

**UNIVERSITY OF ECONOMICS IN BRATISLAVA**  
**FACULTY OF APPLIED LANGUAGES**

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**Corporate Identity of Small Company  
and International NGO**

**Diploma Thesis**

2017

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**UNIVERSITY OF ECONOMICS IN BRATISLAVA**  
**FACULTY OF APPLIED LANGUAGES**

**Corporate Identity of Small Company  
and International NGO**

**Diploma Thesis**

**Study program:** Foreign Languages and Intercultural Communication

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2017

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**Declaration of originality**

I hereby affirm that this thesis represents my own original research and writing and that I have referenced all appropriate source materials.

Date:

.....

(Student's signature)

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## **ABSTRAKT**

FISCHEROVÁ, Kristína: Firemná identita v malej spoločnosti a medzinárodnej neziskovej organizácii. – Ekonomická univerzita v Bratislave. Fakulta aplikovaných jazykov. – Vedúci záverečnej práce. Mgr. Zuzana Močková Lorková PhD.- Bratislava: FAJ EU, 2017, s. 70.

Cieľom záverečnej práce bolo preskúmať koncept firemnej identity v malej firme a neziskovej organizácii. Práca bola rozdelená do štyroch kapitol a obsahuje 4 obrázky, 1 tabuľku a 26 grafov.

Prvá časť práce sa venuje teoretickým východiskám zameraných na firemnú identitu. V úvodnej časti boli popísané všetky elementy tohto zložitého konceptu a tiež jeho história a dôležitosť. V závere poslednej kapitoly bolo popísané rozdelenie firemnej identity na internú a externú. Toto rozdelenie bolo veľmi dôležité, pretože poukázalo na dôležitosť vnútornej časti identity, ktorá bola v praktickej časti skúmaná. V ďalšej kapitole boli popísané ciele a metodológia praktickej časti diplomovej práce.

Tretia kapitola sa venovala výskumu internej časti firemnej identity v dvoch skúmaných objektoch. Hlavným cieľom bolo zistiť, na akej úrovni sú v súčasnosti interné časti firemných identít vo firme ui42 (agentúra zaoberajúca sa online biznisom) a AIESEC Bratislava (medzinárodná nezisková organizácia) a či existuje priestor pre zlepšenie. Na prvý pohľad sa môže zdať, že tieto dva objekty nemajú nič spoločné, no v skutočnosti ich spája niekoľko podobných vlastností ako napríklad organizácia práce, vzťahy medzi nadriadenými a podriadenými, počet zamestnancov/členov.

V poslednej kapitole boli zosumarizované a zanalyzované všetky zistenia, ktoré sme získavali počas celého výskumu. Po zhodnotení celkovej situácie sme poskytli niekoľkých tipov a rád, ktoré dané objekty môžu do budúcnosti implementovať pre zlepšenie vnútorného fungovania organizácie. Tiež sa nám podarilo vyvrátiť a potvrdiť naše 3 hypotézy.

**Kľúčové slová:** firemná identita, firemná kultúra, vízia, interná komunikácia

## **ABSTRACT**

FISCHEROVÁ, Kristína: Corporate Identity of Small Company and International NGO. – University of Economics in Bratislava. Faculty of Applied Languages. –Supervisor: Mgr. Zuzana Močková Lorková PhD.- Bratislava: FAJ EU, 2017, s. 70.

The main objective of the diploma thesis was to explore the concept of Corporate Identity (CI) in the small business and non-profit organization. The work was divided into four chapters, and it includes 4 pictures, 1 table and 26 graphs.

The first part deals with theoretical knowledge related to Corporate Identity. In the introductory part, all the elements of this complex concept were described and as well as its history and importance. At the end of the first chapter, Corporate Identity was divided into internal and external. This distribution was very important because it highlighted the importance of internal Corporate Identity, which was later on researched in the practical part. In the next chapter, the objective of research and methodology were introduced.

In the third chapter, research was conducted to determine the state of internal Corporate Identity in two examined objects. The main goal was to found out what is the level of the internal Corporate Identity in the company ui42 (agencies for online business) and Bratislava AIESEC (international non-profit organization) and whether there is room for improvement. The researched objects may seem very different, but there are some similarities between them, for example in organization of work, relationship between superiors and subordinates, the number of employees / members.

In the last chapter, all the findings we have built over the whole research were summarized and analyzed. After evaluating the overall situation, we provided some tips and advice that the objects can implement in the future in order to improve the internal functioning of the organization. Also, we managed to refute and confirm our hypotheses.

**Keywords:** Corporate Identity, Corporate Culture, Vision, Internal Communication

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# 1 Introduction

In current highly competitive times, many small and large organizations review their Corporate Identity. They try to question whether their identity is suitable for achieving their goals or not. There are also other reasons why organizations look for a clear definition of CI nowadays. Firstly, it is important for proper internal functioning; moreover, firms can win a great public image.

Corporate Identity is a very complex and comprehensive concept, which consists of several elements such as corporate Philosophy, Culture, Communication, Behaviour, Network, and Image. The whole concept influences inner company structure and employees and, in addition, it causes the positive or negative external image of the company.

The diploma paper is divided into two parts - theoretical and practical. The theoretical part describes the whole concept of Corporate Identity with all of its essential elements. Good research and the creation of the complex theoretical part are the crucial essence of the whole thesis. In several chapters, the content and meaning of each element of Corporate Identity will be introduced.

However, the whole concept of Corporate Identity will be not the research subject in the practical part. The second part will examine the internal part of Corporate Identity, because this part is the basis for the whole concept of CI. In fact, an organization can work well only if it works properly inside. Additionally, the result related to the external part will appear.

During university study, I have had the opportunity to work in two impressive organizations - ui42 (small business) and AIESEC (an international non-profit organization). Observations of these 2 entities have often forced me to think about the concept of CI and search for the information regarding it. Both organizations have processed their Identity to some extent, but neither of them had a coherent concept. However, in both cases the "internal part" of Corporate Identity (i.e. Philosophy, Internal Communication and Culture) was processed relatively well.

The objective of the diploma research is to determine the state of CI in these two organizations, and find out what the opportunities are for improvement. There will be tips given for the CI improvement, whether from the theoretical part, or from

the good case practices of other researched entities. The results of the thesis can be used for the organizations, which would like to create or improve their internal CI.

## **2 Current situation of issue examined at home and abroad**

### **2.1 The definition of Corporate Identity**

Today's world is full of competition, information, and is really dynamic. In this fast developing period, differentiation from other organizations is required from firms, associations and institutions. Every organization is presented through its own activities, whether external (sales of services and products, PR presentation, customer service, etc.) or internal (recruiting and development of employees).

The set of elements used by each organization in order to be different or be clearly identifiable is called Corporate Identity. This term includes the company vision, history, attitudes and norms valued by leaders and employees, product or design. Corporate Identity can be compared to national cultures. All people have a common basis, but everyone is unique thanks to elements such as education, culture, life goals, faith and values. (Svoboda, 2004)

As it was mentioned above, the authors have different views and perspectives on the topic of CI, for example:

- *“Corporate Identity is a summary of selected company characteristics, which distinguish one company from other organizations operating on the market”* (Brooks, 2003, s. 20)
- *“Corporate Identity includes the company presentation, corporate style, visual style and design. These elements underline integrated presentation of the company towards macro and micro marketing environment”* (Lieskovská, 2000, s. 22)
- *“Corporate Identity are adapted characteristics of employees coming from company philosophy, history, culture, strategy, management style, reputation and employee behavior.”* (Black, 1994, s. 93)

According to Kachaňáková (2010), CI is *“a strategic tool of corporate management and marketing and it should clearly communicate – who the organization is, what it does, how it does and what it wants to achieve. Every organization should create an integrated, individual and identical identity, which will create image that corresponds to its goals. External firm presentation is convincing only in the case, when it is identical to the inner identity.”*

The keystone for Corporate Identity is a **vision (Corporate Philosophy)**, which represents the ultimate goals and conditions that the organization intends to achieve. The right vision is a powerful tool, which helps to inspire, motivate and guide employees during the boom phase or recession phase. (Zorkóciová, 2007) A great example is **the vision of Coca-Cola Company** [23.], which describes 6 aspects of the business they need to strive for in order to achieve sustainable growth:

- **“People:** *Be a great place to work where people are inspired to be the best they can be.*
- **Portfolio:** *Bring to the world a portfolio of quality beverage brands that anticipate and satisfy people's desires and needs.*
- **Partners:** *Nurture a winning network of customers and suppliers, together we create mutual, enduring value.*
- **Planet:** *Be a responsible citizen that makes a difference by helping build and support sustainable communities.*
- **Profit:** *Maximize long-term return to shareowners while being mindful of our overall responsibilities.*
- **Productivity:** *Be a highly effective, lean and fast-moving organization.”*

## 2.2 History and development of Corporate Identity

Corporate Identity was observed in several institutions or organizations in the past, although only some elements of this difficult concept were used at that time. According to Svoboda (2003), some organizations tried to synchronize the behaviour of its members (recently called Corporate Behaviour), like royal families, religions and state institutions. Besides the fact that these organized groups behaved according to certain rules and standards, they were unique because of a distinctive style of dress, or use of certain colours or emblems.

However, if we focus on Corporate Identity, as we know it today, it has its origins in the early 20th century. According to information from the website [designhistory.com](http://designhistory.com) [18.], Peter Behrens, an artistic consultant, created a Corporate Identity, including a logotype, product packaging and various publicity materials, for

the company AEG (General Electric Company) in 1907. This work was very special because it was considered to be the first fully developed CI.

**Picture 1.: Logo development in AEG**



Source: ARMIN. 2016. *New Logo and Identity for AEG by Prophet*. [online]. UnderConsideration.com, 2016. [cit. 2017.11.11] Available at: [www.underconsideration.com/brandnew/archives/new\\_logo\\_for\\_aeg\\_by\\_prophet.php#.WC3sC-ErJp8](http://www.underconsideration.com/brandnew/archives/new_logo_for_aeg_by_prophet.php#.WC3sC-ErJp8)

The Corporate Identity of AEG was better developed and more complex than some CIs from the 50s and 60s. The spectacular boom in this area occurred precisely in the 50s and 60s, especially for companies like IBM, Shell, Lufthansa, and BMW.

According to Svoboda (2003), until the seventies, CI was perceived as creating various visual materials and units for the company. Since the 70s, experts in this area have realized that it is necessary to understand Corporate Identity as a complex phenomenon. The name “Corporate Identity” started to be used, even though Walter Marguelies first used it in the 50s.

Various theories and opinions on the subject of CI started to develop during the 80s, first in the USA, and later in Western Europe. Since that time different views, theories and opinions have developed and it is very difficult to clearly define and understand the topic of Corporate Identity. However, it is more than clear that the CI cannot be seen as just the members’ behaviour or Organizational Design.

### **2.3 Purpose behind creating Corporate Identity in organisation**

Vysekalová and Mikeš (2009) perceive Corporate Identity as the strategic key point helping setting clear structure in companies. It is important to remember that

Corporate Identity is not the same as Corporate Design or Corporate Culture, even though they both are part of it. Nowadays, many companies are not operating with this important concept; they do not have their own personality to distinguish themselves from other companies, they are lacking Corporate Culture to improve their work environment, or they are missing common strategy for their stakeholders.

Kachaňáková (2010) underlines the fact that in today's fast developing world, which is full of competition and challenging requirements from stakeholders, it is very important to try new practices or technologies, which allows firms to win any competitive advantage. One of those practices can be seen in Corporate Identity, which helps companies to be different or “unforgettable”. Dealing with the issue of CI is coessential as dealing with the existence of the company. It is a framework of all the objects and ways of behaviour, which are representing the firm outside and also inside of the company. On the other hand, it may act as a clearly structured and defined strategic concept, which self-identifies all the activities for its own employees.

The concept of building CI is a very difficult process, which has to be accepted and applied as the main strategy into all the business and communication activities and practices. The whole CI should be driven Top-Down, which means that top-managers should start to implement the whole concept. The most important components include safety and trust. Trust occurs when there is a single intention, explanation and action that is transferred into the company colours, symbols, and communication. Safety is a guarantee for either external stakeholders or employees that they may rely on the company in any situation.

As claimed by Zorkóciová (2007), there are **some advantages** that may occur after the implementation of CI into a company:

- Shares on the stock exchange have a higher value
- Lower employee fluctuation
- Better response rate to vacancies
- Above average product distribution
- Higher turnover
- Better transparency of information in the company
- Improving complex market relations
- Avoiding countermeasures of the statements

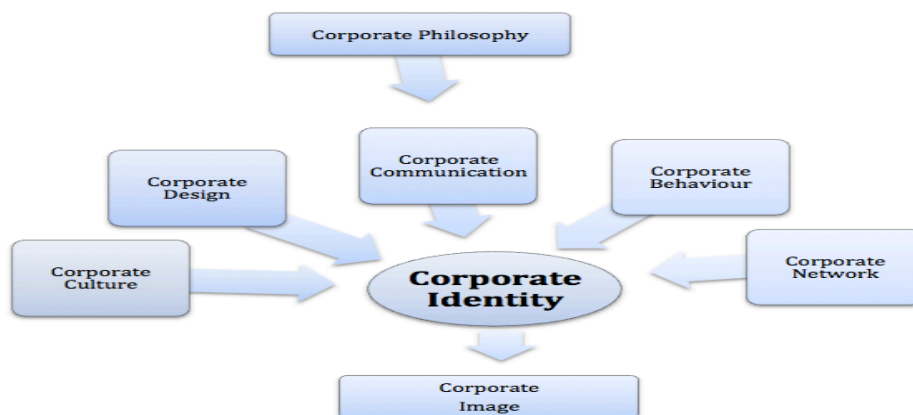
Zorkóciová (2007) also believes, that introduction of CI may cause also **some negative aspects**:

- CI programs can be implemented effectively only if there is a clear vision for the company. Applying this concept without clear company vision can cause only waste of human or financial resources.
- Certain uniformity may appear, even though it is not always the wanted effect.
- Overly demonstrative CI may showcase significant expression of power to the society, which may have a counterproductive effect and may lead to antipathy.
- CI requires a long-term investment and unfortunately the results cannot be measured accurately.

## 2.4 The main dimensions of Corporate Identity

Corporate Identity consists of several dimensions and these are Culture, Design, Communication, Behaviour and Network. First of all, it is important to note, that no Corporate Identity can function without clear Corporate Philosophy (vision and mission). It is the engine of the whole organization. The content of these 5 dimensions differ from each other, but some elements overlap. At the end, these complex activities create the corporate image. The following illustration was used to clear understanding of this concept. (Zorkóciová, 2007)

Picture 2.: Corporate Identity as complex system



Source: Individual Processing

### **2.4.1 Corporate Philosophy**

**Corporate Philosophy** is the keystone for Corporate Identity. It includes the ultimate goals and conditions that the certain organization intends to achieve. When the Philosophy is clearly set and communicated, it is a very powerful instrument. It is able to motivate, inspire, and connect all the employees, in addition to improving the company's image. Company philosophy answers the question: "*What are the main objectives and mission of the company and what kind of purpose do our employees have in relation to their work?*" (Horáková, Stejskalová, Škapová, 2008). In the opinion of Brooks (2003), Corporate Philosophy is closely related to the mission of the company and its strategy, which includes business values and beliefs adopted by the highest executives.

