Cultural Heritage & Brand Communication

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Case Study Sofiero Castle & Castle Park

Master Thesis

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Abstract

This study examines the effect of different organizational aspects on the internal brand communication of an organization in the context of cultural heritages. As cultural tourism is growing and becoming more competitive, this particular tourism branch has to be introduced to internal brand communication to provide a good base for branding. The topic has been studied in a case study. As a case Sofiero Castle & Castle Park has been selected as its public ownership represents a special case in the industry. Most cultural heritages are to a majority in private ownership. Previous studies have only analyzed an organization's internal brand communication in relation to a certain organizational aspect. In this study, the internal brand communication is analyzed on the basis of four different organizational aspects. These organizational aspects are external brand communication, leadership, brand stakeholders and organizational structure. In order to research the field of interest, seven semi-structured interviews and five days of go-alongs have been conducted. The research findings were analyzed with the help of thematic analysis. The study's results show that each organizational aspect has an influence on how the internal brand communication is done and to whom it has to be addressed. Therefore, the study suggests taking into account a holistic picture of the organizational aspects when analyzing the influence on the internal brand communication. Focusing only at a particular organizational aspect will not outline what needs to be considered when performing internal brand communication as interconnections between the organizational aspects have been identify. These relations have an effect on how internal brand communication is framed and thus an adjustment might be inevitable. An extension of the study is required to examine what has to be acknowledged when putting the holistic picture of the organizational aspects and internal brand communication into action.

Key Words: Cultural heritage, branding, brand management, internal brand communication, external brand communication, leadership, brand stakeholders, organizational structure, ownership

<u>Acknowledgements</u>

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I. List of Abbreviations

UNTWO   World Tourism Organization

UNESCO   United Nations Educational, Scientific and Cultural Organization

CEO   Chief Executive Officer

HASAB   Helsingborg Arena & Scen

DMO   Destination Management Organization

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1. Introduction

"*With its fascinating history and wonderful location by the strait of Öresund, Sofiero Palace and Gardens is a must for a visit. Royal gardening heritage mixes happily with innovative garden design and eco-friendly solutions. Sofiero has something for everyone.*" (Sofiero Castle & Castle Park, n.d.-b)

These are the introducing words on Sofiero's website for the English-speaking visitors. What can a visitor expect when visiting Sofiero? What does the brand of Sofiero promise to deliver to its audience? Who does Sofiero address with his brand message? From this small extract of its website, which is used to communicate the brand to the final audience, it is obvious that the visitor will be able to experience a diversity of things connected to the Swedish royal history and gardening, not neglecting new trends or innovations related to sustainability. This is backed-up by Sofiero's brand slogan "Nya Upptäckter Varje Gång" ('New Discoveries Every Time', own translation) which states that Sofiero offers a changing environment for the visitor to discover every time s/he visits, whether it will be in the gardens or in the castle itself (Sofiero Castle & Castle Park, n.d.-b).

But what happens backstage? How does such a brand message come to existence? What is communicated internally? And which prerequisites need to be fulfilled before a brand identity is introduced to the public? These are questions that will be focused on in this study.

1.1 Background

The topic of branding has received more and more attention in the recent years. In practice as well as in theory, the topic is well-known and discussed. The research that has been done connected to branding seems endless and with continuously changing market environments, the area of branding continues to deliver research topics that have not received sufficient thought. (Keller, 2002; Santos-Vijande, del Río-Lanza, Suárez-Álvarez, & Díaz-Martín, 2013) The American Marketing Association defines a brand as "a name, term, sign, symbol, or combination of them that is designed to identify the goods or services of one seller or a group of sellers and to differentiate them from those of competitors" (as cited by Keller, 2002, p. 2). Thus, with the increasing competition on different markets, branding plays an important factor for every organization to attain the necessary competitive advantage to be more successful than the competitors (Chong, 2007).

