

The perceived influence of the elements of internal marketing on the brand image of selected staffing agencies in South Africa.

1.1. INTRODUCTION AND BACKGROUND

The service sector worldwide is increasing. In addition, majority of the new job opportunities available in the market and the bulk of the monetary value of the modern day economy are becoming due to services (Lovelock & Wirtz, 2004:4). Palmer (2005:2) argues that every industry is a service industry and the only aspect that separates industries are the size of their service component. In the high speed world of today where imitation is inevitable, particularly amongst service businesses, organisations have come to realise that a strong brand image could mean the difference between winning or losing within the competitive marketplace (Randall, 1997:10). For instance, brands that have high brand equity, such as Coca-Cola and McDonalds, obtain higher market shares and better prices than those of competing brands (Batra & Homer, 2004:318). Strong brands have additionally been found to be influential in achieving various marketing goals including improved loyalty, simplification of consumer decision-making, reduced consumer risk of consumption and greater shareholder and stakeholder returns (Aurand, Gorchels & Bishop, 2005:164). Predominantly service based industries have begun to recognise the need for an integrated branding strategy as a means to achieving a competitive advantage. According to LePla, Davis and Parker (2003:3-5) integrated branding is a management practice that aligns all activities, divisions and messages with an organisation's core values. All business strategies, processes and resources are organised to deliver a highly differentiated, consistent positive experience that ensures that an organisation's promises are kept.

A service brand's identity is essentially built on a set of values and promises which is conveyed through employee interactions in terms of delivering on the brand's promises (Zeithaml, Bitner & Gremler, 2006:4 and Roberts & Merrilees, 2007:412). The issue of how to get employees to act in a way that mimics the brand values of a service organisation, considering they may not naturally share a brand's values, is clearly of pivotal importance. Even global organisations such as Microsoft have recognised that by its employees delivering on its brand

promises and values, in a reliable way, a consistent brand image is built (Henkel, Tomczak, Heitmann & Herrmann, 2007:310). To ensure consistency service brands have begun to place a large emphasis on internal marketing in order to recruit, train and manage employees to deliver on the brand's promises (McDonald, De Chernatony & Harris, 2001:337). The concept of brand management mainly focuses on external stakeholders while internal marketing, also known as internal branding or employee branding, establishes systems and employee behaviour mechanisms that provide the outline for delivering a consistent brand image (Aurand, Gorchels & Bishop, 2005:163). It is clear there is a need for internal marketing within predominantly service-oriented businesses as its original goal was to get front-line and contact employees to deliver better service quality when interacting with customers. The fundamental idea of internal marketing is that successful service delivery requires motivated and customer-conscious employees (Varey & Lewis, 2000:27).

With service brands, employees make up the crossing point between a brand's internal and external environments; in essence they are one of the main factors associated with transforming brand identity into brand image (Harris & De Chernatony, 2001:441). However, the service encounter where the brand is delivered, is often ignored as often front-line employees are not professionally trained to understand the customer and do not have the necessary discretion to ensure they perform effectively. In addition, front-line employees are often under paid which results in a lack of enthusiasm and dependability. This could have a negative influence on the overall image of a service brand as the majority of service brands have a monolithic brand strategy. This strategy implies that consumers group all their experiences with the brand as one combined vision of the brand, thus enforcing the need for brand consistency at all points of contact to make the brand authentic and believable (De Chernatony & Horn, 2003:1096). This is due to the fact that the discipline of internal marketing involves communicating, training and treating employees as internal customers which results in empowered employees. Empowered employees can perform their jobs

effectively, as it allows them to take ownership of their activities and allows them to understand their role in creating value for the organisation. As employees complete their jobs effectively, they become motivated and fulfilled to provide a high quality service which results in higher levels of customer satisfaction (Liu, Petruzzi & Sudharshan, 2007:25). This in turn leads to a stronger, more positive, brand image as the customer's expectations are met or exceeded, resulting in customer delight (Varey & Lewis, 2000:200-201 and Donaldson & O'Toole, 2002:155).

