

Events as an internal communication tool Integrating corporate value through internal events

Nada Ismail Morsi

Arab Academy for Science, Technology and Maritime Transport, Egypt

Keywords

Internal communication, Integrated Marketing Communications, Internal Events, Corporate Brand Value and Employee Perception

Abstract

The aim of this research study is to explore how to integrate corporate values effectively through internal events as an internal communication tool. There is quite few evidence about the understanding of the link between internal communication, internal events and employee's perception of corporate values. Thus, the study explores it by conducting six in-depth interviews with managers and employees of a local company in Egypt, which uses internal events for communicating corporate values. Content analysis was used. The findings of this study explored and provided some insights as how events as a communication tool help communicate effectively the firms values which ultimately reflect on the overall performance and the company's profitability and success. The results of the study revolved around six themes, which are awareness, face-to-face communication, Integration of communication tools, involvement, frequency and feedback. This was identified from the secondary research conducted. The research is useful for companies who want to know more about internal communication applications and practices concerning the added value of using events to communicate effectively corporate value towards employees. Academically, it will add to the body of knowledge about the new trends in the communication mix and more generally within events. This study sets the pace for more future work on this untapped research area.

1. Introduction

Any company's main goal is to generate Profit and succeed. Profitability of a firm is higher when its employees increase their performance. Employees are motivated to work better when they have a better understanding of corporate values, which ultimately help in creating a nice working environment and building a strong relationship between the brand and the employee (Chernatony et al. 2006). This is why it is important to use proper communication tools to help transmit the values in a clear way to employees. Now shifts in trends of communication are happening through special events (Chernatony et al. 2006). Ferdous (2008) stated that events when used as an internal communication tool would help employee buy in the company's vision and values in a positive way. Daniel et al (2008) highlighted the fact that Organizations came to realize the importance and role of internal communication. Shamma (2012) mentioned that Internal marketing has not gained the same attention external marketing did. Chernatony et al (2006) interviewed managers who felt the need of interactive approach o the internal communication of values. Thus, there was an interest to investigate and understand the value events bring when companies use as internal communication tool towards their employees and if it facilitates corporate values perception. The following **Research Questions** formed the basis of this study:

How Can Corporate Values be communicated effectively through Internal Events to Employees?

The research intended to achieve the following **Objectives**:

1. To critically review the literature on Internal Events, Internal communication tools and Employees perception of corporate values.
2. To explore the usage of internal events as a form of communication tool and its effect on employees perception of corporate values.
3. To understand better the added value of integrating corporate values through internal events.

4. To draw conclusion on the aspects responsible for ensuring effective communication of corporate values through internal events.

The research study examined the aspects that are responsible for the effectiveness of corporate value perception through internal events only and not other internal communication tools.

2. Literature Review

2.1. Events and Events Marketing

2.1.1. The Appearance and Evolution of Events

It can be said that events appeared at the same time with the forming of tribes and they evolved and expanded together with humanity (Daniel et al. 2008). There is a common belief explained by Dakle (2013) towards the concept of events being a large variety of social gatherings. The term "Events Studies" itself was first coined in the 2000's (Getz 2008). It started taking many forms and has been used by firms and organizations. Jack Morton's International agency (2006) apud Getz (2008) set examples of marketing events; incentive/reward events, conferences, created events, competition/contests, exhibitions, product launches, product sampling and finally publicity events.

2.1.2. The Growth of Events

The growth of the special event sector over the last few decades has been phenomenal (Jago 1998). Primarily, the over use of traditional media relating in doing something differently from competitors. Secondly, the desire of consumers for novelty, individualism and an added value. Thirdly, the urge to build emotional attachment to brands due to the largely undifferentiated functions. Davidson & Rogers (2006) suggests several factors facilitating the rapid expansion of the conference industry in the second half of the 20th century. One would be Growth of multinational corporations and pan-national agencies, necessitating more interdepartmental and interregional meetings. Another one would be the change in sales techniques, use of product launches and sales promotion meetings. All of the previous reasons have led to highlighting the urge of using events for multiple purposes.

2.1.3. The Purpose of Events and Typology

Dakle (2013) argued, that Different kinds of events have long played an important role in human society. Events contributed to business, which ultimately increase the growth and involvement of corporate in this field (Davidson & Rogers 2006). Corporate events takes number of different forms like annual general meetings where companies invite shareholders to announce annual results, sales meetings to motivate and create enthusiasm along team spirit to those selling their products and services. In addition to recognizing and praising high-performing sales staff. Moreover, for Staff training to keep the skills and knowledge up to date and for product launches where companies use off site events as a way of presenting and explaining a new product. Associations are incubators for any type of events, serving to the countless purposes for which these associations exist (Daniel et al. 2008). Few functions would be the improvement of the relation between employers and employees, the professional development and growth of members; education and trainings and the building of networks and interaction between people who have the same interests (Daniel et al. 2008).

2.2. Internal communication

Internal Marketing (IM) is an interaction process between the organization and its employees within a given company context (Ahmed & Rafiq 2003). Today, the way organizations communicate with their internal markets, better known as Internal Communications (IC) which is considered one of the most essential internal marketing considerations (Tansuhaj et al. 1998; Thomson & Hecker 2000). De Chernatony et al (2006) mention three primary types of corporate communication have been identified - management, marketing and organizational. Organizational communication covers all other communications based within a corporation, such as PR, public

affairs, environmental communications, investor relations and internal communication. Dolphin (2005) argues that internal communication is communication between the organization's leaders and one of its key publics: the employees. Kalla (2005) says it is "social interaction through messages". Communication of corporate values to staff occurs primarily through a combination of management and organizational communication. Not all organizations are successful in their efforts to communicate brand values to staff (Van Riel 1995).

2.2.1. Internal Communication towards Employees

a. Organizations Succeed When Employees know By Hard Corporate Values

There has been criticism in recent years that companies have not been successful in translating or selling their brand vision and values to their internal market. In order for employees to be committed to a certain brand, they need incentives and motives that would help them build a strong relationship with the brand. It is a challenging task to create a culture whereby brand commitment is the norm (De Chernatony et al. 2006).

Young & Post (1993); Foreman (1997); Gilly & Wolfinbarger (1998); Asif & Sergeant (2000) have argued that at the intra-organizational level the communication process has been shown to have a variety of roles including; the creation of a unified corporate identity by improving the insight that individuals have of their organizations, encouraging the motivation and commitment of employees by ensuring an understanding of the company's objectives and goals and reducing the potential for misunderstandings, discrepancies and conflict within and between departments. This highlights why internal communication is key in operationalising internal marketing concepts/activities and achieving organizational competitive advantage and success (Ferdous 2008). In fact, according to Ahmed & Rafiq (2002) one of the most important aspects of internal marketing is communication with employees.

b. Employees as Internal Customers

Looking at the employee as a valued customer is the focus of the new discipline of internal marketing (Thomson 1991). The same marketing tools used to attract customers can also serve to attract and retain the best employees, who can be thought of as "internal customers" (Berry 1981). Ferdous (2008) adds that the core vision and value of the majority of successful organizations is to maintain the highest standards of corporate behavior towards employees, consumers and the society. Consequently firms must take good care and maintain strong relationships with their internal customers referred to as employees then they will be better equipped to deal with external customers.