With more and more people that travel the world and a tourism industry that is booming, branding is of particular relevance in the area of tourism (UNWTO, 2018). Many different tourism industry sectors make use of branding to differentiate themselves from competitors that

offer similar services. Especially destination branding and place branding are well researched concepts in the context of tourism. (Cai, Gartner, & Munar, 2015) Still, the concept of branding has not yet reached the sector of cultural heritages to the extent that it is actively used for differentiation (Edwards, 2013; Monaco, 2018; Reisinger, 2013). Cultural heritage is a broad "notion which encompasses historical and cultural sites, natural sites, landscapes, cultural property, as well as 'intangible heritage' " (Monaco, 2018, p. 94). A possible explanation for the lack of branding within cultural heritages is that the commodification of culture has been criticized by experts as well as locals. They see the risk of damaging the heritages with an influx in visitors and the possible promotion of a fake authenticity. (Pavlic, 2013; Raj, Griffin, & Morpeth, 2013; Reisinger, 2013; Thomsen & Vester, 2016)

This way of thinking does not hold in the present. Since the beginning of the 21st century, cultural heritages have undergone a change. An increased number of heritages have been formed into cultural tourism sites which are actively promoted to be visited (Y.-D. Liu & Lin, 2011; Raj et al., 2013; Reisinger, 2013; Smith & Richards, 2013) and thus, cultural heritages form an important part of modern cultural tourism (Griffin, Raj, & Morpeth, 2013). Therefore, the people interested in experiencing culture and cultural heritages are presented with more options as these sites are marketed under the umbrella of cultural tourism. The more possibilities exist for a person to experience culture, the higher the expectations and demands are about what the experience should be like (Parasuraman, Berry, & Zeithaml, 1991). The increase of the offer of cultural attractions has gained the attention of the actors that operate them. Consequently, cultural attractions start to brand themselves to gain market share and to differentiate themselves from other cultural attractions in order to inspire tourists to visit. (Hakala, Lätti, & Sandberg, 2011)

1.2 Purpose & Research Questions

As researchers like Burmann and Zeplin (2005), Kernstock and Brexendorf (2009) and Sharma and Kamalanabhan (2012) state, at the heart of all branding activities is the internal branding. "Internal branding refers to brand-building efforts that focus on promoting a brand inside an organization to motive [sic] the employees to transform the brand promise into reality" (G. Liu, Ko, & Chapleo, 2017, p. 1). When successfully executing internal branding, the organization's core is better prepared to spread the brand identity via the brand message. Internal branding, also called internal brand communication, is a valuable asset for organizations and plays a vital role in the organization's success. (Chong, 2007; Keller, 2002) Since many cultural attractions are unfamiliar with branding (Hakala et al., 2011), it is valuable to outline how internal brand communication, the branding core, is set up most effectively to be able to retrieve the benefits

of branding. Thus, this study focuses on the notion of internal brand communication.