Corporate Philosophy should (Nový, 1993):

- Lay down the basic idea of values, goals and success criteria.
- Define the stakeholders groups
- Solve current issues, as well as identify potential problems.

On the authority of Svoboda (2004), the relationship between practice and theory of Corporate Philosophy differs significantly. Despite the fact that Corporate Philosophy is a very crucial element (especially in the context of Corporate Identity), there are many companies, which do not believe their own philosophy. They do not trust it, or they do not communicate it. Worst-case scenario, there are organizations that do not have any corporate philosophy. On the other hand, Melewar (2008) claims, that each company has its own philosophy, whether unwritten or codified, whether they planned it or let it naturally be formed. Without proper Corporate Philosophy, it is almost impossible to propose and implement consistent Corporate Identity within an organization.

### **2.4.2 Corporate Culture**

As claimed by Nový (1993), Organizational Culture is a very important dimension of CI and most of the employees should be equated with it. This term can be understood as a set of common beliefs, values, attitudes, assumptions that

employees have adopted during the time spend in the organization. Culture points out “what is important for members of the organization” and “which behaviours are valued” or “which activities are punished”.

**The main characteristics** of the Corporate Culture (Brooks, 2003):

- It is an important determinant of the company effectiveness and the quality of employees working life,
- Corporate Culture has no objective material form, but it is present through views, opinions, values, and behaviours recognized by its employees,
- Corporate Culture is dynamic and group phenomenon that is constantly changing due to internal and external elements such as. Intensity of employees’ relations, development in business strategies, progress of science and new technologies, etc., so it is impossible to change in the very short term,
- Corporate Culture is the accumulated experience of the company gained during several years of operating and it is widespread by socializing,
- Corporate Culture unites people and interprets the meaning of company events,
- It facilitates the information interpretation and thanks to it employees receive relatively quickly and easily track of tasks, events and management,

As stated in the article publish by website entrepreneur.com [21.], having brilliant Organizational Culture is no more just an option. Many employees expect that the great Corporate Culture will be provided, along with other traditional benefits or salary. It is important to note, that not every culture might work for all the companies, even though it worked for one and brought the expected results. On the other hand, companies can still learn from activities of others companies and get some inspiration, but they need always adjust their own culture to their long-term mission and vision. These are some examples of great and successful organizational culture in well-known companies.

**Twitter employees** feel very happy about their Company Culture. They get benefits as free meal, yoga classes and unlimited vacations for certain people. Their employees are very excited to work in teams with other smart people. On the other hand, they are aware that they are doing something, what matters to the world, and there is a sense that no one cannot leave until everything is done.

Just like Google, Facebook is a company that has exploded in growth as well as being synonymous with unique company culture. Facebook offers, as do many similar companies, lots of food, stock options, open office space, on-site laundry. On the other hand, there is clear focus on teamwork and open communication, a competitive atmosphere that fosters personal growth and learning.

Facebook and also other companies with highly competitive environment have sometimes problems with very stressful workplaces. Therefore there were created conference rooms; lots of outdoor roaming space for breaks or open space were all the employees and managers working together (even CEO Mark Zuckerberg).

Nowadays many companies offer different benefits and perks to their employees but these do not influence the culture fully. It is important to mention, that all the employees need to feel safe and welcome in the organization. On the other hand, they need to feel certain level of ownership and trust, and should never feel excluded or uncomfortable.

### **2.4.3 Corporate Design**

Under this element it can be understood everything which includes the internal and external visual presentation of the organization, such as the logo, colour, symbols, architecture of buildings, fashion style of employees, store architecture and actual store windows. Visual presentation can also include graphic design forms, business cards, or presentation brogues. For example, the travel agency offices do not need be organized in luxury way or to have staff dressed in expensive clothes. On the other hand, there are some business forms, for instance financial institutions such as J & T Bank, which thanks environment present their stability, wealth and influence, not only externally but also to its employees (Zorkóciová, Šimorová, 2014).

Nevertheless, the Corporate Design is not just visual artistic representation. It includes also the planning of processes to achieve certain goals. In order to have quality Design, it is important to take into account 2 elements [20.]:

- a) Design as the direct representation of company (logo, typography, and colours)
- b) Design strategy (brand, quality, community)

## **LOGO**

Nowadays, people generally think that the logo of company is the most important part of Company Design. Once you heard the company names as for instance Apple, Mercedes or McDonald, you will certainly not have problem to recall the logo. However, it is important to note, that logo doesn't make the organization great and popular, it is the brand or image of the company.

## **TYPOGRAPHY**

A well-chosen and clear font is very important for the company. It should be used in all the materials connected to the company (flyers, visit cards, web sites, etc.). In case of the large firm, which wants to be preserved more serious and conservative, are mostly use serif typefaces, such as Arial or Time New Roman. On the other hand, fonts as "**Comic Sans MS**" can reflect the unprofessionalism. Nevertheless, companies always need to take into account that the text in the websites needs to be readable and easy to see, because nowadays people tend to use smart phone more than PC. Therefore many corporations have their own teams solving the problems with web usability.

## **COLOURS**

As it was already mentioned, all the elements of Corporate Identity should reflect its goals and it is also with company colours. Every colour demonstrates different feeling, subconscious judgment or thought, therefore the graphic designer have to be very careful with choosing right colours. For example RED, used by companies as Netflix, Target, McDonald or Lego, is often associate with sun or fire and it stimulate blood pressure and it may cause the feeling of power, risk-taking, love, aggression or passion. On the other hand BLUE is often associated with water, sky, snow and it lower the blood pressure and calm the senses. This colour may evoke order, cleanliness, trust, security, etc.

## **BRAND**

For every company is important, how is perceived by the marketplace. In case of very strong branding, the company is not seen as the one between many but as the only one, which can solve the problem of the client. For instance many corporation,

which offer to their customers various types of mobile phones, but the Apple fans would always buy the products from Apple, because they trust that only these products are the most innovative, simple and qualitative in the market.

## **QUALITY**

All companies should be aware of the fact, that quality is one of the most important aspects of day-to-day operations. Companies can thank the high quality of their products or services that the users or consumers will come back. On the other hand, low quality can cause lot of problems. With low quality products, unsatisfied clients may never ever appear again and are more likely to share this information with their friends and the public via social media outlets.

## **COMMUNITY AND CULTURE**

Creating a large optimistic community around the product that a company is selling is not an easy task, but from the long-term perspective it is beneficial. Companies create this group by finding certain evangelist or ambassadors, who will present this product to their friends and to the public. Companies sometimes provide these ambassadors free products to try, but they are not paid; therefore their opinion counts as credible.

### **2.4.4 Corporate Behaviour**

As claimed by Zorkociová (2007), Corporate Behavior reflects how the companies behave internally as well as externally. The public later evaluates this behavior and so the picture of the company is built, their Corporate Image. It is important to underline the fact that many authors prefer the classic division of Corporate Identity on the three elements - Corporate Design, Corporate Communication and Corporate Behavior. The development of economics and technology has created the need to add new dimensions such as Corporate Culture, Corporate Network, Corporate Governance and Corporate Image.

All the corporate elements (Culture, Communication, Network, Behavior, Design) are closely intertwined. For instance, behaviors in organizations are connected to the values, norms and pattern that employee's value; on the other hand, they are the keystones of Corporate Culture. Behavior is closely connected to internal and external communication of a company. A company's strong communication to

employees and the general public about its behaviors can discredit positive or negative attention. In addition, the general public may react to this information in some other way, either positive or negative.

Lastly, Corporate Behavior has a great impact on Corporate Image. A firm's behavior can greatly influence the way it is seen by the target groups as well by employees. Some organizations such as military, hospitals and airlines put emphasis on the behavior of their employees or members, because it forms the basis of their personality. For these kinds of organizations the Corporate Design or Image is just secondary tool.

#### **2.4.5 Corporate Communication**

In opinion of Svoboda (2004), Corporate Communication is used to provide information regarding the organization internally or externally. Good communication is a very important aspect of any successful company. Each company should communicate internally and externally about what it does and what is their vision is. The main objective of Corporate Communication is to create a unique communication that will be connected to the company's vision and philosophy. On one hand, it tries to create an image that will influence the attitudes of employees and on the other hand, it will improve the company reputation externally.

Corporate Communication has many goals, as for instance the internal and external communication of Corporate Identity. Another important aim is to influence over the important target group or stakeholders, which will contribute to the acquisition of the desired image by the public at the end of the day.

According Zorkóciová (2007), there are **seven C's of effective communication**

**a) Credibility** - this feature occurs when the organization are trying to help others and to serve the public.

**b) Context** - communicated program must be adapted as to what is happening around the company. It should be connected to the philosophy of the company and not contradict it.

**c) Content** - the message should make sense for receivers and be consistent with their value system. Recently people collect such information, which include value and meaning for them, therefore content is very often adjusted to the target groups.

**d) Clarity** - the message must communicate basic terms that have the same meaning for the recipient and sender. If the report is not clear enough, there may be situations that receiver will understand the message very poorly or not at all.

**e) Continuity and Consistency** - communication should be regular and continual. From the beginning and to the end, it should constantly repeat and be consistent with the same ideas as it started with. It should avoid any contradictions.

**f) Channels** - to select the correct channel is also very important. Before starting communication, it is essential to think about what channels that the recipient uses and choose accordingly the most appropriate and effective one.

**g) Capability** - communication is most effective when the recipient does not need to make the slightest effort.

**Internal Communication**

As stated by Zorkóciová (2007), Internal Communication is used to build a sense of commitment among employees. Effective communication in the organization is very important because it provides fast exchange of information between top managers, company leaders and employees. Effective Internal Communication also prevents misunderstandings.

Internal Communication has several important tasks to ensure a smooth operation of the company. Its main objective is fast and accurate information transfer, transparency and building a sense of belonging to the company. Internal Communication can be divided into different sections according to the direction, situation and contact (see the Table 1.)

**Table 1.: Different factors and form of Internal Communication**

Differentiation factors	Name	Form	Characteristics
Direction	Vertical	Superiors	Respect and commitment
	Horizontal	Subordinates	Trust and spontaneity

Situation	Operational	Improvisation, based on the current situation	Flexibility and promptness
	Institutionalized	Meetings, instructions, business reports,	Rationality and preparedness
Contact	Direct	Personal contact	Spontaneous fast communication, feedback
	Indirect	Telephone, internet and media	fax, Data recording and processing

Source: Own elaboration

This element of Corporate Identity is very important because it enables employees feel like part of something bigger, which can also act as a motivation tool. Internal Communication is not only an exchange of information between co-workers, but provides communication between the different departments, managers or between subsidiaries.

Internal Communication has three main functions (Horáková, Stejskalová, Škapová, 2008):

**a) Participation on company improvement**

Internal Communication provides the opportunity for all the employees and specialists to contribute to more efficient and successful management or processes of the company.

**b) Stimulation and motivation to perform better**

Good Corporate Communications clarifies the corporate or team goals and thus increases employee engagement and their performance.

### **c) Balanced communication in the workplace**

Proper communication should eventually build trust and understanding between employees in formal and informal communication.

It is important to note that the overall employee relationship to the company is not formed with just the employee and company. Another essential factor to employee relationship is the perception of the company by their close friends and family. They should be always offering the opportunity to give feedback to interest groups to make them feel greater commitment and motivation. Internal Communication is therefore not only a one-way process; it goes two ways. (Svoboda, 2004).

### **External Communication**

In the opinion of Horáková, Stejskalová, Škapová (2008), External Communication has many functions: *to inform our suppliers, customers and clients about our activities, new products, or current situations*. The firm should inform the general public regarding their financial situations, unfavorable information and profit or loss to build transparency.

External Communication can be characterized as communication with the external environment. This type of communication is also very important, because any firm is not isolated from the external environment. In today's world, companies are increasingly influenced by the development and evolution of science and technologies, and internationalization and multiculturalism. It is very essential to constantly monitor public trends and know how to communicate properly.

For a business to be successful it is essential to obtain an individual market position among their competitors, i.e. *"Corporate Positioning"*. The company wants to ensure successful positioning and should have complex and complete information about the market and should clearly define their philosophy. Another important fact to underline is that companies should know how to communicate with the public. In the case of lacking knowledge about communication, it should contact a communications counseling service.

Corporate Communication may also be defined as any verbal or visual program, which provides opportunity for the target groups and consumers to build a picture of company. The company should ensure that the attitudes and opinions of

relevant groups are as positive as possible. The company should also ensure that the target group feels loyalty, trust and satisfaction toward the brand.

As stated by Lukášová and Nový (2004), graphical form is very often used to communicate by companies and therefore Corporate Communication has a close link with the Corporate Design. Corporate Communication is not only about direct communication with internal and external environment, it includes several important parts of the marketing mix, which have also essential role in effective communication with the external environment:

- Advertising,
- Sales Promotion,
- Public Relations,
- Personal Selling,
- Sponsorship,
- Exhibitions and Events,

#### **2.4.6 Corporate Network**

Today, the presentation of the company, organization, or product within the virtual environment has gained an entire new dimension. The number of websites and Internet domains for various social groups is growing quickly and it is expected that the number will continue to rise. Virtual environment today provides a platform for different social interactions, product promotion, and company presentation.

According to Zorkociová (2007), several authors considered that corporate network should be part of corporate communication. Taking into account the fact that the virtual world plays a very important role today, it is better to perceive it as a separate element of corporate identity.

Until a few decades ago, companies used classical communication tools, such as brochures, leaflets, business correspondence, training videos, etc., for communication of company goals and philosophy. The new virtual technology has phased out these traditional forms of media as they gradually lost importance and in the present time and the virtual world has become a much more important function.

As mentioned by Zorkóciová and Šimorová (2014), a company's regular usage of the Internet can facilitate the work of employees and as well other important stakeholders.

**For example:**

- It can facilitate incredibly fast Corporate Communication through technological systems
- The Internet is the cheapest and most effective way of communicating with the general public
- It provides easy access to information and knowledge that can benefit the company's daily activities
- Companies can obtain helpful feedback from the general public
- It is the best way to source information on partners, the target audience, and the interests of the general public.

One of the key elements of a successful Corporate Network is a good website. This company presentation material can be accessed internationally (unless the website is translated into different languages) and therefore domestic and foreign customers can visit it.