Herington et al (2006) mention how firms are able to promote employee satisfaction, trust and commitment which ultimately reflects on the profitability of the company by directing Internal marketing communication towards employees and not just a firm's external market. Ferdous (2008) stated that a competitive advantage is given to firms as a result of creating horizontal integration across a firm's total communication efforts.

Companies should focus on committing to internal marketing (as a tool) before committing to the environmental (customer and competitor) responsiveness (eds Varey & Lewis 2000). In order for employees to buy the vision of the company and change behavior, there has to be a good communication tool that is consistent with the vision and values of the company.

c. Communicating With the Internal Market; Two-Way Symmetrical Internal Communication

Employees' satisfaction with internal communication is a key factor in their performance and ultimately organizational success (Erasmus-Kritzinger 2002). According to Maitland (2002) research shows that employees are often unhappy with both the quality and quantity of information they receive. Employees ask for more interaction with management (Roberts 2002). This maintains their interpersonal relationship. Therefore, social exchange is needed. With that being said, two-way communication among managers and subordinates should exist.

Edwards (2013) argues that few brands face quite big challenges when it comes to communicating with their staff, and work is often needed to modify internal culture. Internal communication policies should thus encourage frequent, honest, open, job-related facilitated by an accommodative internal environment (Van Heerden 1994). Kale (2006) stated that managers could utilize this communication approach to create a fair work environment, enhance feelings of ownership, belonging and bonding. Grunig & White (1992) add that they do so to improve understanding and build relationships among employees and employers. Given the fact that employees would rather take a participative communication approach, events may serve as the most acceptable and mutually rewarding form of communication (Steyn et al. 2011).

2.3. Events as internal communication tool

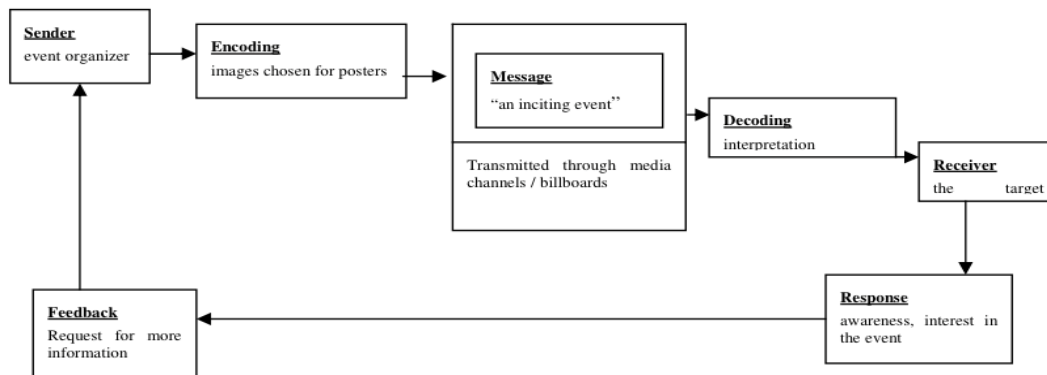
The communication in marketing represents a relatively new concept, appeared in the last decades of the twentieth century, due to the impressive evolution, which the marketing has encountered in this period. Communication is all about sharing ideas, thoughts, information and attitudes. This presumes that the transmitter and the receiver of the message must be found on a common ground, so that between them there is established a real connection, with double sense. Bottazzo (2005) argues that the satisfaction of employees gradually became equal to the satisfaction of customers and shareholders. He continues to argue that organized preparation and execution of a special program, which is largely based on the internal communication, is necessary to achieve the satisfaction of employees. It is transferred from simple informing to one-way informing and then more and more also to two-way communication, from training and education to motivation and eventually to the participation of employees (Bottazzo 2005). Daniel et al (2008) mention that the governmental organizations, non-governmental, profit and nonprofit can use the communication through event to transmit a message not only to the external public, represented by the shareholders but also to the internal public, represented by the employees. Events can be used as a tool to enhance the image of an individual, organization and country (Dakle 2013). Thus, organizations should start using events as an internal communication tool.

2.3.1. The Importance of Using Events For Communication

Young & Post (1993) stated that in order to foster internal branding, employee satisfaction and commitment, various internal communication tools needs to be applied in an integrated approach. Such tools could be personal selling, workshops, internal advertising, appropriate incentives and reward. Traditional communications tools widely used by organizers to inform persuade and increase awareness of a certain brand or product has been losing their efficacy (Hede & Kellett 2011). New tools for communication need to be established. According to Getz, 2005 Planned events are created for purpose whether launching a product, service, idea, place or person (Kotler 2002). Experiential marketing can have the possibility to achieve short-term impact, but it can also build long-term relations, changing attitudes and values (Sneath et al. 2005). Then, it is wise to measure and effectively evaluate the communication strategies intended to be done (Chattopadhyay & Laborie 2005).

Events can take many forms such as parties (with a cake in the shape of the logo) or activities to explore the new values (Anderson 2001). With that being said, events may be also used as communication tool to enhance the image of a certain brand and act as a method to transmit corporate brand value to its internal customer 'employees'.

The formula below highlights what involves the communication process with the help of events (Daniel et al. 2008)



The Communication System

[from Fill C. *Marketing Communications: Contexts, Strategies and Applications*; Pearson Education; 2003]

2.3.2. The use of internal events to communicate corporate values

Organizations consider their proper events key since specific events gather members and in that manner, the corporatist culture is being personified (Daniel et al. 2008). The vision and values of the company should be communicated and sold to the employees. Vallaster (2004) suggested that in order to coherently transfer brand values to the company's stakeholders, employees must develop a shared understanding of what the brand stands for, through implementation of a 'unified' communication approach.