In previous studies, different organizational aspects have been identified in connection to internal brand communication. The most frequently studied ones are external brand communication (Burmann & Zeplin, 2005; Fill & Turnbull, 2016; Piehler, Schade, & Burmann, 2018), the role of leadership (Vallaster & De Chernatony, 2006; Wallace, de Chernatony, & Buil, 2013), brand stakeholders (Cox, Gyrd-Jones, & Gardiner, 2014; González & Lester, 2018; Sartori, Mottironi, & Corigliano, 2012) and organizational structure (Burmann & Zeplin, 2005; Chapleo, 2015; Dahlén, Lange, & Smith, 2010). Other organizational aspects that have been studied are for example brand equity (Dahlén et al., 2010; Keller, 2002) and human resource management (Aurand, Gorchels, & Bishop, 2005), yet these aspects are not as relevant for the current study as the first mentioned ones. Within these studies, the influence of each aspect on internal brand communication has been examined. However, the existing studies only focus on one organizational aspect and the relationship towards internal brand communication at a time (see figure 1).
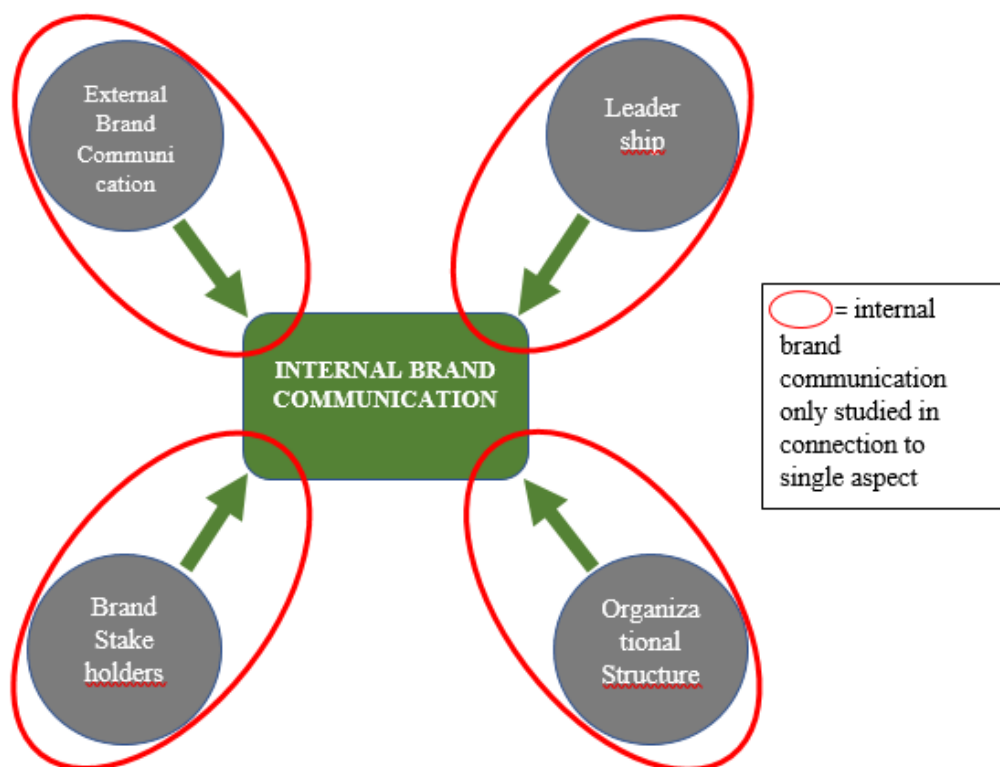
Figure 1: Organizational Aspects connected to Internal Brand Communication - Current Research

(Source: own illustration)

The present study suggests a more holistic approach to internal brand communication because as Santos-Vijande et al. (2013) assert it is important to know more about how different competences and views within an organization might be dependent on each other. Thus, the study examines the influences of each organizational aspect on internal brand communication for the case of Sofiero Castle & Castle Parks and considers possible interconnections between these aspects.

In order to research the notion of internal brand communication, a case study of Sofiero Castle and Parks is performed. Sofiero is chosen as a suitable case to study as its location in the north of Helsingborg on the west coast of Sweden and in proximity to Malmö and Copenhagen offers many tourist attractions to compete with. These attractions are partly cultural but also non-cultural, for example Tivoli, an amusement park. A special feature of Sofiero is that it is publicly owned compared to the majority of cultural heritage attractions in the European Union which are run by entrepreneurs (eurostat, 2015; UNESCO, 2013). Hence, other guidelines might exist for its branding process and different organizational aspects might have a contrasting influence on the internal brand communication.

The following main research question is posed:

RQ: How do different selected organizational aspects influence the internal brand communication of a cultural heritage?

The research question is complemented by two supporting research questions (S-RQ):

S-RQ1: How is internal brand communication carried out at a publicly owned cultural heritage?

S-RQ2: How does a multitude of actors involved in the daily organizational activities affect the internal brand communication?

In order to examine the research questions, chapter 2, the literature review, provides background knowledge about internal brand communication and the different organizational aspects which have been studied individually in connection to internal brand communication. Chapter 3 outlines which methodology has been used to conduct the research. The fourth chapter presents Sofiero Castle and Parks as a case in more detail. This is followed by the actual analysis chapter and the presentation of the study's results. The paper ends with a discussion and a conclusion chapter to give a final evaluation about the research questions. Possible future research is pointed out in chapter 8.