Establishing and maintaining a relationship using the Internet is not only about creating suitable content for the receiver. The content should be diversified, expanded upon, and transformed. Further, the company should use frequent communication to maintain the attention of the target group (Zorkociová, 2007).

Having a website is only one of the many ways to communicate company information. It is important to note, the customer must be able to easily find the website in order to benefit from it.

**The benefits of websites:**

- The company is easily searchable and accessible,
- A web page is the most preferred way of presenting the company, even more important than a business card or brochure.
- Companies can create audience information through analysing website traffic and statistics.
- The customer has their own anonymity when viewing the products, but you can still get information about them.
- If a company has a modern and user-friendly website, it can easily beat the competition.

- Websites are the most cost-effective form of advertising and they are able to reach large, specific, audiences.

The sharp increase in Internet users has resulted in a "boom" in the use of online advertising. Advertising on the Internet can have several forms such as various trailers, media spots, extra windows, pop-ups, banner advertising or direct mailing (Horáková, Stejskalová, Škapová, 2008).

## **2.5 Image as result of Corporate Identity**

According to Vysekalová and Mikeš (2009), image can be explained as a reputation or a view created in the minds of the target group. To achieve the wishful image of the company, it is necessary to determine the vision – how we want to be perceived as a company externally. On the other hand, the implementation of several activities such as analysis, communication procedures, efforts to change behaviour in the company are very relevant as well. To sum up, the positive company image cannot be reached without these essential elements.

Each entity has its own image. Unfortunately, it may sometimes be a vague, negative, partial, or confusing image. Top management personnel play a very important role in image creation. Sometimes, for example, the public image of a company may be better than it really is, or the company works better as than public think.

The main strategic goal related to the company image is to build and create good relationships with a relevant audience. Good and active relations, or goodwill, are an excellent basis for success in marketing.

The image of a company cannot be built quickly, but is a long-term activity that cannot be expressed in money or KPIs. Firms therefore must continually strive to build their perception and quality of their services, as well as focus on social responsibility.

One perceives the image of an organization with all their senses, and this view consists of details such as the logo, letterhead, uniforms, company premises, flyers, customer service, product quality, employee satisfaction; a whole series of communication activities or even the smell in the room (Svoboda, 2004).

## **Positive Company Image as a competitive advantage**

In the opinion of Vysekalová and Mikeš (2009), Corporate Image is a very important part of Corporate Identity and also it is one of the components that help companies gain a competitive advantage over its competitors.

Advantages of good Corporate Image include the following points:

### **a) Differentiation from competing firms**

An easily identifiable identity helps businesses stand out. Customers hardly ever buy products they do not know or they do not have any information about. It means that a positive or negative Company Image can stimulate or aggravate buying behaviour among potential customers.

### **b) Increasing trust and loyalty towards business, products, and services**

It is very important to note that customers rely far more on companies with established position; therefore these companies are able to penetrate the market with new products more quickly and easily. (For instance Pepsi, Danone, etc.)

### **c) Improving in-house culture**

The positive company image is very important for its employees, because the perception of business by the employee's friends and family can affect the employee directly – in good or bad way.

### **d) Faster and easier overcoming crises and difficult situations**

The positive image of the company can help with overcoming crises and difficult situations. However, this system cannot work from long-term perspective, so in a crisis situation, top management should quickly find effective solutions, in order to save good company image.

### **e) Strengthening the trust and loyalty for the key stakeholders**

Image can influence very important groups such as suppliers, customers, shareholders, competitors, and institution. Well-designed strategy refers to the order in the company, skilled management and it builds commitment to the company.

### **f) Optimizing the job structure**

Corporate Identity helps to reduce fluctuation by the quality labour force, because a clear identity makes the employees feel safe and committed. On the other hand, a positive company image makes the company attractive to potential employees.

## **2.6 Internal and external part of Corporate Identity**

As claimed by Zorkociová, 2007, Corporate Identity should represent a certain personality and as the first step, it is crucial to find out exactly what that personality should look like. In this case, research plays an important role and it should focus on internal as well as external environment of the company.

Employees, team leaders and top executives create internal environment. When creating a CI, it is important to know what are the attitudes, opinions, social and professional interests of this group, whether they are satisfied in the company, or they identify with the company. Another important factor is to find out whether they have sufficient information about our company history, principles, objectives, and how they are satisfied with internal communication, leadership styles and organizational structure.

### **External environment**

External environment of the company consists of the suppliers, the cooperating organizations, the state institutions and the customer. When a company wants to create a positive image on its external environment, it is necessary to review the already established image and create a vision of the desired image. Finally, the positive image can be achieved only by implementing a good strategy.

Corporate identity may be used as the interconnected strategy, but there are also companies, which use CI only in certain departments of the company. However, it is important to note that CI influences both - internal and external environments of the company. Use of external and internal Corporate Identity Strategy is also not the rule. Some organizations are mostly focused on the Internal CI - employees, and some of them are mostly taking care of external environment - customers, shareholders, suppliers, etc. According to the company's focus, different objectives and strategies will be proposed and followed.

CI can be divided into 2 groups:

#### **1.) External Identity (Corporate Branding)**

This part of the CI is mainly focused on marketing. Its main task is to improve the profile of the company and to achieve a better position in the market. It is important to communicate regularly with our target group, and to create awareness

among current and future customers, companies, organizations, the media, etc. The right chosen CI strategy should help the company with the introduction of new products, services or brands.

Nowadays, the company behaviours towards external environment play very important role, because it indicates how the firm meets its objectives and on the other hand how it impacts its environment. Finally, good or bad behaviours impact people's opinion about the company (positive or negative).

## **2) Internal Identity (Vision Programme)**

The main task of the “internal Corporate Identity” is to create a clear concept of company objectives and to make sure that every employee will understand it. In a perfect case, employees should understand these objectives and support business activities. The most important parts of Internal Identity are Corporate Vision, Corporate Culture and Climate in the workplace.

Internal Corporate Identity is manifested by internal behaviours, which are often influenced by the management styles of organizations. Many organizations have tried to influence its managers in the company by developing basic management principles. However, these principles can be only another unnecessary and ineffective tool, which does not change anything. It is more important to ensure that employees will understand, accept, and promote the core values of the company. The whole process of internal CI can be supported by HR activities. By choosing the right style of management, for instance.

The corporate rituals, language, climate, ceremonies and celebrations should support the behaviour and actions of employees. Place plays an important role in the company attitude; where people most often follow social contact - dining room, a coffee machine.

### **3 Objective of the diploma thesis and methodology**

Corporate Identity (CI) is a complex and comprehensive system whose strengths and weaknesses should be gradually revealed through use of different research methods. These practices can help us gain a complete and comprehensive picture of how CI in the organizations looks like, what is the current state and whether there is a room for improvement.

As a subject of the research, I selected 2 specific organizations that I have worked in for long periods - AIESEC Bratislava (3.5 years) and ui42 (1.5 years). Due to longer work engagement in these entities, I have observed that some elements of CI were effective and some were not entirely. On the other hand, these entities have a lot in common, for example both have cca. 50 employees/members, employees work in smaller teams and the power distance is very low. The main vision of both entities is to improve the environment (either in general or the business one). Thanks to the research in the diploma thesis, we aim to deliver the solutions connected to the internal Corporate Identity for the similar companies as ui42 or AIESEC.

#### **The process of elaboration**

1. The first key step was to research and study suitable information about CI from books and Internet sources and elaboration of theoretical knowledge into a logical structure.
2. When writing the practical part, it was essential to find out, what is the scale of information I gained during working in these organizations. To reach more objective research, new methods such as interviewing the CEO, reviewing internal materials such as the employee surveys were important.
3. After gaining all the important answers from employees and CEOs, the next step was to organize all the information in practical part in a logical and structured format.
4. In the final part, the results achieved will be interpreted and suggestions for improvement will be provided.

In this diploma paper, the research will be conducted at two different organizations - **ui42** – small B2B marketing and IT company (50 employees), which operates on the Slovak market and AIESEC Bratislava - local branch of an

international non-profit organization (around 50 active members). It provides young people the opportunity to travel abroad for an internship.

The study does not focus on the whole system of Corporate Identity because it is a complex system and requires a very detailed and deep knowledge in the marketing field gained through several years of marketing study. Due to these reasons, the research will focus instead on "internal" Corporate Identity, which means that it will examine only the elements that affect the organization from the inside - Corporate Philosophy, Corporate Culture and Corporate Communication (internal).

The internal Corporate Identity of both organizations is completely different. Philosophy, Culture and Internal Communication from the company ui42 has shaped rather gradually and naturally during the 20 years of doing business; it was not planned. The International Organization AIESEC has been operating for 70 years (50 years in Slovakia). As this global organization has formed more than 80,000 young students every year, it was more than necessary to establish uniform Philosophy, Culture and Internal Communication. This will connect each active member not only in the local offices, but also worldwide. Research will focus only on the local committee of AIESEC Bratislava, because the size is very similar to ui42.

Based on this basic knowledge, three hypotheses were formed and in the following research they will be either confirmed or refused.

**1. Hypothesis:** Vision is the basis of the whole concept CI. However, if it is not adequately communicated, half of the employees / members will be not assured about its wording.

**2. Hypothesis:** Slovakia is a multi-active culture<sup>1</sup>; therefore relationships and people play an important role for most of the employees.

**3. Hypothesis:** According to hypothesis 2. (Slovaks are of a culture which prefer interpersonal relations), we assume that employees perceive meetings and face-to-

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<sup>1</sup> Lewis' model categories cultures into 3 clear categories, based on their behaviors - *Linear-active*, *Multi-active* and *Reactive*. Multi-active cultures are more talkative, emotional, impulsive, people-oriented types. They usually to do more things at the same time and are tend to spontaneous and flexible.

face communication as the most important communication channels in smaller organizations (about 50 employees).

The aim of the analytical part is to prove or disprove these hypotheses. Based on the analysis and interpretation, we will gain clear picture of the internal part of the Corporate Identity. By analysing the results, it will be possible to determine which elements need to be better recast. On the other hand, we will get information such as which elements did develop in positive way and can be built upon.

Analysis of internal Corporate Identity is not a simple process. It is important to set the variables that are most involved in its formation; only then can we determine the research techniques, which will be effective to measure the impact in the company. Basic methods of research, which can be applied in this area, are observation, inquiry and experiment. These methods include a wide variety of techniques. Selection of the appropriate technique depends mainly on what exactly we want to explore and learn. It is important to note that the right research forms should show us the quality of the current state of corporate identity. (Vysekalová, Mikes, 2009).

To test the hypotheses that we set in the context of examining the business and non-profit organizations, there will be used a combination of three research methods: interviews, document analysis and consultation. Interview with CEO and an analysis of internal documents will be used to verify all the hypotheses. With these process we can learn how both organizations communicate with its employees / members, whether they have formulated clear Philosophy and whether there is a single concept Corporate Culture.

Thanks to the survey, we can obtain information on what the culture is in the company, how employees / members feel, or whether they are aware of what is the goal of both organizations. Specifically, it will be an online questionnaire that will be distributed to a sample of employees / members organizations. The questionnaire will include questions regarding the attitude to business / organizations, Corporate Communication and Corporate Culture.

This technique will be evaluated quantitatively. This survey will provide a reference point for the implementation a new Corporate Identity. At the same time, it will serve to confirm or refute the information that we obtained from documents and

interviews (for instance company's vision is defined, but employees do not know it). If the CI and Communication are in good conditions (employees share the same basic values and are informed about what is happening) we can continue to build on these elements. Conversely, if it turns out that Corporate Culture is fragmented, the main aim will be the proposal of specific solutions, for example providing good case practices connected to CC from other organization.

**In this study two methods of data collection were used:**

- Primary data collection - data were obtained by direct action in organizations, observing the surroundings, interviews.
- Secondary data collection - statistics, published materials, corporate publications, Internet resources.

## 4 Practical part

### 4.1 The profile of ui42

#### General information about ui42

Ui42 [24.] was founded in 1997 and it provides services and products needed for companies to start their online business. At the very beginning, ui42 was creating mainly web sites. Gradually new services were added to their product portfolio and currently ui42 provides a complete e-commerce consultancy. It is the only Slovak web agency, where more than 50 online professionals working under one roof and they are focused only on online business. Clients range from small, medium and large Slovak companies and organizations, including non-profit and state organizations.

#### Services

ui42 [24.] is solely dedicated to providing internet and web services that facilitate online business and help clients with selling their products and services online. This company offers a large range of services - from user experience (UX) design, through development of content management system for web or e-commerce platform, to the performance online marketing, including consultations for starting or well-developed online businesses.

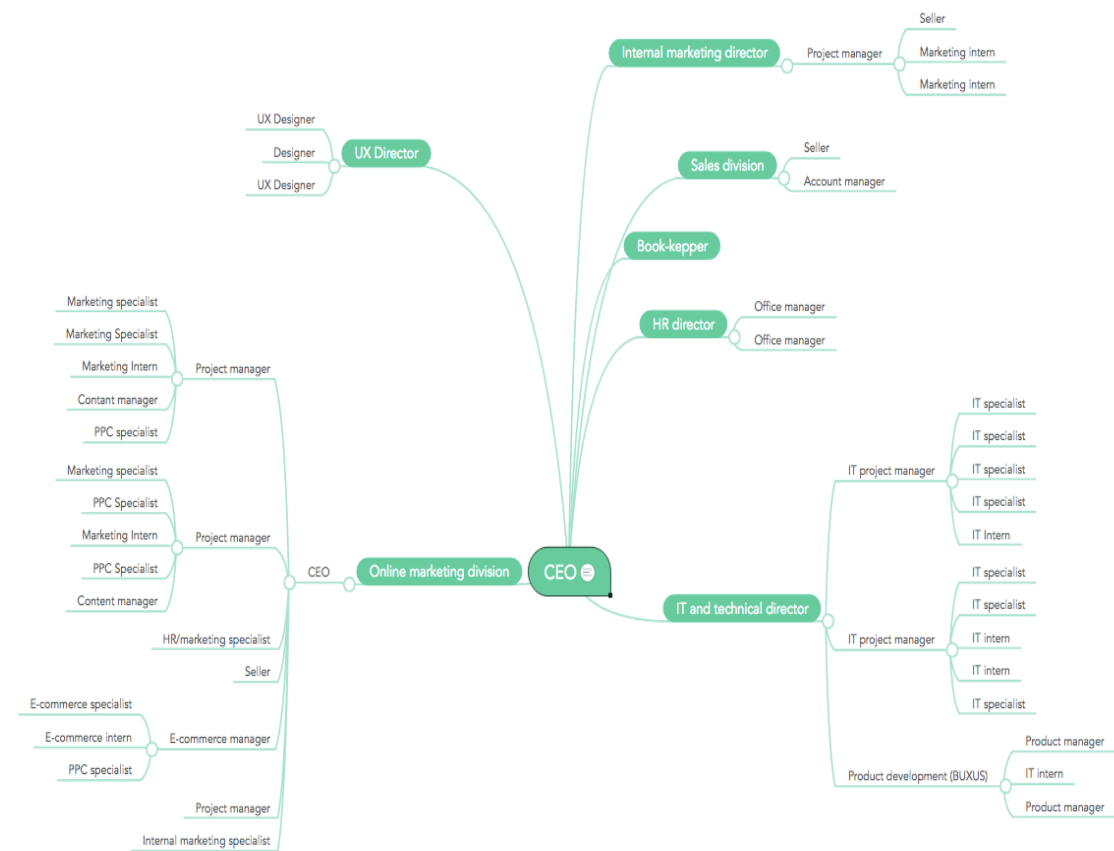
Departments:

- a) E-commerce** – this department completely covers the management and operation in the e-commerce, including exports to new markets. Many of e-stores cooperating with ui42 were awarded in the competition ShopRoku.
- b) Programming** - the company has since 1998 worked with web development, e-commerce platforms and web applications. Since 1999, ui42 has own CMS system (e-store online system) - BUXUS.
- c) Online marketing** - the company is considered a leader in the field of performance marketing. It helps e-commerce businesses with online selling, not only in Slovakia but also abroad.
- d) Usability** - UX does ui42 since 2008 and has its own UX lab since 2010. Web sites, e-shops and applications have great conversion through this testing.