Internal events have been really important over the past years. Events are an important way to educate staff about the brand message and bring about a change in culture, which affects the overall reputation of the organization. The main aim is to appeal directly to staff and reaffirm the company values (Nielsen 2013). Latham (2006) argued that live marketing events are one of the most effective and essential methods to influence behavior. This is why companies should start thinking of using such tool to influence the behavior of their employees. Ginsburg & Miller (1992) found that for many corporations there was lack of clarity or understanding regarding brand values. In order to effectively communicate values, it is important that employees are not only told but also involved (De Chernatony et al. 2006). This created the need for using events for such cause. According to Ahmed & Rafiq (2002) face to face communications to individuals and groups have far greater impact than other communications methods. It is considered the richest form of communication with employees because it has the greatest potential for resolving ambiguity and uncertainty (Daft et al. 1987). This is because face-to-face interaction provides visual and verbal clues such as tone of voice and non-verbal cues such as body language and facial expressions that complete our understanding of the information (Mishra et al. 2014). Giving an example of interactive workshops where the main objective of each workshop will be the selling of the vision and values of the company (Ferdous 2008). Human beings prefer interactive communication to understand better. The interaction must be extremely significant and unforgettable for the consumer (Caru & Cova 2003). Consumers would most likely notice the difference when the employees have internalized to a point that they are living the brand; they are loyal to the brand. In that case, all the tools used to communicate brand value to employees would have proven successful (De Chernatony et al. 2006)

2.3.3. The added value of communicating corporate value through internal events

When implementing appropriate integrated internal communication program to the company's internal market, many challenges facing organizations would be solved such as high turnover of employees, employee level of satisfaction and commitment (Ferdous 2008). The higher the degree of employee satisfaction, the higher the possibility of generating external satisfaction and loyalty (Ahmed & Rafiq 2003). Edwards (2013) argues that Investment in internal events is growing

fast, as organizations started acknowledging that fostering staff wellbeing brings loyalty to their brand. He continues to add that some companies have been involving their employees in brand-led events and experiences for years. No marketing plan can be considered complete unless it includes strategies for reaching and winning over its internal customers (Joseph 1996). Brand citizenship behavior is driven by brand commitment, 'the extent of psychological attachment of employees to the brand, which influences their willingness to exert extra effort towards reaching the brand goals' (Burmamann & Zeplin 2005). De Chernatony et al (2006) mention that brand success is dependent on ensuring that staff understand corporate brand's values clearly and are committed to enacting these values in their interactions with consumers. Ferdous (2008) has mentioned in his article related to Integrated Internal Marketing Communication (IIMC) that Previous studies have shown that employees who are familiar with and committed to an organization's market orientation and brand values play a critical role as 'part-time marketers' (Gummenson 2000). According to Gummenson (2000), all customer oriented employees, not just those associated with marketing, help to deliver the brand promise. They can influence customer relations, increase customer satisfaction, customer perceived quality and ultimately revenue (Ferdous 2008). Doug Hewett, managing partner at brand consultancy People-Made, believes investment in internal events is on the rise because consumers are focusing more on what is happening inside a business. "They can see into an organization and it affects their view on whether they will make a purchase or support the brand," he says. "We value authentic brands and businesses that do what they say they do. A promise can no longer be false; brands need to be true to their word - and that starts on the inside when employees are living the brand every day" (Edwards 2013).

3. Methodology

3.1. Sample Selection

Given the fact that communication is a process that involves both senders and receivers, it was important to include both views of the special event (Shimp 1993). The study aimed at examining a local company, which uses events as a communication tool to have a better insight by managers and employees who has experienced internal communication through internal events. Purposive sampling has been used since it depends on judgments made which are guided by the purpose of the study (Daymon & Holloway 2011). Judgment sampling according to Sekaran (2003) involves selecting the targeted sample that will provide the best information required based on their expertise and solid background of knowledge related to the topic sought to answer the research question. The researcher got to the interviewees through personal contacts.

3.2. Data Collection Instrument

Atkinson & Silverman (1997) argue that through interviewing, researchers gain full access to the inner feelings and thoughts, and thus the private self, of their interviewees. Thus, **Semi-structured** interviews were conducted. In-depth face-to-face interviews with managers have been conducted as the senders of the marketing communication and employees as the receivers. The interviews were conducted in English and Arabic based on the interviewee's comfort. The questions were contained in an interview guide with a focus on the issues or topic areas to be covered. The questions inside the Interview guide attached in the Appendices, were developed from previous researchers and authors who mentioned the selected variables that called for the researcher's interest of investigation. The researcher split and grouped questions according to seven key areas with the purpose of finding out certain outcomes.

3.3. Data Preparation and Analysis Procedures

Willig (2001) asserts that, qualitative researchers are interested in how people make sense of the world and how they experience events. Thus, managers of Pink and Blue were interviewed and employees as well to ask about their views regarding events as a communication tool and how effectively they think it can be used in delivering brand value of the company. This was to examine

whether or not the senders themselves (in this case the managers) and employees are clearly aware of the firms brand values and to understand how they think corporate values can be transmitted effectively through internal events.

Ethical issues were a main concern for the researcher. The researcher wanted the interviewees to feel at ease when participating in the study. Hence, data were collected through casual discussion via face-to-face. The researcher stopped interviewing more employees when the answers began to be similar, repetitive and no additional information was proposed. The interviewees allowed only note taking during the interview. They asked to have their answers confidential and to stay anonymous. Once the interview was done, the interviewees were asked to sign a consent form to ensure that people understood what it meant to participate in this study, allowing them to decide in a conscious and deliberate manner. The data was transcribed by transferring the notes into the computer. It was important to type up the interviewee's words exactly as they were spoken rather than attempting to paraphrase or summarize because often the terms that interviewees use or the order in which they express ideas can be very meaningful (Daymon & Holloway 2011).

Strauss & Corbin (1998) apud Daymon & declared that: *"not every event or incident in the data must be traced out extensively. To do so, would be exhaustive and would complicate the analytic explanation with unnecessary detail"* (p.189). With that being said, content analysis was used. Stemler (2001) says content analysis the most common notion in qualitative research. He continues to explain that it simply means doing a word-frequency count, where the words that are mentioned most often are what presents great significance (Stemler 2001). Then data was coded manually after reading thoroughly the interviews several times to identify the main key words repeated that created the themes. One way to define coding units is through the use of the separations created by the author, such as words, sentences, or paragraphs (Stemler 2001).

4. Analysis and discussion

The answers of interviewees have shown that pink and Blue is a renowned local company for kids apparel design, manufacture and distribution in Alexandria, Egypt with 200 employees. It is considered very successful despite the economical challenges it faced during the past few years due to the political status Egypt has faced. Pink and blue managed to sustain its profit throughout the years due to their care of their employees. The company cares most about open communication. Internal marketing happens from the first day an employee joins Pink and Blue. The employee gets to learn about the company's values, mission and vision. Internalizing values is seen in the way employees behave. When employees know by hard the values, they become ambassadors in transmitting the core values to the world. Thus, communicating corporate values effectively is key. Pink and blue has five main values, which are Honestly, Respect, Ownership, Leadership and Integrity. Those values reflect the behaviors that shape the tone of how the company works with each other and with their partners. Pink and blue integrates various tools to promote corporate values effectively such as website, e-mails; posters and mainly they count on company internal events ranging from conferences, seminars, workshops and team building. They use a combination of formal and informal methods to communicate their brand values, formally by Human Resources and communication department and informally by employee interaction, meetings, word of mouth and task forces. Managers believe in the power of communication specifically through events. Pink and Blue believe in the impact face-to-face meetings have nowadays on employee's perception. Human nature likes to bond and gather around people. This is why the company depends on internal events for as their main communication tool. Monthly meetings are set to share Success stories, recognize and acknowledge the best performance, talk about the next step towards the direction and most importantly communicate their core values. This gives a sense of belonging and motivates employees, which reflects on the overall performance and success of the company as a

whole. They treat their employees as their main customers. Their success lies in the hands of those employees.