2. Literature Review

In this chapter, it is outlined what has been researched so far in the field of study about internal brand communication. First, a short sketch of cultural heritage and cultural tourism is presented. This is followed by an introduction into branding and brand management. As a main aspect of this study, brand communication is displayed with a particular focus on internal brand communication. The last section of this chapter introduces the various organizational aspects that have been studied in connection to internal brand communication.

2.1 Cultural Heritage & Cultural Tourism

When talking about culture and what it is, researchers have not been able to decide upon a common definition (Monaco, 2018; Raj et al., 2013). However, a definition that is quite often used is the one by the UNESCO (2001): "Culture is the set of distinctive spiritual, material, intellectual and emotional features of society or a social group and that it encompasses, in addition to art and literature, lifestyles, ways of living together, value systems, traditions and beliefs" (p. 3). Culture consists of material and immaterial elements which contribute to a connection of the national identity to personal aspects of identification (Eusébio, Carneiro, & Kastenholz, 2013; Griffin et al., 2013). Like Harding (2018), many researchers emphasize that it is important to preserve the cultures, that have been created and built up over the years all over the world, for future generations.

Culture that is preserved for future generations is often referred to as cultural heritage. Cultural heritage is defined "as a group of resources inherited from the past which people identify, independently of ownership, as a reflection and expression of their constantly evolving values, beliefs, knowledge and traditions" (Smith & Richards, 2013, p. 2). In order for the cultural heritage to be maintained for future generations, cultural heritage management is required to avoid its loss. Due to an abundance of economic, cultural, environmental and social agreements worldwide, cultural heritage management might not be on the top priority list of many countries (Jansen II, 2010) which makes the preservation of cultural heritages more challenging. Cultural heritage has different roles in the society. Some regard it as an identity that unifies a nation. Some just look at it as a driving force for generating revenue. Others highlight the acknowledgement of culture and its variety worldwide. (Willems, 2010)

The last two aspects receive more and more attention in the form of cultural tourism. Cultural travel per se has been enacted by people for many years to wander on the same paths as their ancestors (Richards & Munsters, 2010). However, only in recent years has the tourism industry started to commercialize such travel and has made it a separate form of tourism to market and promote. Oftentimes this includes that a place's history is converted into something

special with a heritage character that can be sold to the audience (Smith & Richards, 2013). The current trend predicts that cultural tourism is the fastest growing and largest segment of tourism with a continuous upward tendency in the future (Raj et al., 2013). This leads to the consequence that the providers of cultural attractions are faced with an increased competition within in the sector but also across sectors (Y.-D. Liu & Lin, 2011; Raj et al., 2013).

When it comes to defining the target group for cultural tourism, Edwards (2013) describes cultural tourists as "people, who in their leisure time, are to varying degrees seeking enjoyment, culturally motivated, wishing to gather new information and experiences, wanting to satisfy their human need for diversity, seeking to raise their cultural level and satisfy their cultural needs" (p. 13). Non-cultural tourists can also be attracted by cultural heritages. A clear distinction between those two groups is hard to make (Richards & Munsters, 2010). The increased offer of leisure activities enables people to spend their spare time with other activities than visiting cultural heritages. People are developing higher expectations to the experiences they want to have (Föhl & Pröbstle, 2013). Thus, cultural heritage attractions are challenged to engage all five senses to complete the experience and to make it something memorable (Monaco, 2018). Furthermore, visitors especially of cultural heritages are demanding an authentic encounter. Buildings should be as original as possible, and the local character of the site should be maintained in order for the visitor to enjoy an authentic experience. Hence, authenticity provides a competitive advantage for a cultural heritage attraction (Bergström, 2001; Edwards, 2013; Reisinger, 2013).