It is vital for predominantly service-oriented organisations to consider the possible connection between internal marketing and the brand image of the organisation. It is additionally important to remember that the function of internal marketing is to improve external marketing transactions as otherwise such a strategy should not be considered (Stydom, 2004:119). Through establishing, implementing and managing a customer-conscious service culture, strategy and relationships, which is the goal of internal marketing, higher levels of service quality can be achieved. High levels of service quality result in more satisfied customers which should ultimately result in an improved brand image of the service organisation within the marketplace (Varey & Lewis, 2000:200-201). It is important to consider this connection within staffing agencies as staffing agencies have various obstacles that need to be overcome. These include high employee turnover, particularly amongst recruitment consultants who are the main client facing employees (Paton, 2004:1). High employee turnover may be due to employee empowerment problems. Employee empowerment problems may stem from communication or training problems within staffing agencies (Ballantyne, 2000:276). Communication or training problems could lead to low staff motivation and job stress due to staff not knowing how to perform their jobs sufficiently (Rafiq & Ahmed, 1998:688). Low employee motivation may result in lower levels of service quality given by the employee to the client, which in turn would negatively affect a staffing agency's brand image (Bowers & Martin, 2007:88).

In terms of focusing on service businesses, staffing agencies are highly under-researched considering the various obstacles they face. Essentially staffing agencies provide the service of matching candidates to their client's human resource needs and organisational culture (Thomas, 2008). The demand for staffing agencies has evolved beyond connecting the correct people in positions that fit their skills, to that of partnering with clients to provide the correct talent mix for their business (Czakan, 2007:2). Andreasen and Kotler (2003:317) identify a service as "any activity or benefit that one party can offer to another that is essentially intangible and does not result in the ownership of anything. Its production may or may not be tied to a physical product". Therefore it would be fair to stipulate that a staffing agency's clients are continuously exposed to the agency's services, which includes its service promises, and the employees that deliver, or in some cases don't deliver on these promises (Zeithaml *et al.* 2006:4). According to the Association of Personnel Service Organisations (APSO) (2008) there is a lack of research available concerning staffing agencies. This lack of research could be due to multiple reasons including a lack of regulation that pushes for the collation of stats and information, a general lack of resources and the common disinclination of members within staffing agencies to offer information to those attempting to carry out research. Due to increased globalisation South African organisations have competition both locally and on a global level, and therefore need to empower themselves with a wealth of information in order to compete with first world nations (Petkoon, 2002:3). Thus formal research is currently a large priority for staffing agencies as it remains unclear as to whether internal marketing changes do in fact influence brand image of staffing agencies as agencies within South Africa appear to be growing regardless of their high employee turnover and lack of research (Michaelides & De La Cour, 2007:8).

1.2. DISCUSSION OF CONCEPTS

Following the advice of Olsson & Sandru (2006:8) the relevant concepts used in this study are clarified next:

- A **brand** is defined as “A legally protected name, term, sign, symbol, idea, person or organisation that has its own personality, values, culture and promise of performance which acts as an identifier, connector, differentiator and a symbol of trust or distrust in the mind of the client” (Chap 4. pp 4).
- **Brand identity** is defined as “what the organisation transmits to the marketplace; it is what the organisation can control, provided it understands the real meaning and appearance of the brand” (Randall, 1997:14).
- **Brand image** is defined as “the external market’s perception of the complete product, it is the way the market observes the total experience of the brand” (Randall, 1997:14).
- **Internal marketing** is defined as “a planned effort using a marketing-like approach to overcome organisational resistance to change and to align, motivate and inter-functionally coordinate and integrate employees towards the effective implementation of corporate and functional strategies in order to deliver customer satisfaction through a process of creating motivated and customer orientated employees” (Rafiq & Ahmed, 2000:454 and Ferrel & Hartline, 2008:324).
- A **staffing agency** is defined as “a public organisation providing employment services for individuals seeking employment as well as for potential employers seeking employees. Public agencies provide a wide range of services, most of which are supported by employer contributions to state unemployment funds. Private agencies play a major role in recruiting professional and managerial candidates” (Barons, 2000).

With the above in mind the specific differences between clients and candidates are defined next, as will be used in this study:

- A **Client** is defined as “an organisation to which the staffing agency renders a service” (Ridge & Boardman, 2008).
- A **Candidate** is defined as “an individual whose particulars have been forwarded to the Client organisation for consideration for a vacancy” (APSO, 2008).