To summarize, as the interviewees answered the questions articulating their views and opinions, the researcher took notes and later began the transcription. Through this process, the researcher gained more in-depth information; explored and investigated factors or aspects behind the effectiveness of communicating corporate values to employees through internal events. Afterwards, thematic analysis was conducted from the transcribed conversations. Direct quotes and paraphrasing of common ideas and words from the interviewees formed the themes.

5. Findings and results

The findings provided main themes by going through the texts and frequencies of words of the interviewees. The main aim was to understand better how corporate values could be effectively communicated through internal events. Six main themes emerged from the analysis with the interviewees. The following provides key findings surrounding each theme.

Awareness

The majority of the interviewees believed that the First step in ensuring that values are communicated effectively is the awareness of how important it is to have an open direct communication system. One of Pink and Blue's values is honesty. Employee 3 said the best thing about the company is the "open communication system where all managers and employees are required to be honest about what they do, say and share". This creates trust between one another and thus affects the effectiveness of employee perception of any message specifically corporate values. The communication manager sees an "organization that is based on transparency and trust" becomes so strong that "all employees become ambassadors". He continues to add that any firm has "to consider the people who are in contact with the everyday customers of theirs". Employee 3 talked about the benefits of having honesty and transparency through communication. He mentioned that "the more we build the culture of openness, the more able we become send the right messages out to the world". Employee 2 added that the "awareness of importance of direct communication is crucial". The director supported the statement by noting, *Here in Pink and Blue, we count on what we call the cascaded deployment to ensure direct communication happens. In order for the message to be effectively transmitted, we make sure the leader of the org would share directly with the group managers and the group managers with managers and managers with the employees and so on. By doing so we minimize the communication noise and distractions. This is used when we go through a major announcement or when we tend to speak of our core values.*

The communication manager highlighted the used of face-to-face communication as a direct communication tool. He said it is way better "than emails" and talked about how it is critical not to count on direct communication because it may allow saturation of the message. He noted, *We never depend on Word Of Mouth as a communication tool because it is a double edge weapon and it might leave space for rumors to happen. You know Egyptians and how they like to talk. If we give them the opportunity to share news or transmit a certain message, we might never be able to control the content.* In summary, awareness of the importance of open direct communication between managers and employees is the first step in ensuring corporate values are transmitted effectively. The majority believed that the face-to-face meeting was the most effective tool as a direct communication. This is why the second theme was developed.

Face-to-Face Communication

The majority of the interviewees mentioned that a very powerful way to ensure transferring corporate values effectively to employees is having a direct face-to-face communication approach. Basically all interviewees were familiar with the word internal communication and they believed in the power of using and applying it. The communication manager thinks it is the core of any organizational success because basically it is the tool to convey whatever direction wanted for the organization. The director mentions that without proper communication, the organization fails. All

managers and employees asked were familiar with the communication tools used internally. Pink and blue have what they call the communication pillar where they give managers the capabilities and tools to be able to do their jobs properly in terms of communication management. The director believes that nowadays face-to-face events are the most effective way for communication. She noted, *We use all what we call communication channel analysis, where we identify all the communication methods and tools that we are using and assess whether they are effective in delivering the need or not. Internal communication can go through emails, Boards across the site, monthly meetings, conferences, workshops, team building, videos and slides, newsletters and brochures. We have several communication channels however Events in the highlight of communication but we can not depend on it solely.*

The Director, the Communication manager, Employee 2 and 3 mentioned that Speaking to selected targets requires face-to-face communication because it is considered more effective. Employee 2 said that Nowadays people are “confronted to so many messages and they have limited time and attention to grasp and perceive the content”. The HR manager believes that personal link is key. Similarly employee 1 said it is very crucial nowadays since it is the core of any business “business is people meaning they have to connect together”. This is why events are key and by far more powerful than any other internal communication tool. The director agreed and noted, *Having an organization in touch where the employees sees the leader and deals with the leader brings unbelievable results. This can be only built by face-to-face connections.*

Integration of communication tools

The director, the HR manager, employee 1 and 3 mentioned that events are a powerful communication tool but it needs to be complimented with other communication tools to effectively deliver the corporate values. The director mentioned that first the sender must understand quite well the message he wants to transmit then ensures “integrating all communication tools in transmitting the same message”. The HR manager noted, *I have learned that different things work for different purposes and they compliment one another. If you tell me to pick one I wouldn't be able to because an event is an event and you need to understand the amount of information that the people would absorb from an event so we use events for communication but then we compliment it with emails and quarterly reviews and display on other media tools to ensure the message has been delivered effectively and efficiently.*

All managers and employees asked were aware of the corporate values, which are Honesty, Leadership, Respect, Ownership and Integrity. The director and the HR manager believed that the success of communicating those values depends on using variety of channels together meaning integrating all tools of communication not to allow any confusion or fragmentation of messages, which might ultimately fail to sell the vision and values of the company to employees. Employee 2 said,

The company uses variety of tools to communicate the corporate values. For example you can see the values, mission and vision branded on boards across the site. You can also see the values written on our Identification (ID) cards. Each employee has an ID with his name and title and at the back of the card you can see the 5 values. Moreover, we talk about the values in our meetings, conferences and day-to-day activities. This is why the 200 employees know by hard the 5 values of Pink and Blue.

When asked which tool was more effective to communicate with, most of the interviewees said they were complimentary. However, for the communication manager it was so obvious that the answer is internal events. He believed that internal events are the most effective tool to communicate goals, mission, strategies, news and most importantly values. He noted, *The question seems so weird to me because am so used to this by now that I don't realize that it's probably not available at other industries. Meeting with people on a monthly basis is a must. How should I know them personally and how should I expect that they would know me. If I would think for a second that sending emails is an option, I would be stupid. How would people know what are my principles, what are my buttons that they don't press. They should know this when they see me through actions.*

In summary, integrating communication tools was a way to ensure the corporate values are transmitted effectively according to the case of Pink and Blue.

Frequency

The fourth theme revolved around frequency of communicating corporate values through internal events held to make sure they are communicated effectively. The majority mentioned how important it is to communicate, share and Integrate corporate value through all kinds of events frequently. Employee 2 said every two weeks, Employee 3 said “depending on the need” and the rest agreed that it should be at least once per month.

