and yes the identity motivates the employees since we are the top brand in suit manufacturing.	We believe that they can **play an affective role** to increase the sales.	**Yes** in our organization CEO, take an interest to develop our organization identity.	**Yes**, they **play an important role** because they have direct deal with the customers.	Our **CEO, is the main character,** without his concentration corporate identity cannot be developed. So he knows about it and he **plays a significant role.**	The respected **CEO**, of our organization is very much concerned about it, and he is really serious to maintain the corporate identity.	In our organization the **CEO decides** the identity and makes a strategy to implement it.	Organizations says that CEO is the key player and he is playing an essential, sifnificant and important role to the identity of the corporation.

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Questionnaire	Lawrencepur	The Cambridge	Bonanza	Noor's	Rodeo Drive	Chester Bernard	European Gallery	Remarks
Question 12: What role do frontline workers play in communicating the identity of the corporation?	We know the importance of the frontline workers who are working with us. And **they all are well educated, qualified and trained.**	Yes our **frontline workers are the key to increase the sales.** And they are all **have good communication skills** to satisfied the customers.	We have **good spoken frontline workers,** and they are doing nice job to create our corporate identity.	Front line workers **play an important role in our organization** while communicating with the clients and customers; it is in their hands to represent our organization in good way or to distort the image. Being one of the top brands in Pakistan it does motivates and makes employees to be proud of the part of our organization.	We have **good managerial skilled staff**, and they are competent to communicate our organizational identity in a satisfying way.	The importance of front line worker is just like the **backbone of the organization**, they are highly skilled craftsmen.	Yes, frontline employees **play an important role.** They can help customers in buying products. And can proper guide them. They should have better idea of all the products and all necessary company information. They always with the smiley face and have the good personality.	Organizations are agree upon the frontline workers importance, they believe that they have to be skillful, good looking, communicating or well spoken adn qualified to present the corporate identity in a better way.

Questionnaire	Lawrencepur	The Cambridge	Bonanza	Noor's	Rodeo Drive	Chester Bernard	European Gallery	Remarks
Question 13 Can the identity of the corporation be used to motivate employees and managers?	**Yes,** we are committed to conducting our business activities in full compliance with all the applicable laws and regulations. In order to maintain and enhance our reputation for integrity in our business, it is important for all of us individually and collectively to adhere to the highest moral, ethical and legal standards.	Our **organization is providing good working environment** so our employees and managers are feeling well to work with our organization.	**Yes,** it can be used. Employees always **feel pleasant** to work with our organization.	**Yes,** our organization has a good reputation in the Pakistani apparel industry, so our **employees always feel well** to work our organization.	The identity of any organization is representing the position of the organization in the market. So we have good position in the market. And our **employees and managers feel comfortable** to invest their time in our organization.	We abide all the legal formalities and conform to all the standards to make **our organization a better place and be ranked among noble organizations.**	**Yes** the identity of the corporation motivates the employees at all times.	The representatives says that our employees are satisfied to work with us, and they feel proud.
Question 14 Do the managers, employees and stakeholders believe in the values of the organization?	**Yes** they believe in the values because they feel it is necessary in order to be the best.	**Yes,** they all believed. Consistency in quality and acumen R&D at our styles, with the firm believe to provide exceptional services is highly appreciated by our customers, which is also evident in our sales growth by creating the value of our brands.	**Yes,** because we achieved phenomenal growth and it is a tribute to the relentless efforts of all those persons, right from the top cadre to middle management, supervisors and workers who already worked as a team member, under the leadership and guidance of the CEO, to get the best position in the Pakistani apparel industry.	**Yes,** we strongly believe on it.	**Yes,** they believe our valuable products. Because they know that their investments are going in a good way. And our employees and managers are also satisfied to work with this organization. They are getting all the facilities according to their organizational rights.	They certainly do believe in them otherwise they would not like to work for us. This is what makes them motivated and proud.	**Yes** they do.	Representatives says that employees and stakeholders believes our organizational value.

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Appendix 4

In the table below we have removed the odd elements keeping the keywords only. Then we have found the similarities between different organizations, which will help us to give an accurate analysis later on in the next chapter.