2.2 Branding & Brand Management

What is a brand? Multiple definitions exist on what exactly a brand is. For the purpose of this study, a brand is defined as "a business strategy to encourage us to consume one product over its competitors and it is a sign loaded with meaning that we chose to consume because we feel we relate to it" (Williams, 2000, as cited in Dahlén et al., 2010, p. 194). Traditionally, brands mainly consist of two parts: identity and images. The identity is created by the managerial side and transmits what the management would like the brand to stand for and which values it represents. The images consist of which identities the final consumer, internally or externally, can define for him/herself in connection to the brand (Fill & Turnbull, 2016). These can vary from person to person which creates a challenge for every organization as everyone has its own perceptions. Moreover, the images consist of which values the consumer actually perceives. (Dahlén et al., 2010) Combining identity and images forms the branding process in which both parties, management and consumer, are actively involved (González & Lester, 2018). Figure 2 shows an illustration by Burmann, Hegner, and Riley (2009) on how brand identity and brand

image is distinguished. The brand identity formed by the internal stakeholders transmits the brand promise and brand behavior while the external stakeholders create the brand image and build up brand expectations and brand experiences.

Brand identity		Brand image
Brand Promise		**Brand Expectations**
Temporally and spaciously stable features of a brand, which sustainably coin the character of a brand from the self-referential point of view of internal stakeholders	A bundle of benefits, i.e. an object with other dimensions added in order to differentiate it sustainably in some way from another object designed to satisfy the same need	Compressed set of associations and attitudes inside the head of relevant external stakeholder about an object
Brand Behaviour		**Brand Experience**
Internal stakeholder		External stakeholder

Figure 2: Illustration of Brand Identity vs. Brand Image

(Source: Burmann et al. (2009, p. 114))

It is important for a brand to portray "a credible identity in order to be trusted" (Burmann & Zeplin, 2005, p. 280) and as already mentioned the identity has to come first in order for the images to be created. Furthermore, a brand identity forms the personality of every organization as it is the way through which different stakeholders, internal and external, are informed about the organization's core values, philosophy and strategy (Burmann & Zeplin, 2005; Hawabhay, Abratt, & Peters, 2009; Kernstock & Brexendorf, 2009). The brand identity is closely connected to the brand promise which clearly defines the values the consumer can expect from the service or product. Hence, the consumer uses brand identity and brand promise to decide for him/herself whether the brand is valuable. As the brand promise is decisive for the consumer's purchase decision, it is vital that at this point the organization's actions are resembling the promise. There should not be any differences. One should not underestimate the power a brand has on the consumer and hence on the whole organization's success. (Fill & Turnbull, 2016; Harkness, 1999)

Knowing what power and influence a brand has over an organization, brand management is indispensable. This is guided by an organization's mission and vision (Dahlén et al., 2010). Especially since the emergence of the Web 2.0 has led to the fact that the managers have less impact on which images the consumers create in connection to the brand and which

actions people take, an effective brand management is required. This circumstance has as a consequence that managers have to increase their focus on their part of the branding process, the identity creation, to enhance the 'correct' image formation by the consumers. (Fill & Turnbull, 2016; Vasudevan, 2008) This is where brand communication needs to be enacted in its perfection.

2.3 Brand Communication

Duncan and Moriarty (1998) make a statement by saying "Everything sends a brand message" (p. 6) which is essential to consider for every manager when planning their brand communication. Brand communication is the way how the management transfers their idea of understanding the brand (Vallaster & De Chernatony, 2006). According to Fill and Turnbull (2016) the main task of brand communication is to "build associations through which consumers [and employees] identify, recognize, understand, assign affection, become attached, and develop relationships with a brand" (p. 295). Usually this is not a one-sided way of doing so, rather this is accomplished by immersing the receiving-party in the process. An interaction is required. (Duncan & Moriarty, 1998; Harkness, 1999) Hereby, it is important to highlight that the management has two levels on which it has to perform brand communication: internal and external. Both levels are equally important, and it is to make sure that all stakeholders receive the same information about the brand in order for a relationship to be built between both actors involved. (Fill & Turnbull, 2016; Hawabhay et al., 2009)

Both internal and external brand communication form big research areas as the receiving-party demands are completely different. As an intensive outline of both areas goes beyond the scope of this study, the present study focuses only on the internal brand communication. The following part, first of all outlines internal brand communication in more detail. This is followed by the account of different organizational aspects that have been identified in other studies to impact internal brand communication.