Events range from formal ones like seminars, conferences, one on one meeting and group meeting to informal ones like birthday celebrations, outings and potlucks. The HR manager noted, *We do have a specific event done every year for all intakes called the induction. It is held for two days. The purpose of the event is to inform the new employees on the company’s mission, vision, values, departments and strategy. Half of the second day is made only to inform them about the corporate values. However, it is not feasible that we do an entire event just to communicate the values. However, those values can be integrated through all internal events I have mentioned earlier.*

The director mentioned how “Repetition and consistency in delivering the message play a very important role” in communication. The communication manager said it “helps employees to be more focused on” and aware of the “values of the firm”.

In summary, most of interviewees agreed that the frequency of communicating values to employees through all internal events should be once every month at least.

Involvement

All employees interviewed preferred to participate and be involved rather than told. The majority agreed that involvement of all level of employees is key in transmitting effectively corporate values. Employee 1 said she favored to “be engaged” in every part of the organization. This creates “a sense of ownership and belonging” which ultimately reflects on her overall performance. Employee 3 said he “favored workshops and team buildings” more than “seminars and formal meetings” because he “gets to enjoy and live the brand while learning”. The director stressed upon the idea of “practicing” values. The HR manager pointed out several internal events that the company organizes to help employees understand values. Those include “team buildings where employees participate in many activities that revolve around the 5 corporate values to help demonstrate those values effectively”. The communication manager adds that by engaging employees, comprehension and absorption of values would be higher. This results in “low staff turnover, loyal customers and ongoing profit”. When employees were asked which type of events satisfied them the best, all of them said the ones that require participation and they mentioned that attending those events make them “more connected to the organization”.

To summarize, involving employees creates a sense of ownership, which makes the perception of the corporate values effective. Participation also means that employees should be able to respond and give feedback regarding to the message sent to them. This developed the next theme, which is the Importance of Employee’s feedback.

Feedback

Each and every of the interviewees stated the magnitude of having feedback to ensure if corporate values are transmitted effectively through internal events. In addition, several techniques for measurement can be used to obtain feedback from employees about the internal branding. The communication manager stressed upon the clarity of the message the sender is sending and focused on how each employee has a different perception than the other. He noted,

Whenever you are giving an intended communication, you have to be sure it is clear because if you have 200 people in a single room and you are delivering a specific message or content, everyone will interpret it in his own way and they will eventually come out with a certain version of the communication message or content.

The HR manager followed by stating that to “overcome misinterpretation” of certain messages, announcements or content, “surveys for feedback from each employee after every event is a must”. The director talked earlier about the cascaded deployment and mentioned how to ensure the message sent is clearly understood and grasped. She noted,

We ensure we have message tracks with Questions and Answers distributed to managers. We always want to provide sufficient time for the people to ask questions to understand more because not everyone has the courage to ask in front of 200 other people what they might think it's a stupid question. This is why we would rather answer any question then leave space or room for doubts or any gap in communication. If you leave a gap in communication, something else fills it. Either imagination or the interpretation of others whom we refer to as influencers. So over communication is definitely better than under communication.

The HR manager declared “that every two months”, they gather all employees and “ask them for feedback and measure their level of understanding” regarding their tasks, the goals and the values of the company. He was very happy with the results of last year and noted,

Every year we distribute an engagement survey online and all employees have to fill it. This survey includes 35 questions like “are you trusting your manager”, “are you clear and aware with the principles and values of the company” and so on. I was very surprised to see the highest score with 98 percent went for the awareness of the company values.

Linking

This theme was developed when all managers of Pink and Blue and the Director saw that success of effective communication of values depends on how the leaders do and speak of the values. In other words, how they link the values to their everyday actions. The communication manager noted,

Communication is at its peak when leaders walk the talk. You can use all communication methods that you can think of but the people will only link it when they see you in action and see you speak about it. This will reach the employees. So again not only do the action but speak about it because for instance if I am doing something out of respect I have to say out loud and make the connection that I am doing this out of respect that is linked to the organization values.

The HR manager supported what the communication manager said and mentioned that Speaking of values while doing the action is key in effective communication. He also believed that “This is what makes the values memorable” and noted,

If you ask any employee to tell you the values, they will end up knowing them just because they have heard about it and lived it. And when they have reached this point, you can be assured that the organization is at its peak

The director mentioned another important aspect, which is linking “purpose of events to the corporate values”. She said that in training, they link the core objectives with the values. For instance she noted,

When the HR manager is giving recruitment training on interviewing, he refers to the values that the employee must acquire to be able to cope with the organization way of doing things. Those values would be integrity and respect to all interviewees. When he is giving leadership training, he links it to the values of leadership, respect and ownership.

In all ways, it is very recommended to associate the purpose behind any event with the values of the organization so they would be always at the back of any employee’s head. This will definitely ensure effectiveness of corporate value communication.

6. Final considerations

6.1. Conclusion

The research study aimed to explore how corporate value can be effectively communication through internal events. The researcher took a local company in Alexandria, Egypt that already uses internal events as their communication tool as a case to examine. The researcher interviewed the

Director, HR manager, communication manager and employees of Pink and Blue. The interviews were analyzed and the results were grouped to six main themes.

The study have found out that leaders must be aware of the importance of open communication and the role it plays in employee's developed trust which ultimately make them believe in whatever messages communicated to them including values of the company. It is also key to understand the value Face-to-face communication has with communication. Employees prefer interaction and they think it is more powerful than other communication tools. However, managers can not depend entirely on events as a source of communication tool. It must integrate other communication tools to ensure the message is understood clearly and effectively. Moreover, events are used internally to transmit goals, feedback and most importantly organization's mission and values. Events can take many forms ranging from seminars, conferences, meetings and trainings. However, the employees prefer to be engaged rather than told. This is why, events that involve employees brings better results and outcomes. Communication of values has to be done at least once every month and it should be integrated in all internal events. In addition, leaders must do the values and speak about them out loud.

The findings were split into 6 main themes, which are Awareness, Face-to-face communication, Integration of communication tools, Involvement, Frequency and Feedback. Those were the main aspects responsible for ensuring communication of corporate values are effective. This will affect employee's level of performance and eventually increased the overall success of the organization. The research was able to achieve its objectives by critically reviewing previous studies regarding Internal Events, Internal communication tools and Employees perception of corporate values. The study managed to explore the usage of internal events as a form of communication tool and how it affects employee's perception of corporate values through the interviews conducted with managers and employees of Pink and Blue. The interviewees provide a better understanding of the value added of integrating corporate values through internal events. Finally, the study was able to draw conclusion on the aspects responsible for ensuring effective communication of corporate values through internal events.