Questions	Keywords	Lawrencepur	Cambridge	Bonanza	Noor's	Rodeo Drive	Chester Bernard	European Gallery
	Problems							
	Creation	✓					✓	
	Affordability					✓		✓
Question 2: What are the problem/barriers when you create identity in your organization/corporation?	Targeted class	✓	✓		✓	✓		✓
	Cultural aspects		✓	✓				
	Cultural barrier		✓	✓				
	Family influence	✓	✓					
	Identity	✓			✓	✓	✓	
	Culture							
	Organization culture	✓	✓		✓	✓	✓	✓
	Friendly	✓		✓				✓
	Coorporate	✓						✓
Question 3: What are the problem/barriers when you create identity in your organization/corporation?	Committed	✓						
	Strong communication	✓	✓		✓		✓	
	Acceptable							
	Supportive					✓		
	Encouraging					✓		
	Caring & loyal					✓		
	Different cultures						✓	
	Stakeholders							
	Customers	✓					✓	
	Suppliers					✓		✓
Question 4: Who are the stakeholders of the brand?	Retailers	✓	✓		✓	✓		✓
	Intermedaries		✓	✓				
	Investors		✓	✓				
	Industrialist	✓	✓					

Questions	Keywords	Lawrencepur	Cambridge	Bonanza	Noor's	Rodeo Drive	Chester Bernard	European Gallery
	Features							
Question 5: What features do you think make your organization different from other organizations?	Core expertise	▓						
	Premium fabric	▓						
	Good quality		▓	▓	▓	▓	▓	▓
	Unique design						▓	▓
	Executives need		▓					
	Innovative			▓	▓			
	Satisfaction							
Question 6: Does employees behavior keeds to stackholder's satisfaction?	Yes	▓	▓	▓	▓	▓	▓	▓
	Strongly believe		▓		▓			
	No							
	Vision & Culture							
Question 7: Do you think vision and culture is important in corporate brand concept?	Yes	▓	▓	▓	▓	▓	▓	▓
	Strongly focus			▓				
	Play vital role						▓	
	No							
	Consumer image							
Question 8: Does corporate identity influences the consumer's image of the organization	Yes	▓	▓	▓	▓	▓	▓	▓
	Strongly believe		▓			▓	▓	
	No							
	Trainings							
Question 9: Do you regularly train employees about the culture and vision of the organization?	Yes	▓	▓		▓		▓	▓
	No							
	Some time			▓		▓		
Question 10: Who are involved in developing?	Board of directors	▓	▓	▓	▓	▓	▓	▓

Questions	Keywords	Lawrencepur	Cambridge	Bonanza	Noor's	Rodeo Drive	Chester Bernard	European Gallery
Question 11: Does CEO play a role in selecting and implementing the identity of the corporation?	Leadership							
	Yes	■	■	■	■	■	■	■
	No							
Question 12: What role do frontline workers play in communicating the identity of the corporation?	Frontline Workers Role							
	Imporant role				■		■	
	Backbone						■	
	Good communication			■		■		
	Skilled	■	■					
Question 13: Can the identity of the coporation be used to motivate employees and managers?	Employees motivation							
	Yes	■	■	■	■	■	■	■
	Feel well		■	■	■	■		
	Legal Formalities	■					■	
Question 14: Do the managers, employees and stakeholers believe in the values of the organization?	Organization Value							
	Yes	■	■	■	■	■	■	■
	No							

This table helps us to see which organizations have most similarities in them.

Questionnaire	key words	Cambridge	Rodeo Drive	European Gallery	Noor's	Bonanza	Lawrencepur	Chester Bernard
Question 1: What is your position in your organization?		Store manager	Sales manager	Sales manager	Marketing manager	Marketing manager	Corporate sales	Brand Manager
Question 2: What are the **problems/barriers** when you create identity in your organization/corporation?	Cultural aspects	■				■		
	Target group	■		■				
	Quality		■					
	Communication						*Pattern 1*	■
	image						■	
Question 3: Describe the culture your organization/corporation?	Team work, friendly and cooperative			■	■	■		■
	Communication system to understand each others	■	■					
	Different cultures within the organization							■
Question 4: Who are the stakeholders of the brand?	Investors		*Pattern 2*	■				
	Customers						■	
	Suppliers					*Pattern 3*		■
	Intermediaries	■	■					
	Call centers	■			■			
Question 5: What features do you think make your organization different from other organizations?	Quality of fabric	■					■	
	Cutting, design, style			■				
	Stiching							
	Quality in general		■	■	*Pattern 4*			
	Innovation???							
Question 9: Do you regularly train employees about the culture and vision of the organization?	Yes	■		■				■
	Not regularly		■					
Question 10: Who are involved in developing the identity of your corporation?	Board of dirctors			■				
	CEO	■				■		*Pattern 5*
Question 12: What *role* do frontline workers play in communicating the identity of the corporation?	Communication	■		■	■		■	
	Trained							
	Hellp customers	*Pattern 7*		■	*Pattern 6*			
Question 13:Can the identity of the corporation be used to motivate employees and managers?	Good working environment		■					■
	Comply with law and standards						■	