## Structure

In ui42 employs around 50 employees. Some of them work in full-time or part-time positions; some of them are interns, because ui42 offers very often the opportunity of internships. Management positions are mostly people who have worked in ui42 for longer periods of time. However, every employee has its own freedom in the tasks and there is certain equality between employees and managers. Team leaders tries to use the full potential of his team (asks for ideas, feedback, etc.).

Picture 3.: Structure in ui42



Source: Own elaboration

## 4.2 Corporate Vision in ui42

The starting point of any corporate identity should be a Corporate Philosophy and Vision. In order to understand the company ui42, it was **important** to reveal the philosophy and the vision. From an **interview with the CEO of company – Martin Krupa**, we found that ui42 has always had a corporate vision, but it was more accurately defined in the fall of 2016 with a new marketing director. Redefining was

necessary as ui42 is on the market for 20 years and has undergone several changes (new divisions, new clients, etc.).

This renewed and distinct vision was even presented by the CEO in front of the employees at the company event. However, did this presentation meet the expectations? Is every employee completely clear about what the vision of the company ui42? Director Martin Krupa notes that not everyone certainly knows this vision, although he believes that the most employees are aware of it at least partially. Martin is acknowledged that employees should know the vision, but he comments that the company has other priorities at the present time.

Online business is a very broad term, so it was more than important for ui42 to set a clear vision. ui42 used to work on various international projects and they used to have clients who actually did not work with online sales. According to a new vision, the company should focus mainly on online stores and their acceleration (growth, export, etc.). On the other hand, ui42 wants to concentrate on customer satisfaction with services. For these reasons, it was formulated vision - **ui42 - E-commerce accelerator**. This vision reflects that ui42 want to be first choice partner for e-shops that want to rapidly grow and export.

### **4.3 Corporate Culture in ui42**

According to an interview with the CEO, culture is not designed in a special way, but it was rather created historically by its founders. From the very beginning, it was very important for the founders to build a **friendly and fair** approach to employees and be transparent to customers. On the other hand, ui42 has always tried to be an **ethical business**, which has a positive impact on the society (ui42 supports various businesses or non-profit organizations such as Nexteria or Teach for Slovakia). Martin Krupa, the company director, believes that, in fact, these are the 3 core values of ui42. He perceives the company climate as very friendly and believes that its founders established such a climate. These values and the friendly approach are not specially transmitted to the new employees; they learn it mostly from their surroundings. "What contributes to a positive atmosphere is definitely a great freedom given to all employees. It does not matter where you work – either in office or at home. The most important for us is to follow DDLs and to reach the promised results. Our company focuses on efficiency. "

The most important elements of Corporate Culture are different customs, traditions and rituals. Although ui42 does not have a complex concept of Corporate Culture, these elements are actively used in the company. For example, all the employees can enjoy the common weekends at least two times a year (taking place in different venues in Slovakia), where they have a Christmas party together or they usually go to some pub for a beer. On the other hand, employees do some sports together on a weekly basis or they always meet for lunch in a common dining room. When someone has a birthday, she/he usually prepares some special toast or snack.

Every organization uses a distinctive style of communicating. In ui42, people communicate in a friendly and informal way and routine conversation is applied to various IT and marketing terms that a disinterested person probably would not understand. Many of the “slang words” come from the English language (task, good point, training, etc.)

Each organization should also have its heroes. The owner M. Krupa thinks that the most important heroes for ui42 are especially the founders because they established something that has worked for 20 years. Nevertheless, heroes are also people who are somehow special (either behaviour or performance). Not only people are special in this firm. The name ui42 is very unique. Not everyone knows that this acronym stands for Office for the Department of Informatics (UI) and the 42 stands for the door number. In this office, three doctoral students came up with the idea of establishing an Internet company.

#### **4.4 Internal Communication in ui42**

Corporate Communication consists of Internal and External Communication. Internal Communication is one of the very important factors in the firm, because each employee needs to be informed about news in the company, tasks, or the current status of the company. Like every other company that has more than 20 employees, ui42 also needed to start using Internal Communication because personal contact was no longer the most efficient way. In the company, modern online technologies are used such as internal chat Spark, internal group on the social network Gplus, or intranet or a common e-mail. The owner, Martin, tries to share a regular monthly

report about the latest news in the organization. Individual departments communicate with each other about their objectives and results in the separate meeting.

#### 4.5 Internal research in ui42

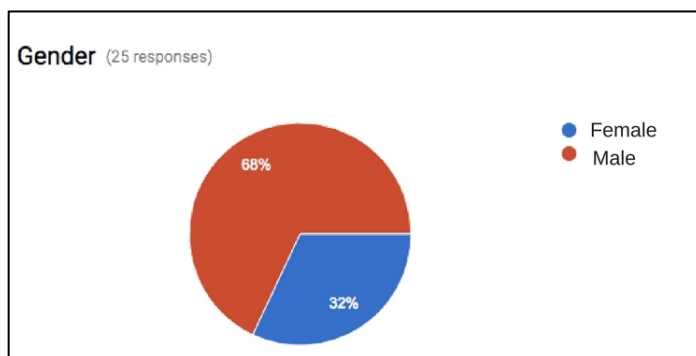
Information regarding the company in the previous subsections has been more or less obtained from CEO Martin Krupa and from analyses of the internal materials. Due to this knowledge, we have gained a comprehensive understanding of how a company should look. However, the current state is more important than the desired image. In order to be familiar with the current state and to identify the keystone of Corporate Culture, an internal survey was conducted.

The main aim of the survey was to understand the work atmosphere, the working conditions and employee relations, how employees feel about the company, and if they share common elements of Corporate Culture. The hypotheses were also tested through this questionnaire.

The survey was conducted through an online written questionnaire because the online form allowed us to work more efficiently. The questionnaire contained 13 questions, including 7 multi-choice questions, 2 range and 4 open questions.

At the very beginning of the questionnaire, employees were notified about the purpose of the survey. For better classification of the collected data, employees were asked about their age, position and the length of their work engagement with ui42. Around 50 employees work in ui42, we decided that we should ask at least half of the employees for their opinion on the selected part of an "internal corporate identity". A total of 25 people, 17 men and 8 women, answered the questionnaire.

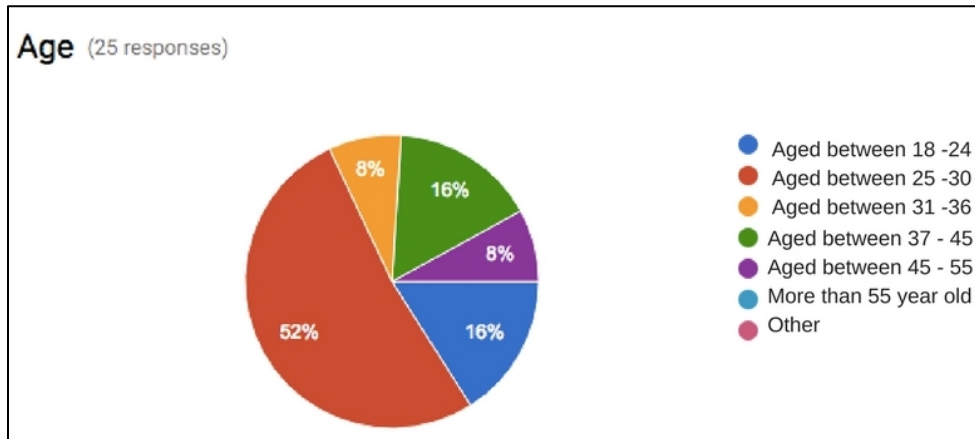
**Diagram 1.: Gender of the respondents**



*Source: Own elaboration*

The largest percentages of respondents were aged 25-30 years. The age groups 18-24 years and 37-45 years represent the same proportion of 16%. The lowest percentage of employees covers those between 31-36 years (8%) and 45-55 years (8%).

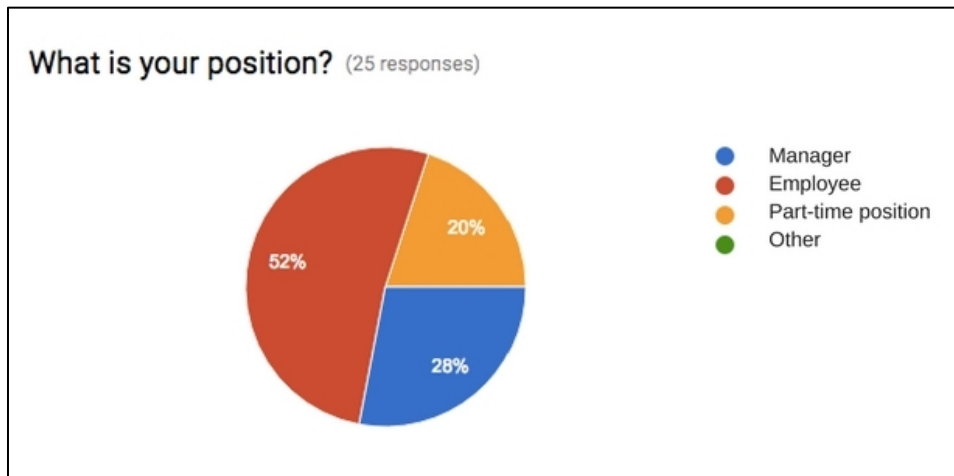
**Diagram 2.: Age division of the respondents**



Source: Own elaboration

Employees of various positions decided to fill the survey - thirteen full-time employees, five part-time workers, and seven managers.

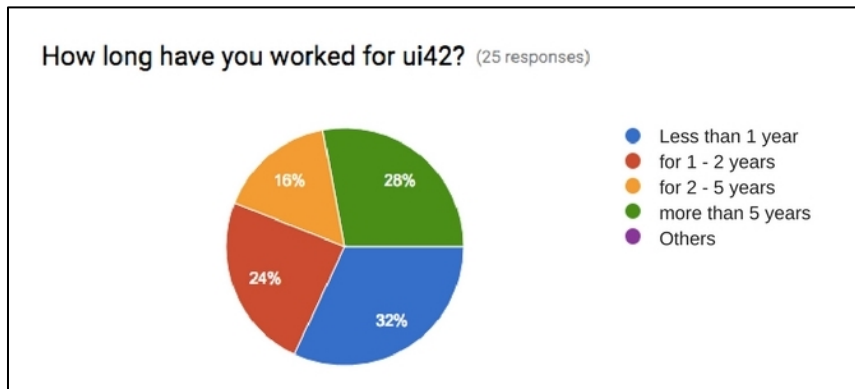
**Diagram 3.: Repondets' positions**



Source: Own elaboration

The largest part of respondents have worked in the company ui42 less than one year (32%), 28% have been employed for five or more years, 24% have been there for 1-2 years and the rest have worked in ui42 for 2 – 5 years.

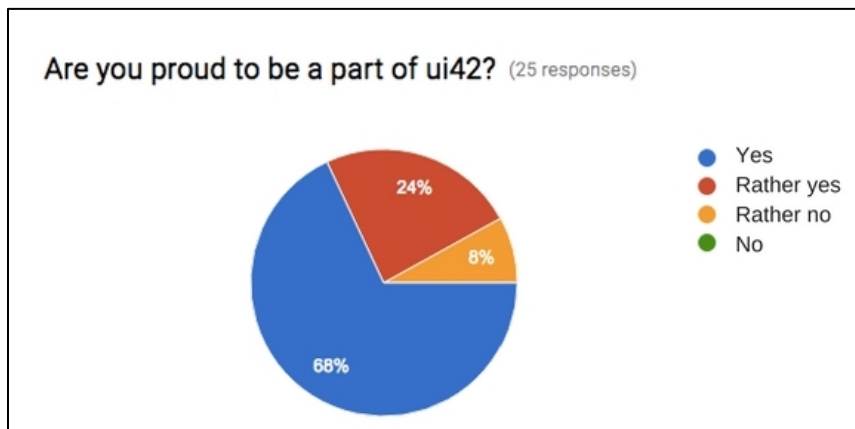
**Diagram 4.: Length of work engagement**



Source: Own elaboration

**1. Question:** “Are you proud to be a part of ui42?” The aim of this question was to determine the level of loyalty and sense of belonging of employees. 68% of employees were very proud of being a part of ui42. 24% responded “rather yes” and 8% decided for “rather not”.

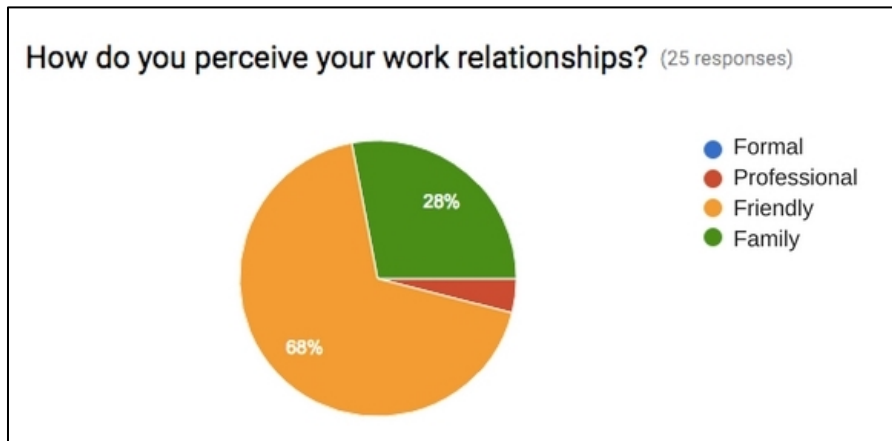
**Diagram 5.: Answers to the question: Are you proud to be a part of ui42?**



Source: Own elaboration

**2. Question:** “How do you perceive your work relationships?” Four options for completing this claim were offered. Most employees identified with the answers friendly (68%) and family (28%) relations. Only one of the employees considered relations as professional. This finding is very beneficial, because it indicates that the relations are mostly informal and open. Employees know each other and they get along very well. This fact definitely needed to be considered when designing new Corporate Culture.