6.2. Research Limitation

This study faced several limitations. This research focused on internal events, neglecting other internal communication methods and tools; such as emails, word of mouth, brochures, Television screens and boards on site. Thus, this study's findings applied to internal communication related to events only. Daniel et al (2008) said that one of the main drawbacks regarding events is that it is hard to measure its outcome or impact. This is why the researcher used qualitative approach but there were no significant measures. Another drawback is that the research study investigated a specific company in Egypt. Different outcomes might be developed or extended if the study explored other companies and how they communicate effectively their values to employees through internal events. Therefore, the findings of this study might not be generalized. Due to time and geographic constraints, this research was a cross sectional study and not a longitudinal study. It examined these managers and employees of Pink and Blue at one point in time. Moreover, this research focused on Alexandria. Therefore, the outcomes were based on specific town not the entire country of Egypt, making the findings not generalized to the whole population in Egypt nor other foreign cultures (the findings gathered from this study give insights that might not be relevant for other cities or countries). The researcher aimed to rationalize and make sense of the interviewee's knowledge and experience. However, the researcher did not know whether the interviewees were telling the "whole truth". The interviewees might not deliberately lie but inadequately recall matters or they might fabricate to enhance their self-esteem or cover up discreditable actions (Daymon & Holloway 2011), so there might be a slight difference in what they say and what they do. Furthermore, the presence of the researcher might have affected the interviewees' responses (their explanations differed from what they felt or they were uncomfortable and nervous to state their

actual opinions). Thus, the analysis might lead to inaccurate representations of how the “interviewees” really behaved in the context. In addition, the data analysis might have faced subjectivity. The researcher attached personal meanings and significances to each identified theme and determined how they may be connected to the research problem. To summarize, those limitations led to developing recommendations for the future and open the opportunity and gave a sense of direction for more topics to be covered in the future study.

6.3. Future Research and Recommendation

The researcher suggests testing the effectiveness of communicating corporate value through other internal communication tools. Moreover, forthcoming research can apply a longitudinal study in order to measure the impact the event has as an internal communication tool and how effective it is in communicating the corporate values by distributing questionnaires to employees before and after a specific event dedicated entirely to communicating corporate value. In addition, the findings provided six aspects that help in effectively communicating the corporate value to employees through internal events. Those aspects are awareness, face-to-face communication, integration of communication tools, involvement, frequency and Feedback.

The researcher proposes to measure the effectiveness of each aspect in communicating corporate values to employees through internal events. Moreover, future studies can investigate which type of internal events satisfies best the employees to help have a more focused result in the internal events and internal communication area of study. Besides, managers are not always equipped to deal with face-to-face communication. Future research should evaluate managers’ level of expertise and confidence in conducting face-to-face communication, including their ability to listen and deliver constructive feedback. In addition, future research should examine if managers have had training in interpersonal communication, which would aid in delivering internal communications effectively (Mishra 2014). Nielsen (2013) have suggested that event organizers must get data about the Return On Investment of communicating corporate values to employees. Young and Post (1993) have further argued that one way to allocate a budget is to compare allocations to internal communication with those to external communications. Thus, companies should start comparing budget allocations between external and internal marketing communications and appropriately allocate a budget for each. In doing so, top management can implement its integrated internal marketing communication more effectively to foster internal branding within the company (Ferdous 2008).

6.4. Academic and practical contribution

This research was undertaken to provide more knowledge and insights concerning the effectiveness of communicating corporate values to employees through internal events, which were never tested in one single study. The interviewees of this study offered valuable information that was analyzed as findings and results to help practitioners as well as researchers. Hence, this study is of significant academic importance to students who want to research in this field; academic practitioners who want to further investigate about this topic that might be of a great significance to them (Sigry et al. 2012).

Academically, various studies have been undertaken in the past regarding internal communication, the benefits of communicating corporate values and the added value of using internal events. However, there were few studies applied in the Middle East, especially in the Egyptian context about how can corporate value be effectively integrated and communicated through internal events. With that being said, this research contributed in providing further academic and empirical conclusions regarding Egypt. It also added to the body of knowledge about the new trends in the communication mix and more generally within events regarding effective perception of corporate values. The study investigated and added rich insights and theoretical background for academic researchers to gain a sturdy grasp about the aspects accountable for ensuring the effectiveness of

communicating corporate values to employees through integrating them in all internal events. Moreover, this research added academic contribution by providing evidence that internal events do help in communicating better the corporate values through the case study of the local company named Pink and Blue, which already uses internal events for communication of values and proved to be very successful. **Practically**, this research provided practical contributions that are beneficial to companies that need an effective way to transmit their values to employees to increase productivity and ultimately the organization's success and profits. This study outcome contributed in recognizing that several key factors or aspects help in effectively communicating corporate values to employees through internal events. Those aspects include awareness of the importance of open direct communication, face-to-face meetings and how it is so powerful in communication, integration of communication tools to transfer the message clearly, involvement of employees because it has been proven most of employees prefer to be participated rather than told, frequency of internal events held inside the company and Feedback of employees to reduce any ambiguity or misunderstanding. This study contributes practically by providing profit and non-profit organizations a better understanding of how to integrate internal events to communicate effectively the organization's values.

References

- Ahmed, PK & Rafiq, M 2002, *Internal Marketing: Tools and Concepts for Customer-Focused Management*, Oxford, UK: Biddles Ltd. Available from: Business Source Complete, EBSCOhost. [10 March 2015].
- Ahmed, PK & Rafiq, M 2003, 'Internal marketing issues and challenges', *European Journal of Marketing*, vol. 37, no. 9, pp. 1177-1186. Available from: Business Source Complete, EBSCOhost. [13 March 2015].
- Anderson, G 2001, 'Creating powerful brand values', *Strategic Communication Management*, p. 5. Available from: Business Source Complete, EBSCOhost. [10 March 2015].
- Asif, S & Sargeant, A 2000, 'Modeling internal communications in the financial services sector', *European Journal of Marketing*, vol. 34, no.3/4, pp. 299-317. Available from: Business Source Complete, EBSCOhost. [9 March 2015].
- Berry, LL 1981, 'The employee as a customer', *Journal of Retail Banking*, vol.3, no. 1, pp. 33- 44. Available from: Business Source Complete, EBSCOhost. [9 February 2015].
- Bottazzo, V 2005, 'Intranet: A medium of internal communication and training, Information Services & Use', vol. 25,no. 2, pp. 77-85, Available from: Business Source Complete, EBSCOhost. [21 February 2015].
- Burmann, C & Zeplin, S 2005, 'Building brand commitment: a behavioral approach to internal brand management', *Brand Management*, vol. 12, no. 4, pp. 279-300. Available from: Business Source Complete, EBSCOhost. [9 March 2015].
- Carù, A & Cova, B 2003, 'Revisiting Consumption Experience: A More Humble but Complete View of the Concept'. *Marketing Theory*, vol. 3, pp. 267-286. Available from: Business Source Complete, EBSCOhost. [6 March 2015].
- Chattopadhyay, A & Laborie, JL 2005, 'Managing brand experience: The market contact audit'. *Journal of Advertising Research*, vol. 45, no. 1. Available from: Business Source Complete, EBSCOhost. [10 March 2015].
- Daft, R. L, Lengel, R. H, & Trevino, L. K 1987, 'Message equivocality, media selection, and manager performance: Implications for information systems'. *MIS Quarterly*, vol. 11, pp. 355-366. Available from: Business Source Complete, EBSCOhost. [7 July 2015].
- Dakle, S 2013, 'Event management: a study of problems and prospects', *Global Conference On Business & Finance Proceedings*, vol. 8, no. 2, pp. 202-207. Available from: Business Source Complete, EBSCOhost. [1 March 2015].