1.3. PROBLEM STATEMENT

It is important to consider that one of the points of internal marketing should be to improve the brand identity among the employees of staffing agencies within South Africa. Improved brand identity amongst employees should result in an improved brand image amongst external clients (Temporal, 2001:32). However, the researcher could not find any studies that explore the influence of internal marketing as a means to achieving a stronger brand image among staffing agencies both locally and abroad.

In addition, the researcher could not find any direct studies on how the elements of the internal marketing mix of product, price, promotion, distribution, people, processes and physical evidence, influence service levels of staffing agencies, which is ultimately linked to brand image (Dunmore, 2002:10). This raises the question as to whether or not internal marketing has a positive influence on the brand image of staffing agencies amongst their clients and candidates placed. Please view the following figure 1 for further clarity:

Figure 1. The influence of internal marketing on external brand image

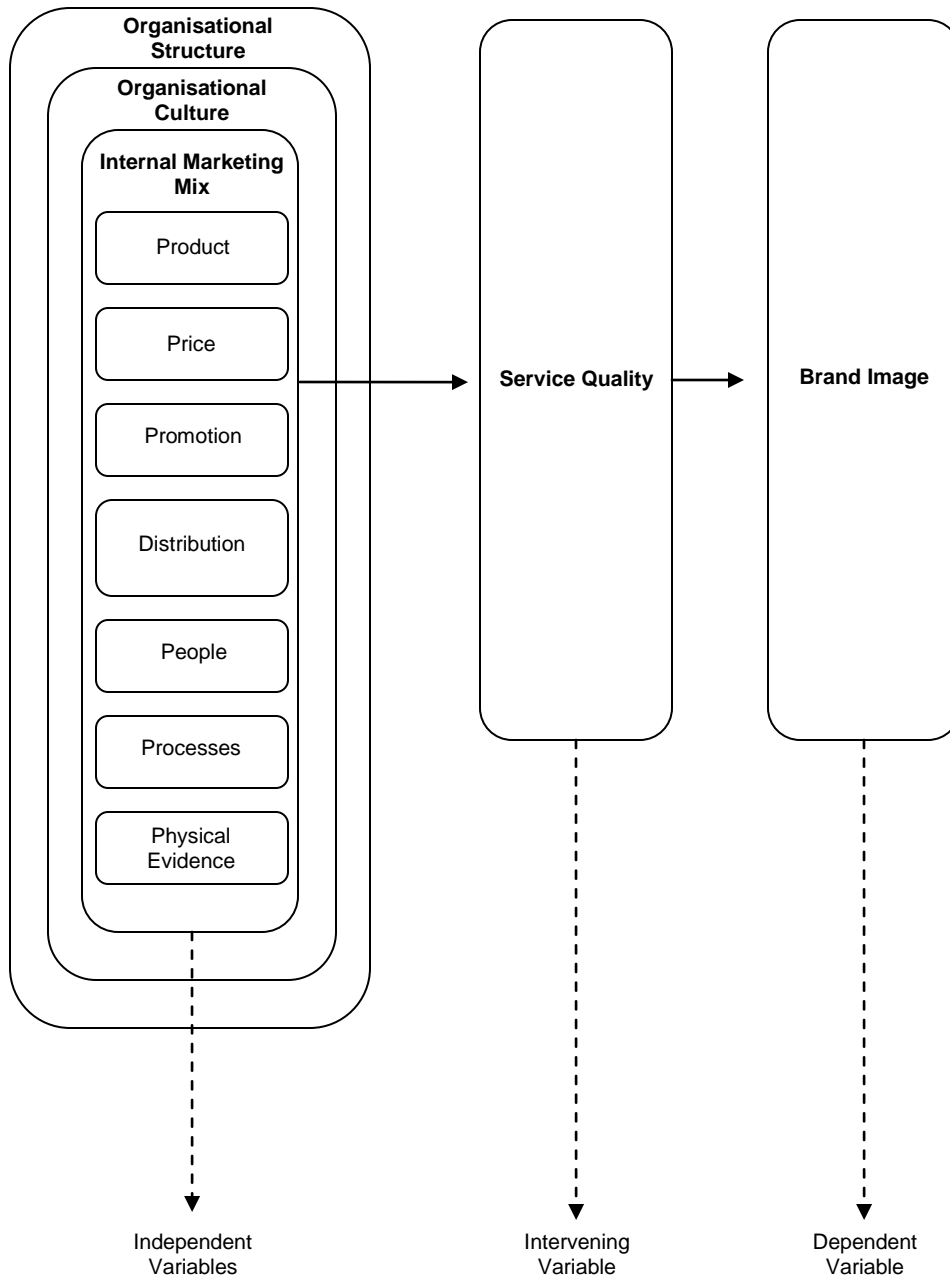


Figure 1 illustrates that the organisational structure that an organisation selects has an influence on the organisation's culture which ultimately influences the internal marketing mix. This is due to the culture and structure of the organisation being key determinants of how the organisation sets out to achieve its mission and goals (Ogbor & Jones, 2001:591-592). The internal marketing mix elements