**Diagram 6.: Answers to the question: How do you perceive your work relationships?**



Source: Own elaboration

**3. Question:** “What vocabulary is used in your workplace?” The aim of this question was to study language as another element of Corporate Culture. Employees had a choice of four options and the answers “friendly” (64%) and “informal” (32%) had the strongest representation.

**Diagram 7.: Answers to the question: What vocabulary is used in your workplace?**

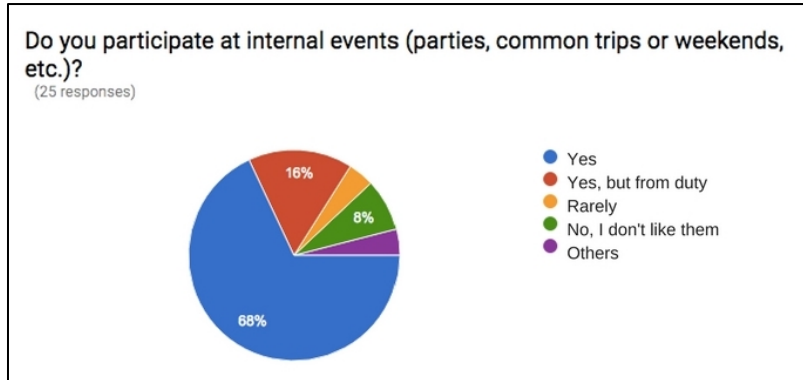


Source: Own elaboration

**Question 4:** “Do you participate at internal events (parties, common trips or company weekends, etc.)?” Every year, ui42 organizes 2-3 internal events, different corporate parties or team buildings. We were wondering whether employees have positive or negative attitudes towards the events because they are a very important part of Corporate Culture (customs and ceremonies). The majority (68%) claimed that they loved to participate in these events. Another group attends these events, but

rather from the duty (16%), and 3 people do not like these common moments or only go occasionally.

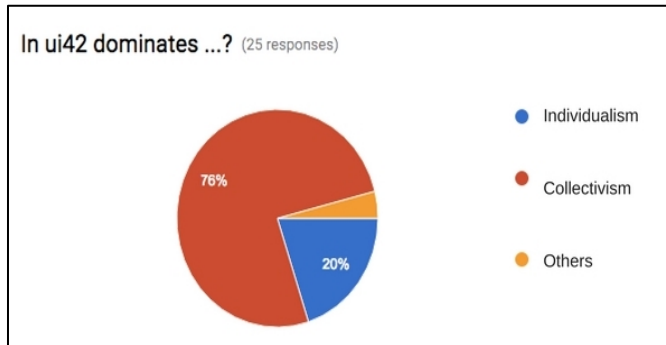
**Diagram 8.: Answers to the question: Do you participate at internal events?**



Source: Own elaboration

**5. Question:** “In ui42 dominates ...?” Respondents were asked to choose one of the options given to them. For better understanding, they were each briefly described. The majority (76%) voted for the opportunity Collectivism. This result indicates that within the company there is a friendly team atmosphere.

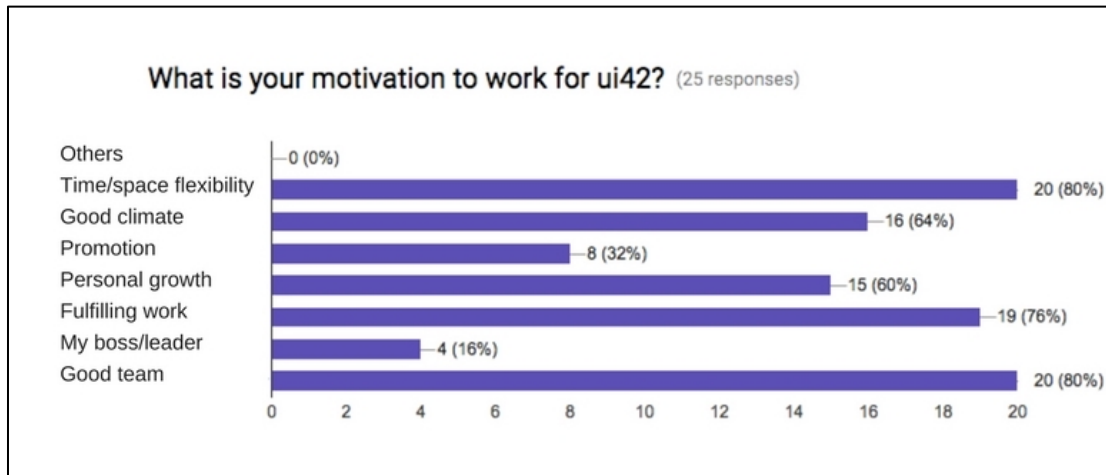
**Diagram 9.: Answers to the question: In ui42 dominates...?**



Source: Own elaboration

**6. Question:** “What is your motivation to work for ui42?” Employees could choose from seven options and from the answer we could find out why employees work for ui42 and what motivates them to work here longer. 80% of employees voted for the options “good team” and “time-space flexibility”. For 76% of employees, it is important to do what they enjoy, for 64% it is important a good working climate and personal growth was relevant factor for 60%. At the lowest places were placed "my boss" and “career promotion”.

**Diagram 10. : Answers to the question: What is your motivation to work for ui42?**



Source: Own elaboration

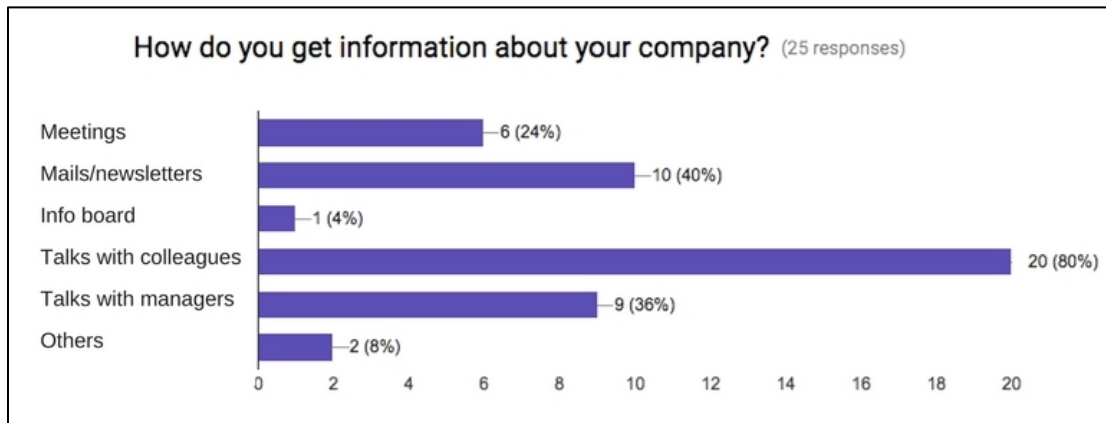
**7. Question:** “Do you have any ideas for improvement of organizational atmosphere / culture?” In this question, we asked directly for solutions connected to Corporate Culture. These solutions can serve us as potential suggestions for improvement later on.

Specific proposals:

- Fairness towards all employees
- More team-building or common breakfast (common results presentation of each department)
- Better induction and integration of new people

**8. Question:** “How do you get information about your company?” This question monitors internal communication channels. Respondents could select more than one answer and choose all options, which inform them about company news. Most employees (80%) agreed that they get inform from talks with colleagues. Further options chosen were the "e-mail / newsletter" (40%), talks with supervisors (36%) and business meetings (24%). From the results we can see that the company prefers informal and personal communication. This should certainly be incorporated into a new Internal Communication.

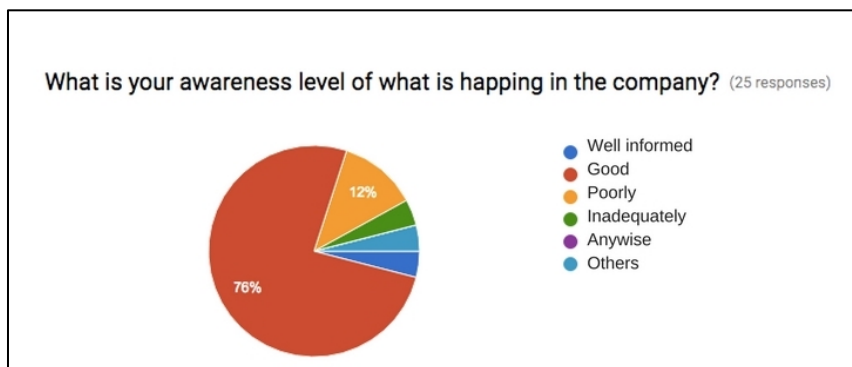
**Diagram 11. : Answers to the question: How do you get information about your company?**



Source: Own elaboration

**Question 9:** “What is your awareness level of what is happening in the company?” In addition to sources of internal communication, we asked also for efficiency, i.e. how do these channels actually work? Only one of respondents suggested that he is very “well informed” and another one not at all. Most respondents (19 employees) picked the option of "good" and only three have indicated that they are poorly informed. Such results signify that employees are well informed.

**Diagram 12. : Answers to the question: What is your awareness level of what is happening in the company?**



Source: Own elaboration

**Question 10:** “Do you have any specific ideas for improvement of internal communication?” This question should serve as a space for creativity and solution directly from employees. Some solutions might eventually serve as suggestions for improvement of the Corporate Culture.

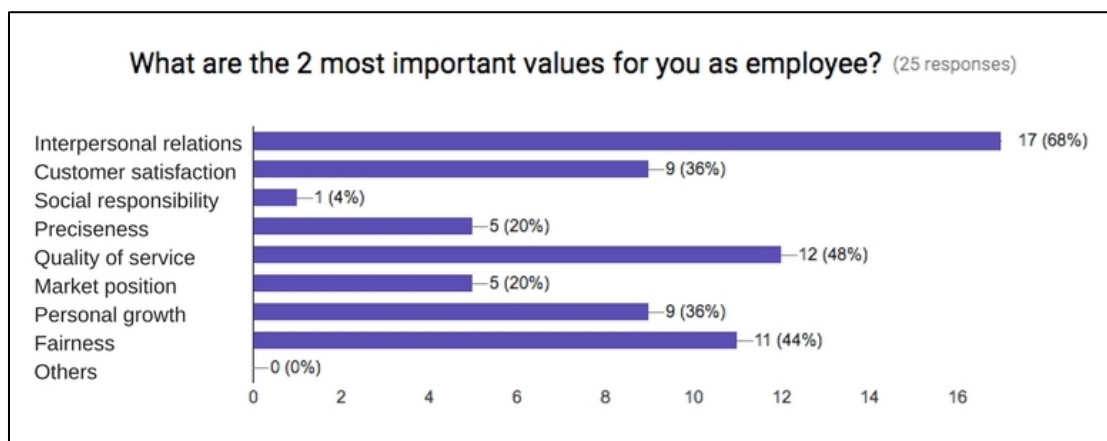
### Specific proposals:

- Common meetings between the department where should be communicated the objectives and the results of each department (e. g. Common breakfast)
- Regular HR meeting (discussion regarding the employee's needs)
- Online board/wall with weekly reports (very detailed)

### Question 11: "What are the two most important values for you as employee?"

The main objective of this question was to recognise the values in the firm, as an essential part of Corporate Culture. Respondents could select from 8 options + free spot to place their own opinion. 68% of respondents suggested that the most important value is for them "interpersonal relations". Other important values were quality of service (48%) and customer satisfaction (36%), which are going essentially hand in hand. For 44% of respondents is important fairness to employees and clients. The answers show that the values that have been expressed by the director Martin Krupa are clearly shared by the majority of employees. On the other positions were for example personal development (36%), preciseness (20%) and market position (20%).

**Diagram 13. : Answers to the question: What are the 2 most important values for you as employee?**



Source: Own elaboration

**12. Question:** "What is the vision / goal of ui42?" The question was open, because we wanted to hear own opinion from employees. The aim of this question was to find out whether employees are aware of the company's goals and whether is this image shared. Up to thirteen employees responded properly, each in their own style. Only

two respondents did not know what the target is and the remaining nine answers are very general or incorrectly guessed. We came to the conclusion that many employees do not know what the goals of the company is and for the rest of employees there should be created a common communication of vision.

**13. Question:** *“How would you characterize ui42 in 3 words?”* The last question was also open and respondents could once again write their own answer. Three words should represent the associations with the company ui42. It turned out that almost all employees have different associations. Nevertheless, thirteen respondents mentioned **interpersonal relationships** (for instance a pleasant atmosphere, friends, fun, solidarity). Another eye-catching association was connected to **specialists and experts**. Other common associations provided by 9 people were in terms of **growth** (e. g. challenge, acceleration, persistence). The answers pointed, that the associations are linked to company values and vision.

## 4.6 The profile of AIESEC

### General information about AIESEC Bratislava

AIESEC is an international, non-profit, independent organization run by students in 127 countries. This platform was created to educate young people through various programs. Its members have an interest in world issues, management and cultural understanding. Each member can work in various areas such as **sales, human resources, finance, public relations, project management, corporate relations**. AIESEC is a non-profit organization; students are not paid for their work in it. Although members do not receive salary, they are “paid” through practical experience gained through working, educational conferences, trainings, internships etc.

Structure of this organization is quite complicated. At the very top of the entire organization stands AI (AIESEC International) based in Rotterdam in the Netherlands. The top team composed of more than 20 young students and graduates from all over the world, sets the direction for the whole world (all the entities). Since AIESEC operates in more than 120 countries, it requires national regulatory and supervisory authorities, which should control the activities of the local branches of AIESEC. This national level is called MC (committee member) and acts as a bridge between AIESEC International and local entities. The lowest level represents LC (Local Committee), which is the local branch of AIESEC.

In the diploma paper, the Local Committee AIESEC Bratislava will be researched. The main task of the branch is to work with four major products AIESEC - volunteer and professional internships for either companies or students. The local committee must have a certain structure to ensure the implementation of all four programs.

### Structure in AIESEC Bratislava

In Bratislava, AIESEC is structured in several levels. There is an Executive Board (President and Vice Presidents), Middle Management and members. Beginners, typically, start as a “member”. However, at AIESEC, members have opportunities to advance early in their career. For example, some new members can quickly become a part of Middle Management or the Executive Board. AIESEC Bratislava has 7 departments, 3 of them manage the internships for students,

companies, and high schools. The other departments make up finance, marketing, ER or HR. Each department provides primary support for these areas.