- Daniel, M, Daniel, S, Mihaela, C, & Alina, F 2008, 'Events and their importance in strategic marketing communication', *Annals Of The University Of Oradea, Economic Science Series*, vol. 17, no. 4, pp. 977-981. Available from: Business Source Complete, EBSCOhost. [2 March 2015].
- Davidson, R & Rogers, T 2006, *Marketing destinations and venues for conferences, conventions and business events*, Butterworth-Heinemann, Oxford. Available from: Business Source Complete, EBSCOhost. [9 March 2015].
- Daymon, C & Holloway, I 2011, *Qualitative Research Methods in Public Relations & Marketing Communications*, Second edition, NY: Taylor and Francis group.
- De Chernatony, L, Cottam, S, & Segal-Horn, S 2006, 'Communicating Services Brands' Values Internally and Externally', *The Service Industries Journal*, vol. 26, pp. 819-836. Available from: Business Source Complete, EBSCOhost. [6 March 2015].
- Dolphin, RR 2005, 'Internal communications: Today's strategic imperative'. *Journal of Marketing Communications*, vol. 11, pp. 171-190. Available from: Business Source Complete, EBSCOhost. [7 July 2015].
- Edwards, S 2013, 'Internal experiences: Staff events - building a brand from the inside, Event', p. 12. Available from: Business Source Complete, EBSCOhost. [7 July 2015].
- Erasmus-Kritzinger, L 2002, 'The Nature of Communication in Organizations'. In: Van Staden, E, Marx, S & Erasmus-Kritzinger, L 2002, *Corporate Communication: Getting the Message Across in Business*. Pretoria: Van Schaik. pp.12-22. Available from: Business Source Complete, EBSCOhost. [8 March 2015].
- Ferdous, AS 2008, 'Integrated Internal Marketing Communication (IIMC)', *Marketing Review*, vol. 8, no. 3, pp. 223-235. Available from: Business Source Complete, EBSCOhost. [21 February 2015].
- Fill C.: *Marketing Communications: Contexts, Strategies and Applications*; Pearson Education; 2003. Available from: Business Source Complete, EBSCOhost. [22 February 2015].
- Foreman, S 1997, "IC and the healthy organisation". In: Scholes, E (ed.), *Handbook of Internal Communication*, Aldershot: Gower, pp. 18-26. Available from: Business Source Complete, EBSCOhost. [2 March 2015].
- Getz, D 2008, 'Event tourism: definition, evolution, and research', *Tourism Management*, vol. 29, no. 3, pp. 403-428. Available from: Business Source Complete, EBSCOhost. [22 February 2015].
- Gilly, MC & Wolfinbarger, M 1998, 'Advertising's internal audience', *Journal of Marketing*, vol. 62, no. 1, pp. 69-88. Available from: Business Source Complete, EBSCOhost. [22 February 2015].
- Ginsburg, L & Miller, N 1992, 'Value-driven management', *Business Horizons*, vol. 35, no. 3, pp. 23-7. Available from: Business Source Complete, EBSCOhost. [2 March 2015].
- Grunig, JE & White, J 1992, 'The Effect of Worldviews on Public Relations Theory and Practice'. In: Grunig, J.E 1992, *Excellence in Public Relations and Communications Management*. New Jersey: Lawrence Erlbaum Associates. Available from: Business Source Complete, EBSCOhost. [2 March 2015].
- Gummesson, E 2000, "Internal marketing in the light of relationship marketing and network organizations". In: Varey, R & Lewis, B (eds.), 'Internal Marketing: Directions for Management', London: Routledge, pp. 27-42. Available from: Business Source Complete, EBSCOhost. [16 April 2015].
- Hastings, K & Perry, C 2000, 'Do services exporters build relationship? Some qualitative perspectives', *Qualitative Market Research: An International Journal*. Available from: Business Source Complete, EBSCOhost. [27 April 2015].
- Hede, A & Kellett, P 2011, 'Marketing communications for special events: Analysing managerial practice, consumer perceptions and preferences'. *European Journal of Marketing*, vol. 45, pp. 987-1004. Available from: Business Source Complete, EBSCOhost. [21 February 2015].