are the independent variables of the study as they are each individual elements that are not reliant on one another to exist within the organisation. Brand image is the dependent variable of study as the study aims to prove the influence the independent variables have on an organisation's brand image. In order to establish the connection between the internal marketing mix and the brand image of the organisation requires an intervening variable which is service quality. Through establishing that service quality is dependant on the elements of the internal marketing mix and that brand image is dependent on service quality, will allow the connection between the internal marketing mix and brand image to be established.

Therefore the problem statement of the study is:

Do the elements of internal marketing have an influence on service quality thereby having an influence on the brand image of selected staffing agencies in South Africa.

1.4. OBJECTIVES

Based on the previous problem statement it is clear that various aims need to be achieved by this study prior to the study's primary question being concluded. The following objectives will clearly define the objectives the study will seek to determine.

1.4.1. Primary objective

The primary objective of the study is to determine the perceived influence of the elements of internal marketing on the brand image of selected staffing agencies in South Africa.

1.4.2. Secondary objectives

The secondary objectives aim to determine whether the different elements of internal marketing influence the brand image of clients of selected staffing

agencies in South Africa. The elements of internal marketing mix, namely product, price, promotion, distribution, people, processes and physical evidence will be separately observed. This is relevant since if all elements do not contribute positively to the overall brand image of staffing agencies in South Africa, it could receive reduced attention and funding thereby contributing to decreased costs among staffing agencies. Additionally if certain activities prove ineffective they could be altered and improved upon, thereby creating more competitive staffing agencies.

Therefore the secondary objectives of the study include:

- To examine the theory on internal marketing
- To examine the theory relating to brand image.
- To determine whether there is a difference between the perceived influence of internal marketing on the dimensions of brand image at selected staffing agencies in South Africa.
- To determine which elements have the largest influence on brand image at selected staffing agencies in South Africa.
- To determine whether there is a difference between the perceived influence of the different elements of internal marketing on the dimensions of service quality at selected staffing agencies in South Africa.
- To determine which elements of internal marketing have the largest influence on service quality at selected staffing agencies in South Africa.
- To determine whether there is a difference between the perceived influence of service quality on the dimensions of brand image at selected staffing agencies in South Africa.

- To determine which dimensions of service quality have the largest influence on brand image at selected staffing agencies in South Africa.
- To make recommendations regarding the influence of Internal Marketing on service quality at selected staffing agencies in South Africa.
- To make recommendations regarding the influence of service quality on brand image at selected staffing agencies in South Africa.

1.5. HYPOTHESES

Adjust the hypothesis.

1.6. THE SIGNIFICANCE OF THE STUDY

When clients choose to purchase a service product they are purchasing a bundle of intangible benefits based on the performance of people and the activities of employees to be specific. As a result, it becomes important to attract, retain and motivate the best employees in order to deliver the best service (Rafiq & Ahmed, 2000:451). Exceeding customer expectations, through providing exceptional service quality, results in a positive brand image of the organisation which customers are likely to share with others (Donaldson & O'Toole, 2002:155). Formal research on how the elements of internal marketing, being product, price, promotion, distribution, people, processes and physical evidence influence the service quality levels of employees and how service quality is linked to external brand image is highly important. This will allow staffing agencies to be empowered to understand the importance of internal marketing as a means to enhancing their brand image, bottom line and overall competitiveness.

In addition, there is a general lack of brand image prominence in the South African market for staffing agency brands as the Business Times Top Brands 2007 and 2008 Survey conducted by Ipsos Markinor, does not include staffing agencies in either the business-to-business or business-to-consumer surveys,

while other brands such as those within the financial, medical, retail, hospitality, media and technological sectors have been observed and recognised (Sunday Times, 2007). The Ipsos Markinor survey is relevant as it is “the only research-based, consumer-driven guide to brand loyalty in South Africa” (Ipsos Markinor, 2007).