**Picture 4.: Structure in AIESEC Bratislava**



Source: Own elaboration

## AIESEC products

The organization offers students two types of internships, which are voluntary (GLOBAL CITIZEN) and professional internships (GLOBAL TALENT). These internships allow students to improve their soft language skills, intercultural competence and provide opportunities to become more “globally aware”.

On the other hand, AIESEC also improves Slovakia, not only with their volunteering (GLOBAL CITIZEN), but also professional internships (GLOBAL TALENT). GLOBAL CITIZEN projects can be found, for example, in kinder gardens, primary or secondary schools, and universities. Their main aim is to enhance cultural understanding among young generations.

GLOBAL TALENT internships try to connect Slovak and international companies operating in the Slovak market, with capable, young foreign students.

AIIESEC interns help businesses export to other markets, bringing different perspectives and know-how, as well as improve intercultural communication between employees, etc.

#### **4.7 Vision of AIIESEC Bratislava**

The basis of each Corporate Identity is properly designed vision and philosophy. In order to research “Internal Identity” of AIIESEC Bratislava, first, you must start by understanding their vision and mission. All information was obtained from interviews with several directors of the local branch (the presidents change every year, so it was necessary to talk to more than just one representative), internal documents and personal observation (I worked in AIIESEC for 3,5 years). All sources indicate that the vision was created several decades ago, and is essentially the basis for all activities in AIIESEC.

Vision is what determines the dream, which is hard to reach, and in AIIESEC it is presented by this sentence: *"Peace and fulfilment of humankind's potential."* The mission describes the activity: *"We place our confidence in youth as the key to unlock a better future. We believe that leadership is the fundamental solution and it can be developed in anyone. We enable young people to develop their leadership through learning from practical experiences in challenging environments."* The question is whether each member is aware of this vision and mission. It is clear that the management should know the vision of the organization, but it is the same with members? Thanks to the questionnaire, we will learn whether it is clear to everyone.

#### **4.8 Organizational Culture in Bratislava AIIESEC**

Students work in AIIESEC for free, therefore culture and atmosphere plays a very important role. Thanks to the great culture, members usually decide to stay longer in the organization. In many cases, it is also the key factor for great working results. Over time, culture breed different traditions within AIIESEC (educational conferences, competition in drinking beer), as well as rituals (common dances which represent every entity, cold water shower for newly elected president, regular workshops and teams meeting) and ceremonies (awards for the best entity, election of the President and the Executive Board).

Due to the large number of traditions, rituals and different team-building events, it is clear that the atmosphere at the workplace must be friendly and inviting. However, like with many organizations, some obstacles do exist. Most problems for new members are with AIESEC language, because abbreviations and English words are often used (meeting, NPS, training, OPS, MC, LC, etc.).

In addition to traditional meetings and rituals, various heroes exist in AIESEC. The first heroes were certainly three founders, who wanted to establish an organization for young people to avoid another world war. On the other hand, there are members with outstanding results or alumni who started their own business, that are also perceived as heroes or idols.

Another key factor at AIESEC, is their values. AIESEC International created a concept that covers all the values that a true AIESECer should have. These values include the following: **Striving for excellence**, **Demonstrating integrity**, **Activating leadership** (motivate others to become leaders), **Enjoying participation** (enjoy your experience), **Living Diversity** (note that in the world there are different cultures and different types of people) **Acting sustainably**. However, almost every executive team in the world set their own values (of course connected to these core values). From my point of view, I have found, that there are 3 values shared by the majority of the members: **Collectivism** (If you want to go fast, go alone. If you want to go far, go together), **Personal Growth** (Step out from your comfort zone), **Social Responsibility** (Be the change, you want to see in the world).

#### **4.9 Internal Communication in AIESEC Bratislava**

Internal communication is an essential element of any business. AIESEC is an international organization and a lot of concepts and strategies come from the highest level – AIESEC International, therefore good communication, is more than necessary. In addition, AIESEC International and their national level, also send informational newsletters to local committees.

In regards to internal communications in AIESEC Bratislava, the regular common meetings and team meetings are used as the main communication channel. Common e-mail, internal newsletter, Facebook groups or internal application slack is mostly used as written form of communication. In general, communication in

AIIESEC is run through various channels and some members may feel overwhelmed from all the information. Is it really efficient to communicate through all these channels? Inquiry through a questionnaire will provide insight as to whether these channels are effective, or not.

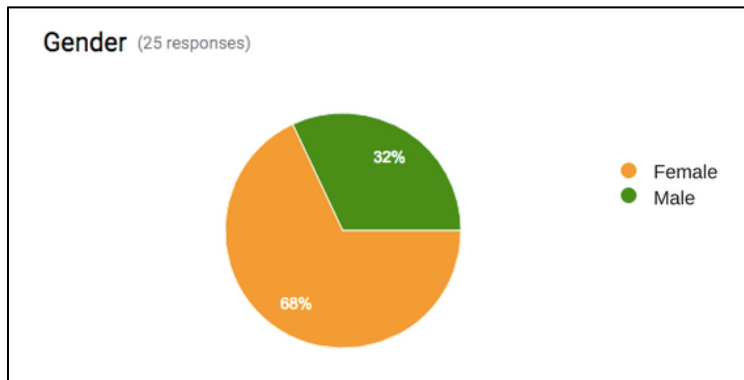
#### **4.10 Internal research in AIIESEC Bratislava**

Information and knowledge in the previous chapters were gained mostly from interviews with former top manager and current president of AIIESEC Bratislava, analysis of internal documents available online and as well from personal observations. Thanks to all this information, a comprehensive understanding of the current state of "Internal CI" was obtained. It is important to note, that just because the organization uses the concept of Corporate Identity, it does not mean it will guarantee that its members truly understand and share it. To understand the level of the current "internal CI", an internal questionnaire was created. Questions are linked to the Organizational Vision, Internal Communication and Culture.

The main objective of this survey was to determine the atmosphere at AIIESEC's office, what are the core values and if the members are aware of the organization's vision. Three hypotheses were tested. The survey was done through quantitative method - written questionnaire, which was created online for better temporal and spatial flexibility. The questionnaire included 13 questions.

At the very beginning, each respondent was informed that the questionnaire is completely anonymous and what purpose his or her responses will serve. The first four questions were centered on the classification of members, so we can better evaluate the collected data. Nowadays, around 50 members work in AIIESEC Bratislava and it was determined that we will collect at least 25 responses (i. e. 50% of the members). At the end of the day, 25 members, including 17 women and 8 men, completed the questionnaire.

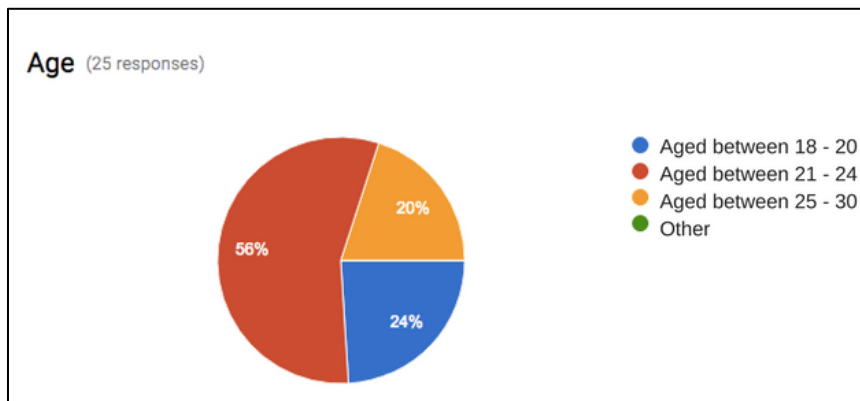
**Diagram 14. : Gender of respondents**



*Source: Own elaboration*

Respondents (56 %) were aged 21-24 years. The age group 18 - 20 years represented 24 %. The smallest percentage (20%) covered members aged between 25 - 30 years.

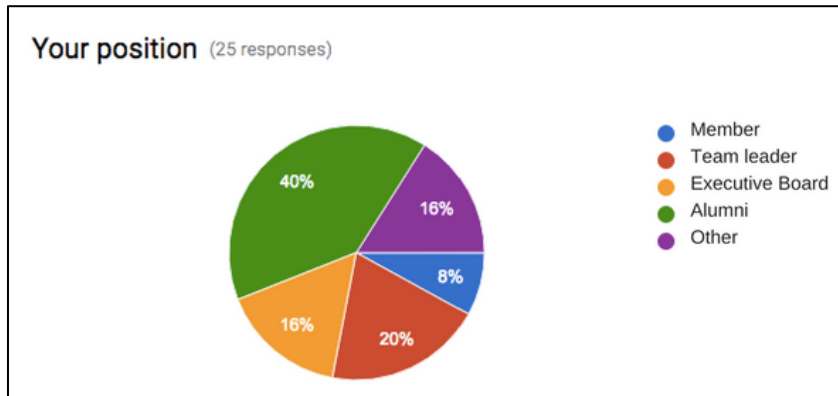
**Diagram 15. : Age distribution of respondents**



*Source: Own elaboration*

AIESECCers in of various positions answered the questionnaire - 10 alumni (former members who have recently completed their experience), 5 Team Leaders, 4 Top Managers and 2 members and 4 members that did not assign to any group.

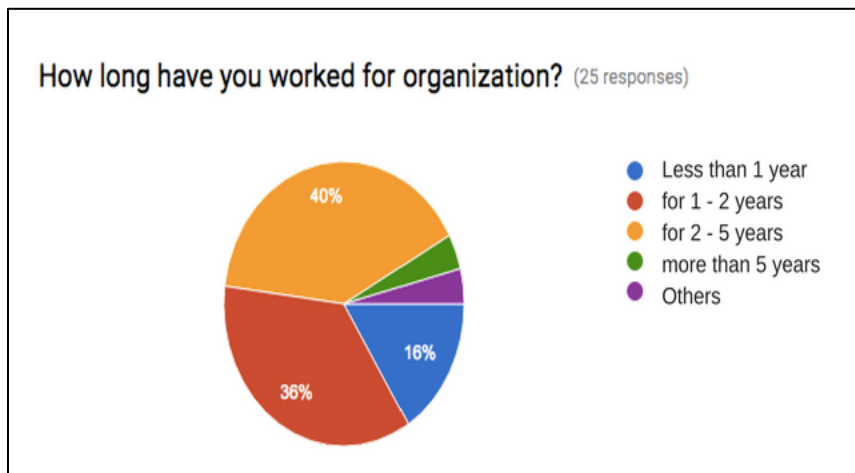
**Diagram 16. : Positions of respondents**



Source: Own elaboration

The largest proportion of respondents (40%) worked in AIESEC for 2 - 5 years, the other group of members (36%) worked in AIESEC for 1 - 2 years. Only 16 % have worked at AIESEC for less than one year.

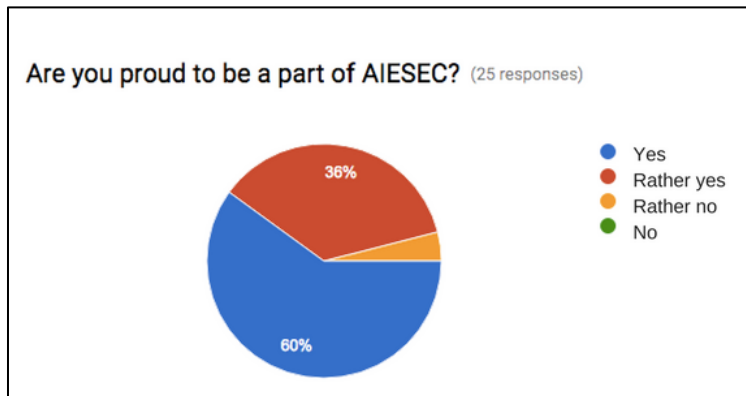
**Diagram 17. : Length of employment**



Source: Own elaboration

**1. Question:** “Are you proud to be a part of AIESEC?” The aim of this question was to define what is their level of belonging and loyalty to the organization. Up to 24 members claimed that they are proud of being members of AIESEC (although 9 employees highlighted an option "rather yes". Only one member decided for the option “rather not”.

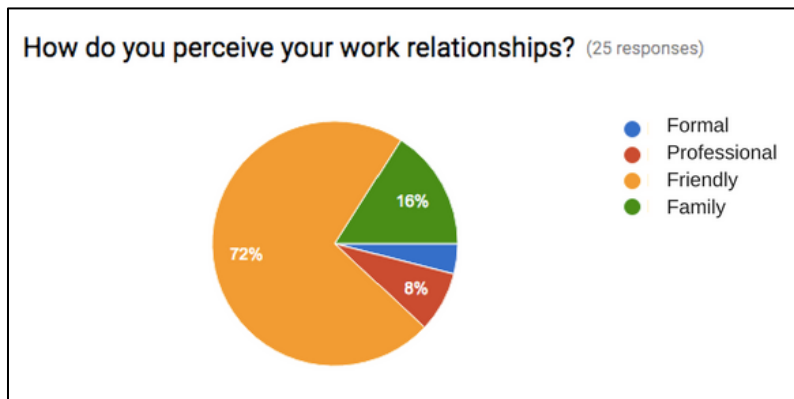
**Diagram 18. : Answers to the question: Are you proud to be a part of AIESEC?**



Source: Own elaboration

**2. Question:** “How do you perceive your work relationships?” Four answers were provided for this question, and a large number of members identified the relations as friendly (72%) and family (16%). Only one respondent considered being formal and only 2 respondents considered them as professionals. Summary of responses thus indicated, that the workplace atmosphere is very friendly and informal.

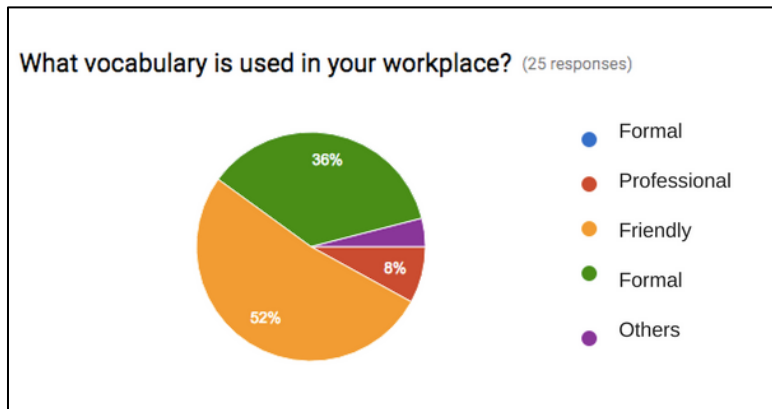
**Diagram 19. : Answers to the question: How do you perceive your work relationships?**



Source: Own elaboration

**Question 3:** “What vocabulary is used in your workplace?” The main task of this question was to find out what language is most commonly used within the organization. Members could again select from a variety of choices, and options friendly (52%) and informal (36%) were the leading responses.