Internal Brand Communication

If a brand wants to be successful on the market, it first needs to be prosperous on the internal organization's level. This should always be the first step and thus forms a prerequisite for the second step, the external brand communication. (Santos-Vijande et al., 2013) Internal brand communication is important as organizations' employees act as brand ambassadors and part-time marketers and therefore their perception of the brand is crucial because it impacts the external brand communication (Burmann & Zeplin, 2005; Dahlén et al., 2010; Fill & Turnbull, 2016). Internal brand communication is also referred to as internal communication, employee

branding or internal marketing (Fill & Turnbull, 2016; Harkness, 1999; Miles & Mangold, 2004) and already starts from the minute a person is hired, because it takes more effort to change a brand image that has been constructed over some time. In comparison, it is easier to directly implement and persuade a new employee of the desired brand image from the start. (Burmann & Zeplin, 2005)

Internal brand communication is a continuous process and needs to be re-evaluated on a frequent base. Same as the external branding process, changes in external and internal circumstances require adjustments being made to the internal communication. (Fill & Turnbull, 2016; Harkness, 1999; Vallaster & De Chernatony, 2006) Employees need to be informed about brand issues and processes to develop an increased understanding of the brand identity (Cox et al., 2014; Piehler et al., 2018).

In order for the internal brand communication to work, every employee has to feel his/her-self personal relevance for the organization, therefore the management has to make each individual employee and the position s/he is covering feel valuable and as an important part of the organization (Lee & Bruvold, 2003). Moreover, it is central that the management clarifies exactly what the brand should stand for and which values it wants to represent, so that the employees in their role as ambassadors can communicate the same brand identity. They are the ones who are "directly or indirectly responsible for the fulfilment of the brand promise" (Piehler et al., 2018, p. 1). The brand value statement, also referred to as brand mantra, should not be too long. Burmann and Zeplin (2005) advice it to be to the point and easy to remember for all employees. Ideally, employees can identify themselves with the brand and its brand identity. By living the brand and being committed to it, it is easier and more authentic to transmit the brand identity and hence, they have a bigger influence on the final consumer. An organization's 'happy employee image' can increase its reputation and subsequently its success. (Chong, 2007; Dahlén et al., 2010; Fill & Turnbull, 2016; Harkness, 1999; King, 2010; No Author, 2015; Sharma & Kamalanabhan, 2012)

Brand commitment is essential for the whole process and requires support by the management. Brand commitment is taking the extra step - providing the employee with a connection to the organization which goes beyond the expected one. This special connection enhances their brand-strengthening behavior. (Piehler et al., 2018) Furthermore, it has an impact on the employee's eagerness to support the brand in its entirety, his/her loyalty, and the willingness to stay with the organization (King, 2010; No Author, 2015).

Employees can be regarded as external customers of the brand as well and who are an internal target group on which the external branding can be tested, but which also demands their

own branding. Same as the organization expects consumer feedback, internal brand communication calls for a two-way feedback where each part can state their opinion. The internal brand communication should be viewed as a dialogue between equal parts. (Chong, 2007; No Author, 2015; Piehler et al., 2018; Sharma & Kamalanabhan, 2012)

The goal of internal brand communication can be summarized as "aligning the internal culture of the organization with the corporate brand values" (Sartori et al., 2012, p. 330) where brand knowledge can be regarded as the determining factor. "Brand knowledge dissemination is concerned with providing context with which external brand identity is made relevant to each employee" (King, 2010, p. 519). Only if employees have the right brand knowledge, they are able to deliver the organization's brand promise (King, 2010).

2.4 Organizational Aspects Influencing Internal Brand Communication

As already mentioned, several studies have identified various organizational aspects that have an influence on the internal brand communication and depending on that impact, internal brand management can either be effective and beneficial or negative and a failure. These organizational aspects are the organization's external brand communication, the manager's leadership, the different brand stakeholders, and the organizational structure. In the following part, these mentioned aspects are outlined.