The following section will provide a literary background to what the study will explore.

1.7. LITERATURE REVIEW

Modern day organisations are progressively finding that in order to remain competitive they require the most talented employees available on the market and therefore they are required to satisfy two kinds of consumer markets; the internal customer and the external client (Palmer, 2005:441 & Boone & Kurtz, 2001:154). Therefore the need for an internal market orientation has been recognised. Having an internal market orientation involves an organisation’s management having a commitment towards its employees and the fulfilment of their needs (Gounaris, 2008:72).

Following the advice of Ballantyne (2000:276) internal marketing is a method of attracting, developing, motivating and retaining qualified employees by providing job-products that satisfy their needs. Internal marketing therefore needs to be considered as a mechanism for fulfilling employee needs in order to achieve higher levels of service quality and competitiveness. This is due to the fact that originally internal marketing emerged from services marketing, where its goal was to get front-line and contact employees to deliver superior service when interacting with clients (Varey & Lewis, 2000:27). The underlying principle of internal marketing is that effective service delivery requires motivated and client-conscious employees (Rafiq & Ahmed, 2000:451-452). Therefore if a staffing agency utilises marketing tactics, such as the marketing mix of product, price, promotion, distribution, people, processes and physical evidence, within the

organisation rather than only outside the organisation, it could contribute towards fulfilling the needs of employees better and thereby creating employees who are passionate and motivated to provide high levels of service to external clients. This is due to the fact that satisfied employees have been linked to satisfied clients as they tend to be happier and have higher levels of loyalty towards the organisation, which contributes to them delivering higher levels of service quality (Ahmed, Rafiq & Saad, 2003:1226).

It is important to have excellent service as brands in general have become the single most recognisable representation of an organisation, leading to the creation of wealth, whilst representing powerfully compressed symbols of purpose, meaning and promise. Brands reflect signs of trust and distrust as well as the political, economic, social and environmental standing of companies (Amos, 2005). Esch, Langner, Schmitt and Geus, (2006:98) agree by suggesting that building strong brands has become one of the most vital objectives of product and brand management as strong brands result in the growth of both short and long term income generation.

Brand management has moved beyond the notion of marketers creating an image to communicate to customers on behalf of the organisation. In the past brand image was generated and managed by the marketing department in isolation, however with modern brands all employees within an organisation contribute towards the brand image as it is composed of a collection of experiences that a consumer has had with a brand (Batra & Homer, 2004:318). Due to brand image being composed out of a collection of experiences, the responsibilities of an organisation's employees have begun to shift. All employees need to be identified as brand ambassadors or 'part-time' marketers of the organisation as employees comprise the crossing point connecting a brand's internal and external markets and can influence a customer's perceptions of the brand image of the organisation (Harris & DeChernatony, 2001:441). It is thus important to attract, retain, motivate and engage employees as they are

priceless, rare, challenging to replicate resources that can assist organisations in delivering a consistent, competitive brand image to the public (Luna-Arocas & Camps, 2008:27).

In service industries, such as the staffing industry, brand management is far more complex due to the lack of tangibility synonymous with service brands. Therefore brand superiority can be built on the basis of excellence in service which is based on a set of brand values that put the client and high levels of service quality at the centre of the organisation (Anon, 2007a:8). Additionally, it should be noted that performing a desired service better than competitors is an influential brand image building tool. The strongest perceptions of a services brand stem from the actual service encounter in which the brand is delivered and each of these interactions have an effect on the image of the brand. The employees of an organisation are a core contributor to the image of the corporate service brand (De Chernatony & Cottam, 2006:617). Thus service brands are dependent on employees as the brand is delivered by employees (Goodchild & Callow, 2001:59). Varey & Lewis (2000:30-31) emphasise that in services marketing the external customer is part of the production and consumption of the product and therefore 'nano-relationships' in fact merge with the external market relationships an organisation or brand has with its customers, and that the elements of internal marketing focus on those 'nano-relationships' existing on an organisational level. These relationships are based on the interactions between employees, between organisational hierarchy and between functional divisions of specialists. It is believed that if the relationship between an organisation and its employees is positive and that employees are satisfied with their jobs then an employee will perform better and this would in turn result in more satisfied customers. Strydom (2004:114) contributes that internal marketing can aid employees in better understanding what their organisation's product, service, mission and goals are all about, the quality of service that the employees are expected to perform, and how internal marketing can contribute to attracting and maintaining talented employees. Employees that are satisfied will have more

positive outlooks. By employees having more positive outlooks they will be more likely to have better work performance and interaction with external customers. Therefore an employee's interaction with the customer is what will determine an organisation's or brand's success or failure in the long term (Steyn, Ellis & Musika, 2004:7).