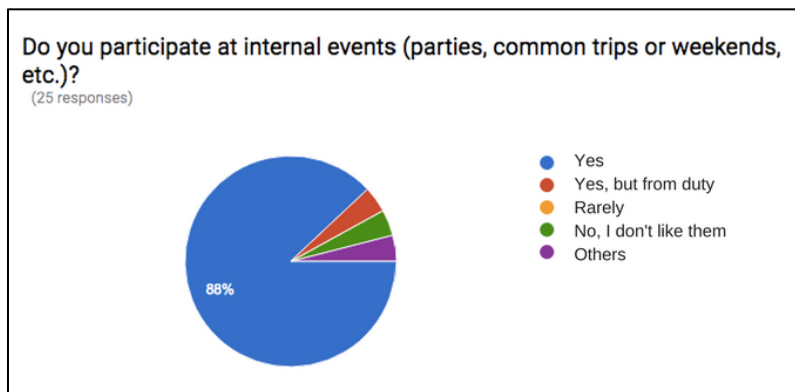
**Diagram 20. : Answers to the question: What vocabulary is used in your workplace?**



Source: Own elaboration

**4. Question:** “Do you participate at internal events (parties, common trips or conferences, etc.)?” AIESEC organizes different conferences, team-building or educational events. We were wondering whether the members enjoy the participation in such events, or not. The majority of respondents selected the option "Yes" (88%). Only 3 people suggested another option.

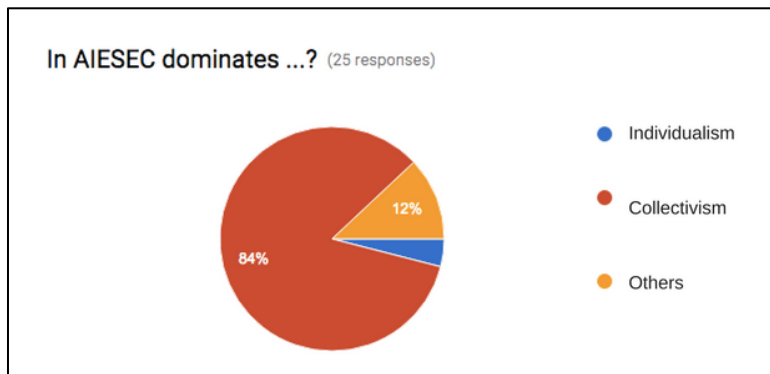
**Diagram 21. : Answers to the question: Do you participate at internal events?**



Source: Own elaboration

**Question 5:** “In AIESEC dominates ...?” Members had the opportunity to finish the sentence with 2 different words – either collectivism or individualism (these options were briefly described in survey). The majority (84%) voted for the opportunity Collectivism. Such a result supported the fact that organization prefers teamwork.

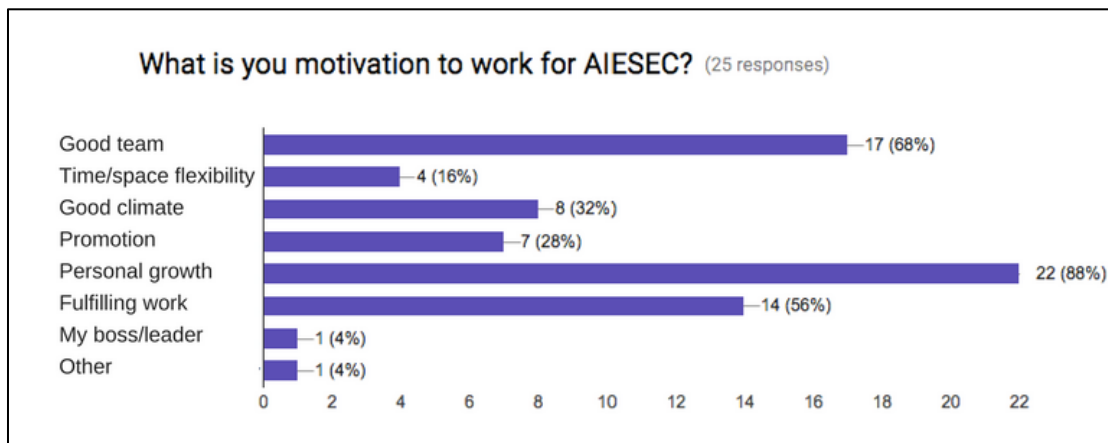
**Diagram 22. : Answers to the question: In AIESEC dominates...?**



Source: Own elaboration

**Question 6:** “What is your motivation to work for AIESEC?” All the respondents could pick from 7 answers. The aim of this question was to identify the motivation to work for AIESEC and to stay there as long as possible. 88% of respondents suggested that their motivation is "Personal Development". For 68% of the members agreed, that the key factor is a good team. 56 % respondents, it is essential to do a job that they enjoy and it is fulfilling for them. Another important points were "good working environment" (32%) and "career promotion" (28%).

**Diagram 23. : Answers to the question: What is your motivation to work for AIESEC?**



Source: Own elaboration

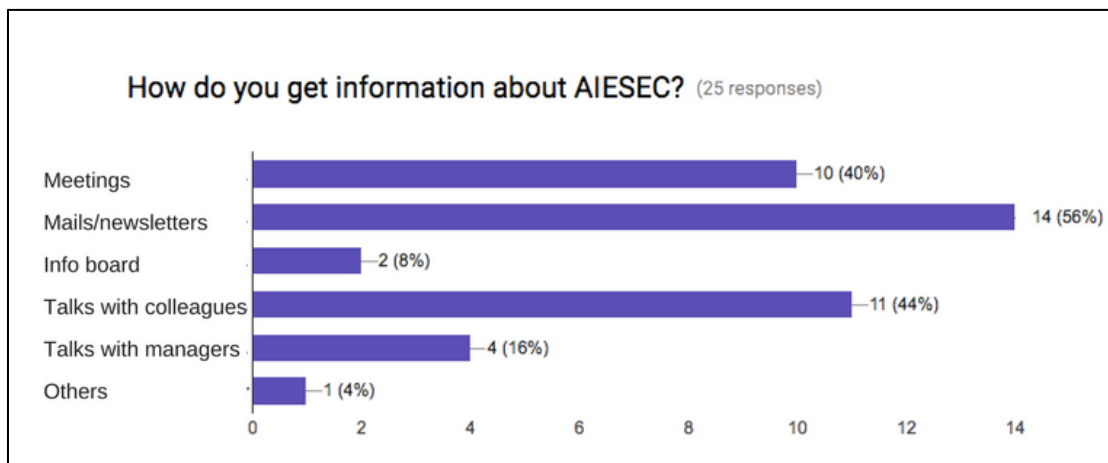
**Question 7:** “Do you have any ideas for improvement of organizational atmosphere / culture?” This question should serve as a space for reflection and finding solutions that can improve the culture.

**Specific proposals:**

- Find the balance between good results and a good climate in the workplace
- More team building (e. g. Theatre, sport activities)
- Simplifying the structure
- Better integration of new members
- Making visible the goal of AIESEC Bratislava in the office
- Bring more professionalism into the culture
- Leadership of organization should be more responsible (because the members are just like their leaders)

**Question 8:** “How do you get information about your company?” In this question, we tried to identify the most common channels of Internal Communication. Most of the members (56%) pick the option “the Mail / Newsletters”. Furthermore options like discussions with colleagues (44%) and business meetings (40%) were selected. From the results we can see that the organization communicates primarily online or through corporate meetings.

**Diagram 24. : Answers to the question: How do you get information about AIESEC?**



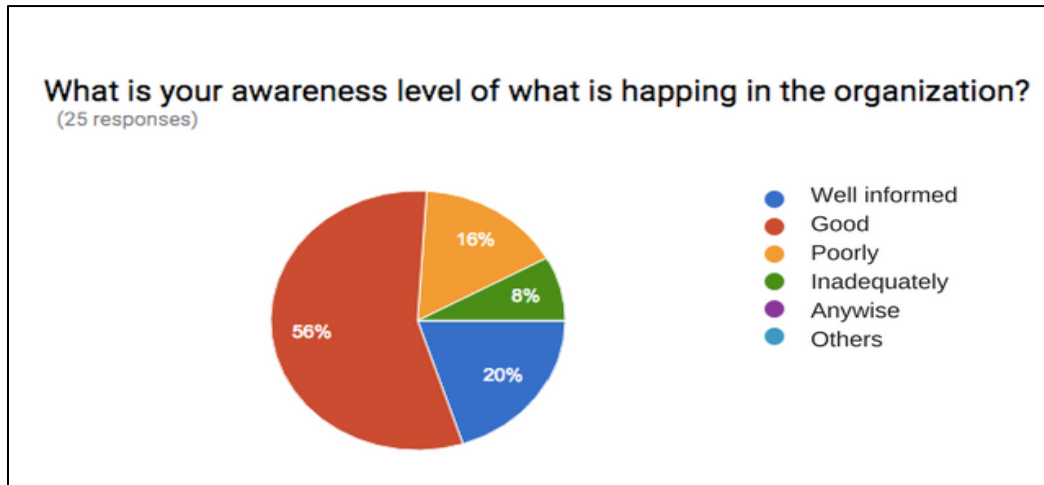
Source: Own elaboration

**Question 9:** “What is your awareness' level of what is happening in the company?”

The previous issues, according to internal research, in AIESEC there are many different channels of communication and members may become confused at times. Due to this fact, are the members overwhelm or do not feel informed? Approximately 75% of all

respondents confirm that they are well and even perfectly informed about events in AIESEC. 24% of respondents admitted that they are poorly or inadequately informed.

**Diagram 25. : Answers to the question: What is your awareness level of what is happening in the organization?**



Source: Own elaboration

**10. Question:** “Do you have any specific ideas for improvement of internal communication?” The open question should serve as space for new ideas from employees, which can be later used as suggestion for new Internal Communication.

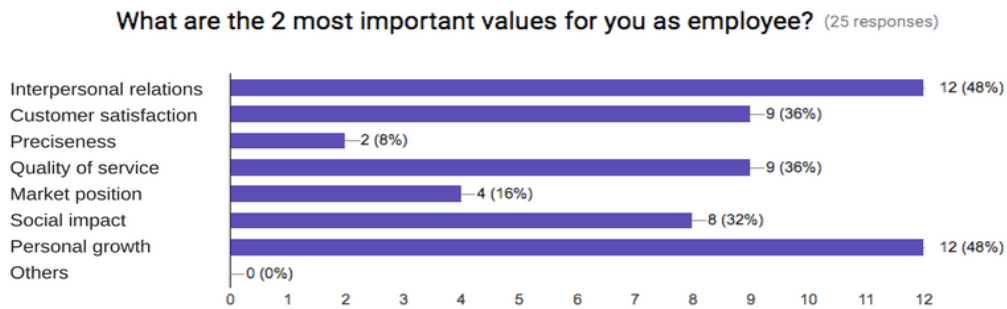
**Specific proposals:**

- Selection of right information
- Regular updates regarding committee through a newsletter
- Lower number of certain meetings
- To unify channels or to specify what are the function of each channel

**Question 11:** “What are the two most important values for you as employee?”

The main objective of this question was to state the core values of members and whether they are shared. Members could pick from 8 answers. Two of the options - "interpersonal relationships" and "personal development" gained 48%. Many members considered the quality of service (36%) and customer satisfaction (36%) as very relevant factors. Impact on society was marked by 32% of respondents.

**Diagram 26. : Answers to the question: What are the 2 most important values for you as employee?**



*Source: Own elaboration*

**Question 12:** “*What is the vision / goal of AIESEC?*” This question did not provide any possible answer to avoid "whisperings" on our part. In this question, we wanted to detect how many members actually know the vision. Up to 16 members defined a vision of AIESEC properly, although some ways of describing were slightly different. 2 members had not written anything, and the remaining seven respondents answered either wrong or only partially. From the answers is clear, that the absolute majority recognized the vision, but there is still quite large percentage of members who are mistaken or have only partial knowledge of the visions.

**Question 13:** “*How would you characterize AIESEC in 3 words?*” The aim of the last questions was to determine what are the first associations connected to the organization AIESEC. The most common (cca. 13 replies) gained association with growth and challenge. Another quite frequently mentioned association were interpersonal relationships (e. g. people, family, team). Other interesting links with the organization were words like world, youth, impact on society, leadership. This question is a clear demonstration that the first association are usually associated with either the values or vision of AIESEC.

## 5 Discussion

The main objective of the research was to show the importance of internal Corporate Identity. In essence, we wanted to provide some instructions on how to build a good internal CI for companies and organizations with similar size and structure. As a sample, we chose, at first sight different, but in many aspects similar entities - non-profit organization AIESEC and small business ui42. In this diploma thesis, three major fields of internal CI were studied - Vision, Internal Communication and Corporate Culture.

Thanks to interviews with top managers of both entities, internal questionnaire and the analysis of internal documents, we have gained an image of how the internal CI works and how it can be further improved. Based on this knowledge, we will be able to provide valuable information for other companies to help them with their internal CI, as the basis for the overall concept of Corporate Identity.

### 5.1 Conclusions to the hypotheses

**Hypothesis 1:** Vision is the basis of the whole concept of CI. However, if it is not adequately communicated, half of the employees / members will not be assured about its wording.

This hypothesis was not confirmed. In the questionnaire, 64% of AIESEC members knew their Company's vision. However, it is important to note that the vision is communicated very often in AIESEC, either in written documents or educational events. Contrastingly, 52% of employees in ui42 were aware of their Company's vision, although vision is not often communicated.

**Hypothesis 2:** Slovakia is a multi-active culture; therefore relationships and people play a very important role for most of the employees.

This hypothesis was confirmed. 84% of respondents confirmed that collectivism dominates in AIESEC. Another interesting result of the survey was that 68% of people work in AIESEC because of a good team. 48% of members suggested that interpersonal relationships are an important value at the workplace. The results at

ui42 were almost the same. 76% of employees agreed that collectivism plays a very important role in ui42. 80% of respondents indicated that good team is a key factor at their work. 68% considered interpersonal relationships as their top work values.

**Hypothesis 3:** According to hypothesis 2, Slovaks are culture prefers interpersonal relations), we assume that employees perceive personal meetings and face-to-face communication as the most important communication channels in smaller organizations (cca. 50 employees).

This hypothesis was confirmed. In the company ui42, up to 80% employees suggested they are well-informed regard the company. The top communication channels chosen were Talks with Colleagues (80%), Mails/Newsletters (40%) and Talks with Supervisors (36%). 76% of AIESEC members agreed that they are well informed about the situation in the organization. They perceive the following as the top channels: Mails/Newsletters (56%), Talks with Colleagues (44%) and Meetings (40%). To sum up, 2 out of 3 top communication channels are personal channels.