- Herington, C, Johnson, LW & Scott, D 2006, 'Internal relationships Linking practitioner literature and relationship marketing theory', *European Business Review*, vol. 18, no. 5, pp. 364-381. Available from: Business Source Complete, EBSCOhost. [18 March 2015].
- Jago, LK 1998, 'Special events: a conceptual and differential framework', *Festival Management and Event Tourism*, vol. 5, no. 1/2, pp. 21-32. Available from: Business Source Complete, EBSCOhost. [5 May 2015].
- Joseph, WB 1996, INTERNAL MARKETING BUILDS SERVICE QUALITY, *Journal Of Health Care Marketing*, vol. 16, no. 1, pp. 54-59. Available from: Business Source Complete, EBSCOhost. [2 June 2015].
- Kale, S.H 2006, 'Internal Marketing: An Antidote for Macau's Labor Shortage', *UNLV Gaming Research & Review Journal*, vol. 11, no. 1, pp. 1-11. Available from: Business Source Complete, EBSCOhost. [2 June 2015].
- Kalla, HK 2005, 'Integrated internal communications: A multidisciplinary perspective'. *Corporate Communications*, vol. 10, pp. 302-314. Available from: Business Source Complete, EBSCOhost. [3 July 2015].
- Kotler, P 2002, *Marketing Management*, Eleventh edition, Prentice Hall.
- Latham, J 2006, 'Study proves live events have major impact', *Events Review*. Available from: <www.Eventsreview.com/news/research>. [5 June 2015].
- Locke, K 2001, *Grounded Theory in Management Research*, Thousand Oaks, CA: Sage. Available from: Business Source Complete, EBSCOhost. [26 April 2015].
- Maitland, R 2002, 'People Management: Words Are Not Enough'. *Business Source Premier*, vol. 8, no. 1. Available from: Business Source Complete, EBSCOhost. [5 May 2015].
- Mishra, K, Boynton, L, & Mishra, A 2014, 'Driving Employee Engagement: The Expanded Role of Internal Communications', *Journal Of Business Communication*, vol. 51, no. 2, pp. 183-202, Available from: Business Source Complete, EBSCOhost. [2 March 2015].
- Myers, M 2000, 'Qualitative research and the generalizability question: Standing firm with Proteus', *The Qualitative Report*. Available from: <www.nova.edu/ssss/QR/QR4-1/myers>. [26 April 2015].
- Nielsen, E 2013, 'Internal events can change a culture', *Conference & Incentive Travel*, p. 13. Available from: Business Source Complete, EBSCOhost. [6 May 2015].
- Roberts, KJ 2002, 'Honest Communications'. *Executive Excellence*, vol. 19, no. 5, p. 20. Available from: Business Source Complete, EBSCOhost. [2 March 2015].
- Saunders, M, Lewis, P & Thornhill, A 2012, *Research methods for business students*. London: Pearson.
- Saunders, M, Lewis, P, & Thornhill, A 2009, *Research methods for business students*, Fifth edition, Prentice Hall, New York.
- Sekaran, U 2003, *Research Methods for Business: A skill building approach*. Fourth edition. USA: John Wiley and Sons, Inc.
- Shimp, TA 1993, *Promotion Management and Marketing Communications*, The Dryden Press, Fort Worth, TX. Available from: Business Source Complete, EBSCOhost. [26 April 2015].
- Sirgy, M, Gurel-Atay, E, Webb, D 2012, Linking Advertising, Materialism, and Life Satisfaction. *Social Indicators Research*, Vol. 107, pp. 79-101. Available from: Business Source Complete, EBSCOhost. [7 April 2015].
- Sneath, JZ Finney, RZ & Close, AG 2005, 'An IMC approach to event marketing: The effects of sponsorship and experience on consumer attitudes', *Journal of Advertising Research*. vol. 45, no. 4. Available from: Business Source Complete, EBSCOhost. [2 May 2015].
- Stemler, S 2001, 'An overview of content analysis', *Practical Assessment, Research & Evaluation*. Available from: <http://PAREonline.net/getvn.asp?v=7&n=17>. [6 July 2015].
- Steyn, E, Steyn, T, & van Rooyen, M 2011, 'Internal Communication at DaimlerChrysler South Africa: A Qualitative Perspective on Two-Way Symmetrical Communication and Internal

- Marketing', *Journal Of Marketing Development & Competitiveness*, vol. 5, no. 4, pp. 131-144. Available from: Business Source Complete, EBSCOhost. [2 March 2015].
- Tansuhaj, P, Randall D & McCullough, J 1998, 'A services marketing management model: integrated internal and external marketing functions', *The Journal of Services Marketing*, vol. 2, no. 1, pp. 31-38. Available from: Business Source Complete, EBSCOhost. [5 June 2015].
- Thomson, K & Hecker, L 2000, 'Value-adding communication: innovation in employee communication and internal marketing', *Journal of Communication Management*, vol. 5, no. 1, pp. 48-58. Available from: Business Source Complete, EBSCOhost. [18 March 2015].
- Thomson, K 1991, 'Internally yours...', *Marketing Business*, no. 3, pp. 24-7. Available from: Business Source Complete, EBSCOhost. [6 June 2015].
- Vallaster, C 2004, 'Internal brand building in multicultural organisations: a roadmap towards action research', *Qualitative Market Research*, vol. 7, no. 2, pp. 100- 113. Available from: Business Source Complete, EBSCOhost. [9 June 2015].
- Van Heerden, N 1994, Corporate Publics. In: Lubbe, BA & Puth, G 1994, *Public Relations in South Africa: A Management Reader*. Pietermaritzburg: Heinemann.
- Van Riel, CBM 1995, *Principles of Corporate Communication*, Hemel Hempstead: Prentice Hall.
- Varey, RJ, Lewis, BR (eds) 2000, '*Internal marketing: directions of management*', Routledge, London ; New York. Available from: Business Source Complete, EBSCOhost. [29 April 2015].
- Willig, C 2001, *Introducing Qualitative Research in Psychology*, Open University Press, Buckingham.
- Young, M & Post, JE 1993, 'Managing to communicate, communicating to manage: how leading companies communicate with employees', *Organizational Dynamics*, vol. 22, no. 1, pp. 31-43. Available from: Business Source Complete, EBSCOhost. [2 March 2015].

Appendix 1 **The Interview Guide**

Key Area	Questions	Authors	Purpose
Introduction	<p>How long have you been working in your organization?</p> <p>Can you tell us a brief about your company and your work background?</p>		<p>Employee background of the organization</p>
Organization's Internal Communication	<p>Are you familiar with the term Internal Communication? Explain.</p> <p>How does your organization communicate to their employees? Explain.</p> <p>Why do you think internal communication is used within your company? Explain</p>	<p>Ahmed & Rafiq Ferdous Young & Post, Foreman, Asif & Sergeant</p>	<p>Awareness of internal communication and tools used</p> <p>Comm. Usage</p>

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Organization's Corporate Values</p>	<p>What are the company's values?</p> <p>How do you think corporate values could be communicated effectively internally? Explain.</p>	<p>De Chernatony et al.</p> <p>Van Riel</p>	<p>Familiarity of Corporate Values</p> <p>Tools for effective comm.</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Events in the Organization</p>	<p>Does your organization hold events or social activities for their employees? Explain.</p> <p>How frequently are internal events held in your organization? Explain.</p> <p>What are the benefits of having internal events in an organization? Explain.</p> <p>Do the internal events reflect the organizations values and identity? Explain.</p> <p>Who organizes the internal events? Why?</p> <p>What type of internal events satisfies the employees the most in the organization? Explain</p>	<p>Getz Edwards</p> <p>Davidson & Rogers</p> <p>Bottazzo</p> <p>Sneath et al. 2005</p> <p>Erasmus-kritzinger, Ahmed & Rafiq</p>	<p>Event Recognition</p> <p>Event Frequency</p> <p>Event Benefits</p> <p>Event Identity</p> <p>Event Organizer</p> <p>Event Popularity</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Events as a Source of Internal Communication</p>	<p>What is your understanding of events and communication? Explain.</p> <p>Do you believe events are more powerful than other communication tools? Why?</p> <p>Through events, what organizational messages can be transferred and communicated? Explain.</p>	<p>Daniel et al, Steyn et al.</p> <p>Young & Post, Hede & Kellett Kalla</p>	<p>Familiarity of topic</p> <p>Event Importance</p> <p>Event Comm.</p>

Communicating Value through Events	How can an organization's corporate values be effectively communicated through an event? Explain What is the added value of communicating corporate value through events?	Nielsen Anderson	Event and corporate value Importance
Conclusion	If the companies would rely on events as their main communication tool to share their values, what is the most effective way to do so?	Latham, Chattopadhyay & Laborie	Efficiency of Event Usage