Questionnaire	key words	Men's Suit Manufacturing Organizations						
		Lawrencepur	Cambridge	Bonanza	Neer's	Rodeo Drive	Chester Bernard	European Gallery
Question 1: What is your position in your organization?		Corporate sales	Store manager	Marketing manager	Marketing manager	Sales manager	Brand Manager	Sales manager
Question 2: What are the problems/barriers when you create identity in your organization/corporation?	Cultural aspects		cultural aspects	*cultural barriers*				
	Target group		*targeted class.*		*target group.*			*Due to high prices our target market is upper class*
	Quality					*high quality*		
	Communication						*easily communicated*	
	image	*customer make their own version of the identity [image] after they have used the product.*						
Question 3: Describe the culture your organization/corporation?	Team work, friendly and cooperative	*friendly . work as a team rewarding individual contributions on merit*		*cooperative, friendly*	As everyone know in any business that the team work.	culture is supportive, encouraging, caring and loyal	*cordial*	*friendly and cooperative.*
	Communication system to understand each others		*tstrong communication system*			communication between different departments		
	Different cultures within the organization						there are different cultures. We would say corporate culture does exist in this organization.	
Question 4: Who are the stakeholders of the brand?	Intermediaries	*Retailers*	*Franchise, intermediaries*	*Wholesalers and retailers*	*Retailers and intermediaries*	*Retailers and wholesellers*	*Retailers*	
	Customers	*Customers*		*Customers*		*Customers*	*Customers*	*Customers*
	Suppliers	*Suppliers*		*Suppliers*	*Suppliers*		*Suppliers*	
	Investors							*Industrialist and investors*
	Call centers		*Call centers*		*Call centers*			
Question 5: What features do you think make your organization different from other organizations?	Quality of fabric	Lawrencepur has	Dark to medium				We do not	
	Cutting, design, style		Classic cuts				*Unique design*	Our style is very unique.
	Stiching	*Stitching*					*Stitching*	
	Quality in general					We are providing *low cost suits with good quality* so one can afford easily. Our profit level is very low.		To meet international standards we have *no compromise in quality* of our product.
	Innovation???				As you know that customer want *innovation* so we always focus on it and create new design for the customers.			
Question 6: Does employees behavior leads to stakeholder's satisfaction?	Yes	*Yes certainly*	It should be positive and we strongly believe on it	Yes, employees are the representatives of the any organization. And we have well trained staff.	Yes we strongly agree this because employees are the backbone of any organization.	Our stakeholders are satisfied because they are getting good deal from us due to our employees' efforts.	Yes, it does play a role.	Well employees our internal customers of company and if employees are fully satisfied than they will always positively work. And will help in generating more business.
Question 7: Do you think vision and culture is important in corporate brand concept?		Yes it is very important to be the leading investor in and wealth creator of value driven businesses.	Yes, it is necessary. Our vision is cleared. And our corporate culture is able to work quickly on building brand concept.	We strongly focus on it. So we have our own knitting, weaving, dyeing, printing and finishing units. For apparel making Bonanza has special purpose machines, which are operated by well-trained and experienced persons under the supervision of foreign qualified efficient technical managers. Instead of being a producer of low priced, low quality...	Yes every organization run on the basis of their vision, if no one have any vision then how they can run their organization.	Yes, it is essential of any organization, and it can play significant role to build the corporate brand. And we concentrate on it.	It does play a vital role in making what you want to sell and how your organization is perceived by others.	Yes, its very important vision and culture should go side by side. For this we have research and marketing department.
Question 8: Does corporate identity influences the consumer's images of the organization?		Yes	We believe on it	strong corporate identity	Obviously	corporate identity creates the image of the organization. loyal customers and they believe at	play an important role	Yes