## 5.2 Recommendations

As an overall conclusion, both researched entities had something what works very well and something what needs to be improved in the case of internal Corporate Identity. First of all, we would like to sum up some positive aspects of the internal Corporate Identity:

- . Both organizations have clear vision;
- . There are several different communication channels to keep employees informed;
- . Members/employees mostly share common values;
- . The atmosphere in the both offices is very friendly and open (due to common language, events and friendly relations)
- . Employees/members have associations connected to the vision or values of the organizations

On the other hand, there are some critical parts, which need to be improved:

- . The vision must be clearly defined and communicated frequently, either directly (through personal meetings, presentations) or indirectly (in graphical materials).

. Communication channels should be clearly divided. For the issues directly connected to the employees' activities, personal meetings should be applied. Newsletters / reports should be used for general updates.

. Do not bother employees with lot of unnecessary information (selection of the right information for the right person)

. There is a need to unify the company values and to communicate them, either directly (presentations, talks) or indirectly (language, space, tradition, abbreviations, etc.). Based on these values, the HR specialist can easily find new employees who will fit into the culture.

## 6 Conclusion

The Diploma Thesis "Corporate Identity of Small Companies and International NGO" dealt with the assessment of the current state of internal Corporate Identity in the non-profit organization and the small business. The main contribution of this work is the analysis of individual components of internal Corporate Identity in both entities, their interconnection and recommendations for improvement of Corporate Identity.

In the first chapter, the theoretical knowledge regarding Corporate Identity was introduced. At the very beginning, the definition of CI, its history and importance for the enterprise was processed. Moreover, the various dimensions of Corporate Identity were revealed - Corporate Philosophy (or Vision), Corporate Culture, Corporate Design, Corporate Behavior, Corporate Communication, Corporate Network and Corporate Image as a result of Corporate Identity. At the end of the first chapter, two basic parts of CI - internal and external parts were described. This division was very important because it highlights the importance of the "internal part" that was the ultimate object of research (including Corporate Philosophy, Corporate Culture and Internal Communication).

The second chapter analyzed the current state of internal Corporate Identity in the non-profit organization AIESEC and the small business ui42. It may seem that these organizations do not have a lot in common, but in fact many similarities were found. For example, both have 50 employees / members, employees work usually in smaller teams and the power distance<sup>2</sup> is very low. The main vision of both entities is to improve the environment (either in general or in the business sense).

The data was obtained by analyzing a variety of internal and external documents, work experience and interviews with top executives. Another very beneficial point was the internal questionnaire, which gave us feedback on the internal state. In this chapter, we described the general information of the entities' organizational structures and product portfolio. Additionally, their Vision, Internal Communication and Culture were described. We tried to prove through an internal questionnaire (which was filled by 50% of all employees) to determine whether these

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<sup>2</sup> **Power Distance** is one of the Hofstede's cultural dimensions, which deals with the extent to which the less powerful members of organizations accept that power is distributed unequally and they should follow the stronger ones.

concepts really work. The main objective was to gain insight into the inner parts of the organizations and to determine how employees/members perceive a vision, how they feel in the organization/company and if these visions are updated enough.

In the final chapter, we summed up and analyzed the knowledge gained throughout the entire research and the hypotheses were either confirmed or refuted. The most important findings were that neither of the organizations have a complex concept for internal CI, but it works well in both cases. This may be caused by the fact that both organizations have a clear vision; which is essentially the basis for each CI. On the other hand, both entities use different communication channels to keep employees informed.

Although Organizational Values are nowhere defined, members/employees mostly shared common values. Thanks to the common language, events and friendly relations, the atmosphere in the offices is very friendly and open. Finally, employees and members have first associations with company/NGO connected to the vision or values. In the last chapter, we provided some recommendations for improvement of the current situation based on the literature, own observation or ideas from the employees.

We hope that this diploma thesis will not only help the selected organizations, but also small businesses, which aim to build a better internal Corporate Identity as the basis for the overall Corporate Identity.

## 7 Resume

V súčasnosti napredujú firmy ale i organizácie neskutočne rýchlym tempom, preto je dôležité vedieť, ako sa odlíšiť od iných. Väčšina firiem a organizácií chce byť jednak spoľahlivým partnerom pre všetky zúčastnene strany, no zároveň chce mať dobré vzťahy so zamestnancami. Firemná identita je jeden z konceptov, ktoré dokážu pomôcť firmám/organizáciám v rôznych smeroch, ako napríklad odlišenie od konkurencie, zvýšenie lojality zamestnancov alebo pozitívny imidž.

Tento zložitý koncept je dôležitý pre vnútorné fungovanie firmy, pretože vďaka nemu sú zamestnanci lepšie informovaní o súčasnej situácii firmy, vedia kam organizácia smeruje a majú pocit spolupatričnosti. Podniková identita vie do veľkej miery ovplyvniť aj vonkajší pohľad na firmu. Jej úlohou je aj komunikácia a prezentácia pred externým prostredím, ktorá vie v konečnom dôsledku napomôcť firme s vybudovaním želaného imidžu pred verejnosťou.

Firemná identita je veľmi komplexný a zložitý systém, ktorý sa skladá z niekoľkých častí a to z firemnej filozofie, kultúry, komunikácie, správania, network-u a imidžu. Každý z prvkov je veľmi dôležitý, pretože dokáže zlepšiť ale i zhoršiť celkový obraz firmy a organizácie.

Diplomová práca "Firemná identita v malej spoločnosti a neziskovej organizácii" je rozdelená do dvoch častí – teoretickej a praktickej. Prvá časť popisuje všetky potrebné teoretické poznatky ohľadne firemnej identity. Podrobný výskum a vytvorenie komplexného a logického zosumarizovania teoretických poznatkov je veľmi dôležitým základom každej diplomovej práce.

Na začiatku prvej kapitoly boli popísané hlavné definície, história a dôležitosť firemnej identity. Následne boli predstavené časti, ktoré v podstate tvoria korporátnu identitu a to sú firemná filozofia, firemná kultúra, firemný dizajn, firemné správanie, firemná komunikácia, firemný network a firemný image. Na konci prvej kapitoly bola firemná identita rozdelená do dvoch častí a to na internú a externú. Toto rozdelenie bolo veľmi dôležité, pretože poukázalo na dôležitosť vnútornej časti identity, ktorá bude v podstate v praktickej časti skúmaná. Celistvý koncept firemnej identity môže len ťažko fungovať bez dobrého základu, čo je v našom prípade interná časť firemnej identity (vizia firma, firemná kultúra, interná komunikácia).

Počas štúdia na vysokej škole som mala možnosť pracovať v dvoch zaujímavých štruktúrach a to v AIESEC (medzinárodná nezisková organizácia) a

ui42 (menšia agentúra, zameriavajúca sa na online biznis). Vďaka práci v týchto dvoch “organizáciách” som si často všimla, že niektoré prvky firemnej identity (hlavne internej časti) fungujú veľmi dobre a iné zas nie. To ma podnietilo k tomu, aby som vyhládavala čoraz viac informácií ohľadne tejto témy, po prípade sa rozprávala s rôznymi odborníkmi.

Môže sa zdať, že AIESEC a ui42 nemajú toho mnoho spoločného, no existujú faktory, ktoré majú rovnaké. Obe organizácie zamestnávajú okolo 50 zamestnancov/členov, ktorí väčšinou pracujú v menších tímoch, kde majú dostatočne veľa slobody. Ďalej pracovníci nemajú veľký odstup od ich manažéra, čiže práca je skôr o spolupráci než o delegovaní príkazov. Obidve jednotky sa snažia o zlepšenie prostredia, či už zlepšenie toho celkového v prípade AIESEC a u ui42 sa jedná skôr o vylepšenie online podnikania na Slovensku. Keďže existuje niekoľko spoločných znakov, veríme že táto práca môže byť nápomocná nielen pre tieto 2 jednotky, ale taktiež pre rôzne malé podniky a organizácie (ktoré samozrejme zdieľajú tieto črty s 2 skúmanými objektami).

Hlavným cieľom práce bolo teda zistiť, na akej úrovni sú v súčasnosti obe interné firemné identity a či sa ich dá ešte nejak vylepšiť. Okrem iného sme chceli týmto organizáciám poskytnúť aj rady, ktoré môžu neskôr implementovať, aby zlepšili svoje fungovanie. Tieto tipy pochádzali buď z teoretickej časti diplomovej práce, odporúčaní vlastnými zamestnancami, po prípade z vlastnej skúsenosti druhej skúmanej organizácie.

Zistiť na akej úrovni sú obe jednotky a zároveň potvrdiť alebo vyvrátiť naše hypotézy, nebola jednoduchá úloha. Na to, aby sme získali celistvý pohľad na fungovanie firmy bolo potrebné urobiť niekoľko analýz a výskumov. V prvom rade sme najprv zhodnotili doposiaľ získané vedomosti a informácie (vlastné pozorovanie) a ďalej sme preskúmali rôzne interné a externé dokumenty.

Ďalším veľmi podstatným zdrojom informácií bolo práve interview s riaditeľmi oboch organizácií, ktorí nám odpovedali aj na dovtedy nezodpovedané otázky, po prípade nás usmernili. Po získaní všetkých potrebných údajov boli v druhej kapitole opísané všeobecné informácie o oboch jednotkách, ako napríklad informácie o firme, štruktúra alebo produktové portfólio. V tejto časti výskumu sme sa cítili už oveľa istejšie v problematike, no stále nám chýbala spätná väzba od zamestnancov/členov na vnímanie firemnej identity. Bolo potrebné uistiť sa, že ak firma disponuje napr. firemnou víziou, či ju napríklad zamestnanci poznajú (firemná

vízia je iba jedným z prvkov skúmanej internej firemnej identity). Ako fungujú jednotlivé časti sme zisťovali pomocou interného dotazníka, ktorý vyplnilo až 50% zamestnancov/členov. Hlavnou úlohou dotazníku bolo zistiť ako alebo či vôbec zamestnanci/členovia vnímajú víziu, ako sa cítia v organizácii a či sú dostatočne informovaní o dianí vo organizácii. Výsledky boli v skutku zaujímavé a veľmi nápomocné.

V poslednej kapitole sme zosumarizovali a zanalyzovali všetky zistenia, ktoré sme získavali počas celého výskumu. Tiež sa nám podarilo vyvrátiť a potvrdiť naše 3 hypotézy.

### **1. hypotéza**

*“Vízia je základom konceptu firemnej identity. Ak však nie je adekvátne komunikovaná, až polovica zamestnancov/členov ju nebude poznať, resp. nebude si istá o jej presnom znení.”*

Táto hypotéza nebola potvrdená. Z dotazníku sme zistili, že až 64% AIESECárov poznalo víziu. Je však dôležité poznamenať, že v AIESEC je vízia veľmi často komunikovaná, či už v rôznych dokumentoch alebo na vzdelávacích podujatiach. Vo firme ui42 je vízia veľmi slabo komunikovaná, pretože bola znovu-definovaná až na jeseň 2016. Firma sa za 20 rokov fungovania veľmi zmenila, a preto bolo potrebné víziu predefinovať. Zaujímavé však je, že aj keď vízia nie je extra komunikovaná, až 52% zamestnancov ju poznalo.

### **2. hypotéza**

*“Slovensko patrí medzi multi-aktívne kultúry<sup>3</sup>; a preto hrajú vzťahy a ľudia veľmi dôležitú úlohu na pracovisku.”* Táto hypotéza bola potvrdená. Až 84% respondentov potvrdilo, že v AIESEC dominuje kolektivismus. Ďalšími dôležitými informáciami bolo napríklad to, že až 68% pracuje v AIESEC kvôli dobrému tímu. 48% členov naznačilo, že interpersonálne vzťahy sú veľmi dôležitou hodnotou v práci. Výsledky v ui42 boli veľmi podobné. 76% zamestnancov súhlasilo s tým, že na pracovisku vládne kolektivismus. 80% respondentov priznalo, že dobrý tím je dôležitým faktorom v ich práci. 68% všetkých zamestnaných v ui42 považuje interpersonálne vzťahy za svoju top pracovnú hodnotu.

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<sup>3</sup> Lewisou model kategorizuje kultúry do 3 skupín na základe ich správania na *Linear-aktívne*, *Multi-aktívne* a *Reaktívne*. Multi-aktívne kultúry sú viac komunikatívne, emocionálne, impluzívne a orientované na ľudí. Väčšinou robia viac vecí naraz a sú spontánne a flexibilné.

### 3. hypotéza

“Podľa 2. hypotézy (Slováci sú multi-aktívna kultúra) predpokladáme, že zamestnanci budú považovať osobné stretnutia a osobnú komunikáciu za najdôležitejšie komunikačné kanály.” Táto hypotéza bola tiež potvrdená. V ui42 až 80% zamestnancov potvrdilo, že sú dobre informovaní o dianí vo firme a že za top kanály internej komunikácie považujú rozhovory s kolegami (80%), maile/newslettere (40%) a rozhovory s ich nadriadenými (36%). V AIESEC až 76% členov naznačilo, že sú dobre informovaní o aktuálnej situácii v organizácii. Ako najdôležitejšie komunikačné kanály označili maile/newslettere (56%), rozhovory s kolegami (44%) a stretnutia (40%). Čiže v oboch prípadoch platí, že 2 z 3 top komunikačných kanálov sú osobné.

Medzi najdôležitejšie zistenia patrilo to, že ani z organizácií nemala komplexný koncept pre internú časť firemnej identity, no v oboch prípadoch fungovala celkom dobre. Mohlo to byť spôsobené napríklad tým, že obe organizácie majú jasne stanovenú víziu. Po prípade to mohlo byť spôsobené tým, že v oboch entitách je dobre vyriešená interná komunikácia, a teda každý zamestnanec sa cíti byť súčasťou niečoho väčšieho.

Ďalším zaujímavým zistením bolo napríklad to, že väčšina členov/zamestnancov zdieľa rovnaké hodnoty, aj keď nie sú nikde pevne definované. V oboch organizáciách panuje veľmi priateľská a otvorená atmosféra, a to vďaka spoločnému jazyku, rôznym firemným akciám a priateľským vzťahom na pracovisku. Prekvapivé bolo tiež zistenie, že zamestnanci a členovia majú prvé asociácie spojené s víziou a hodnotami skúmaných objektov.

V poslednej kapitole boli taktiež poskytnuté rôzne odporúčania pre zlepšenie súčasnej internej firemnej identity a to na základe naštudovanej literatúry, vlastných pozorovaní alebo z nápadov navrhnutých zamestnancami. Pevne veríme, že táto diplomová práca bude nápomocná nielen pre vybrané organizácie, ale tiež pre menšie podniky alebo neziskové organizácie, ktoré by si radi vybudovali alebo zlepšili ich internú alebo celkovú firemnú identitu.

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