Having a strong brand image in the staffing industry is of pivotal importance as the industry has numerous competitors. In addition a strong brand image could aid players within the staffing industry to attract the largest clients and most profitable clients through providing the most satisfying service quality and being able to attract the most talented candidates through having a positive brand image.

1.8. RESEARCH METHODOLOGY

Taking the previous sections in to account the following section will aim to provide a detailed research plan for the study.

1.8.1. Research design

Following the advice of Solomon, Marshall & Stuart (2006:109) the following section will state precisely what information the researcher will collect and what type of study the researcher will be conducting.

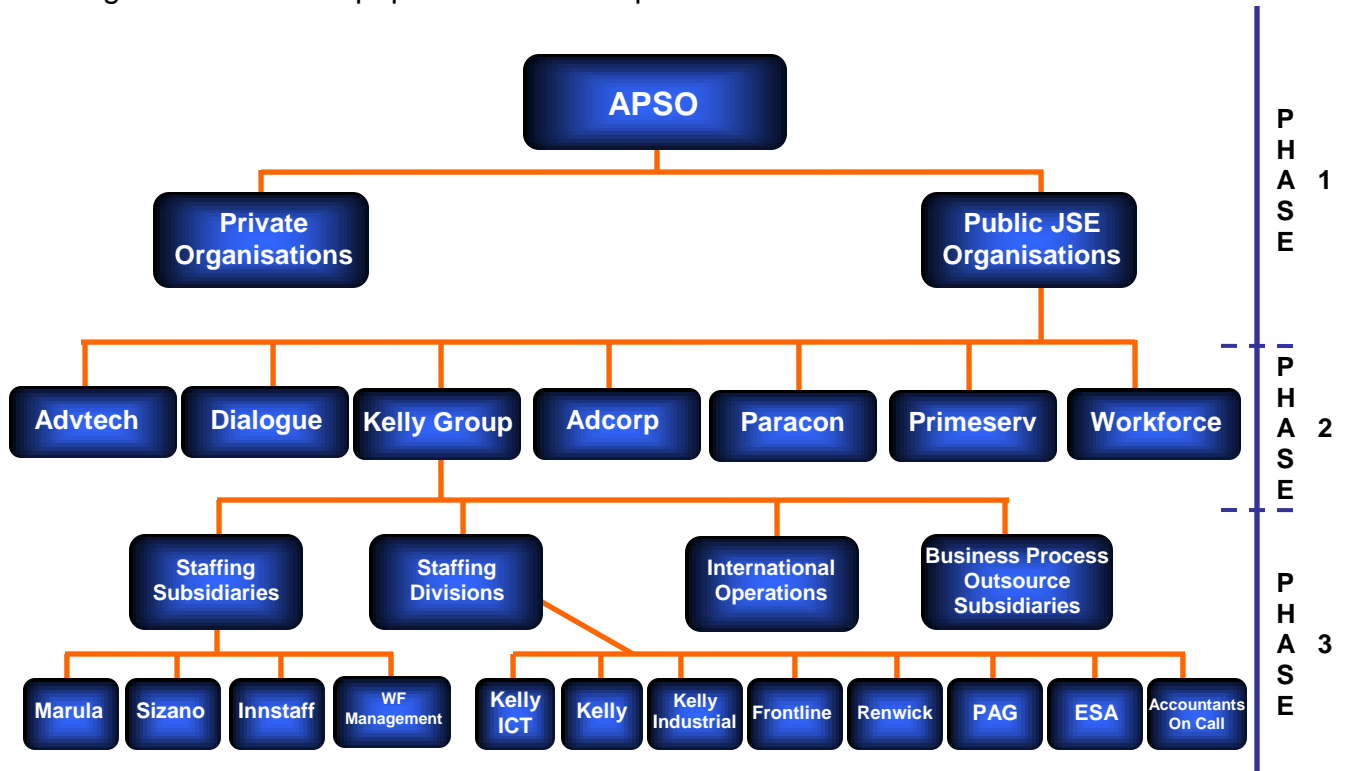
Secondary data is information that is not gathered for this particular study but was previously gathered for another purpose (Churchill & Brown, 2007:146). All secondary sources of data will initially be considered by the researcher in order to establish a theoretical background to the study. Various books, websites, internal company information, academic accredited research journals, dissertations, thesis and other written and verbal communications will be included.

Primary data is data that has been initiated by the researcher for the purpose of the proposed study (Churchill & Brown, 2007:146). Primary data will be extracted in the form of perceptions, attitudes and intentions of the sample population under investigation. Quantitative research is defined as research that makes use of structured close-ended questions that has predetermined response possibilities in questionnaires or surveys that are distributed to a vast amount of respondents (Hair, Bush & Ortinau, 2006:171). This study will be quantitative in nature in order to produce clear data results that are easily generalised and statistically calculated.

This study will follow a descriptive research design, which are mechanisms that utilise systematic techniques and actions to gather raw data and generate data constructions that depict the existing features of a defined target population (Hair *et al.* 2006:63). Descriptive studies usually accommodate large sample sizes and make use of survey and questionnaire techniques to gather the necessary data required by a specific study (Solomon *et al.* 2006:113). This study will include a descriptive survey design in order to determine the clients and employees of the staffing agency's views of the elements of internal marketing and how they relate to the elements of brand image. Surveys have a wide reach and recognise small differences within the sample. This will allow the study to have high levels of accuracy as it can be disseminated to a large amount of respondents.

The following figure will explain the choice of population and sample for the study:

Figure 2. Choice of population and sample



The following section will aid in assisting to explain the choice of population and sample illustrated in figure 2 in further detail.
 Source: RMB Morgan Stanley Research estimates, organisation data (2006) & The Kelly Group (2009)

- Phase 1: Choice of population

The population for this particular study will be drawn from all registered staffing agencies with Association of Personnel Services Organisations (APSO). APSO was created as a body of protection that would represent staffing agencies in their dealings with the Government. In addition, APSO encourages and makes certain that staffing agencies adhere to the high ethical standards of business set in place in order to benefit both work seekers and clients of the industry (APSO, 2008). Private staffing agencies represent all privately owned staffing organisations registered with APSO. Private staffing agencies are generally smaller and majority due not maintain high levels of sustainability over the long-term. Public staffing agencies registered with the JSE are considered to be the largest, more sustainable staffing agencies within South Africa.

- Phase 2: Judgement sampling

Non-probability samples involve personal judgment in the selection process (Churchill & Brown, 2007:356). Non-probability sampling in the form of judgement sampling will be initially utilised for this study in terms of selecting public staffing agencies registered with the Johannesburg Securities Exchange (JSE) as they are the largest. Judgement sampling is a non-probability sample in which population factors are included in the sample due to the researcher's belief that they will meet the requirements of the study (Hair *et al*, 200:340). In addition, staffing agencies for the purpose of this study have been defined as public organisations and therefore only agencies that are publicly listed on the JSE will be considered. Judgement sampling will again be used to select one of the JSE registered staffing agencies. The Kelly Group will be the core sample drawn out of the population for investigation due to the principle researcher being employed by the Kelly Group, resulting in the researcher having full access to the Kelly Group's employee and client databases.

- Phase 3: Independent Sampling

For this particular study probability sampling will be used. Probability sampling is "the technique of drawing a sample in which each sampling unit has a known probability of being included in the sample" (Hair *et al*. 2006:330). The two independent sample frames that will be focused on in this study include:

Sample frame 1:

The sampling units for this frame will be all employees of the staffing agency divisions and subsidiaries within the Kelly Group. There will be 700 employees targeted within this sample of which a response rate of 60% will be considered acceptable due to the large amounts of sample units being considered. These units will be selected based on the current employee payroll at the Kelly Group.

Sample frame 2:

The sampling units for this frame will be all the clients of the staffing agency divisions and subsidiaries within the Kelly Group. There will be 4000 clients

targeted within this sample of which a response rate of 60% will be considered acceptable due to the large amounts of sampling units being covered. These units will be selected by the management of the Kelly Group.

It is important to consider both of these independent sample frames as the employees in sample frame one will measure the internal marketing aspects of the study. The clients of sample frame two will aid in measuring the brand image of the staffing divisions and subsidiaries of the Kelly Group.

- Questionnaire and survey design

A questionnaire will be designed for each of the sample frames. A five point Likert scale, ranging from “strongly agree” to “strongly disagree” points, will be used for all questions within the questionnaire. A Likert scale asks respondents to specify the degree to which they agree or disagree with several psychological or behavioural conviction statements about a given entity (Hair et al. 2006:392). Both of the questionnaires will begin with a demographic section to classify the type of Client or employee that is answering the questionnaire. The first section in both of the questionnaires will focus on the internal marketing mix based on information presented in the relative theoretical chapter. The second section of both questionnaires will focus on the elements of service quality as identified in the theory. Finally the third section will focus on brand image based on the information presented in the relevant theoretical chapter.

The survey method used will be in the form of an online questionnaire administered through email and upon completion will be sent directly to the Statistical Consultation Service of the University of Johannesburg as this will allow for the population to be accurately represented and will be faster than offline methods. In addition, this study is national and therefore an online survey format will allow for a wide reach that will be relatively inexpensive (Churchill & Brown, 2007:114). In addition, interviewer error and bias will be diminished as

there will not be any interaction between the researcher or field workers with the samples' respondents (Hair *et al.* 2006:230).

1.8.4. Data analysis

The following exact statistical procedures were selected for their suitability to test the research hypotheses of the study. These procedures include descriptive statistics, factor analyses, analyses of variance and measures of association. The theory identified the factors of internal marketing, service quality and brand image. There are numerous factors involved in both internal marketing and brand image and therefore factor analysis will be used to compare and find correlations between these factors.

First and second level factor analysis will be used. This is necessary in order to determine if there is a relationship between internal marketing and the brand image of the staffing agency. An analysis of variance (ANOVA) test will be conducted to compare the responses of the two sample frames under investigation to determine if the two are related. In order to ensure reliable data, pre-testing of the questionnaire amongst five industry experts will be utilised to pilot the questionnaire. The pilot will then be followed by the use of the Cronbach-Alpha technique as a measure of reliability. The Statistical Consultation Service of the University of Johannesburg will conduct the analyses. All calculations will be done by means of SPSS.

1.8.5. Limitations of the study

Due to a lack of formal research among staffing agencies both locally and abroad the study may lack a depth in staffing agency related information. Only selected staffing agencies within the Kelly Group will be included within the study. Therefore there is a possibility that the information provided may not represent the entire industry. The candidate market of staffing agencies will not be considered in the study. Therefore the candidate's perception of brand image based on customer facing employees will not be explored and will remain

unknown. In addition, the study is descriptive in nature and therefore any qualitative reasons for the populations' answers to the questionnaire will not be included.

1.9. ORIENTATION OF THE STUDY

The following section will explore the information that will be extrapolated in each chapter of this study.

Chapter 2 describes the current state of staffing agencies within South Africa. Staffing agencies will be highlighted from a general industry viewpoint. The activities and stakeholders of South African staffing agencies will then be discussed followed by a brief overview of the Kelly Group and its various staffing divisions and subsidiaries.

Chapter 3 will focus on internal marketing. The elements that influence the structure, culture, client service strategy and management of an internal marketing focus within the organisation will be explored. Special attention will be given to the internal marketing mix elements of product, price, promotion, distribution, people, processes and physical evidence will be discussed. In addition, the relationship between service quality and each of the internal marketing mix elements will be clarified.

Chapter 4 will focus on brand image. The difference between the terms "brand identity" and "brand image" will be explored. The elements that effect brand image will be defined and explored, including the elements that enhance the brand image in addition to the role employees play a role in delivering brand promises. The link between brand image, corporate strategy, culture and management will be explored.

Chapter 5 will address the research methodology followed in this study. The design, survey methods, and sampling process are discussed in detail. The

research questionnaire design will be discussed as well as the various techniques of data analysis used.

Chapter 6 will record the analysis of the empirical research. This will be done according to the various data analysis techniques within the study including factor analysis.

Chapter 7 will present a summary of the study. In addition, future recommendations concerning the outcome of the study will be discussed and suggestions for future research will be suggested.

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