2.4.1 External Brand Communication

As previously stated, the external brand communication should receive the same amount of attention as the internal one (Fill & Turnbull, 2016; Hawabhay et al., 2009). In contrast to the internal one, external brand communication is addressed towards the final customer, business or private, of a product or service the organization promotes and sells with the brand (Dahlén et al., 2010). It is essential that organizations are as consistent as possible in their external brand communication (Piehler et al., 2018). Inconsistencies on the one hand decrease the organization's trustworthiness (Burmann & Zeplin, 2005) and on the other hand cause the consumer to have problems in experiencing the brand (Cox et al., 2014). By experiencing the brand, consumers form the images and create the brand identity they use afterwards and refer to. Brand experiences have the characteristics of being sensory, affective, intellectual, or behavioral (Fill & Turnbull, 2016). Thus, the management's brand message can be transmitted to the consumer via different channels. This increases the possibilities for brand communication. However, it also increases the risk that the brand image is misunderstood and the wrong brand image is formed by the receiver (Fill & Turnbull, 2016; Piehler et al., 2018). In addition to providing a consistent brand identity, an organization is requested to have information about its target group/s. Every target group has contrasting desires which have an

impact on what and how it should be communicated. External brand communication has to fit the target groups' interests. (Zenker, Knubben, & Beckmann, 2010)

The aim of the external brand communication of every organization is to convince the consumer of the brand message and the brand values. Only if the consumer validates those two aspects the organization has achieved to perform good brand communication. (Dahlén et al., 2010; Fill & Turnbull, 2016; Piehler et al., 2018) Additionally, the external brand communication focuses on differentiating the organization's brand from possible competitors by displaying unique features. Nowadays, brand management needs to not only focus on direct industry competitors but also on indirect competitors which might initially not be regarded as competition. (Simoes & Dibb, 2001)

In the same way as the employee acts as a brand ambassador, the consumer is a brand ambassador as well. Hence, if the consumer is satisfied with the organization's offer and its brand and if the external communication via various channels (e.g. employees, print) is fitting the overall picture, s/he will recommend the brand to others, 'word-of-mouth-marketing', and thus increase the spread of the organization's brand image. (Dahlén et al., 2010; Fill & Turnbull, 2016; Kernstock & Brexendorf, 2009; Miles & Mangold, 2004) The feedback the organization's employees receive via informal communications has an impact on their personal attitude to the brand. Depending on the kind of feedback the employee receives either approval of his/her work or s/he starts to question the effectiveness of their internal efforts for the external brand communication. (Miles & Mangold, 2004)

However, even if external marketing follows all guidelines Burmann and Zeplin (2005) suggest, it can only be efficient and successful if it is "complemented by an institutionalized internal brand management" (p. 281) of which internal brand communication is an essential part. Thus, there is a mutual dependence between these two existing. As employees are the ones delivering the brand promise to the consumer, it is an important requirement for these two kinds of communication to work well together and complete each other so that the employees know which brand promise they have to deliver (Sharma & Kamalanabhan, 2012). It could be an option to test the external brand communication on the employees first, before it is used on the external market. In general, it is advisable that employees apprehend and actually look at the marketing done on the external market. Only then they give their best to pass on the aspired brand identity. (Kernstock & Brexendorf, 2009; Piehler et al., 2018) Moreover, the exposure to the external branding should grant the employees the possibility to adjust their behaviors accordingly if they realize that external and internal brand identity are not equal (Vallaster & De Chernatony, 2006).

It is very important that external and internal brand communication are considered as complementing each other. Piehler et al. (2018) and Kernstock and Brexendorf (2009) assert that it is one of the worst marketing for a company if the employees are not supporting the brand and are even separating themselves from it.

2.4.2 Leadership

Another organizational aspect that is oftentimes named in connection to internal brand communication is leadership. Internal brand communication calls for guidance to be effective. Usually this is the role of the leader. Independent from how many leaders there are in an organization, all of them are required to 'walk the talk' across all levels which refers to spreading the brand identity via their actions. It is not helpful if only the CEO does it, when all 'sub-leaders' do not do the same or vice versa. All management levels are requested to support the actions and demonstrate a consistent unit as much as possible. Each leader has to present and live the organization's vision and values. (Chapleo, 2015; King, 2010; Wallace et al., 2013) Managers, who generally take on the leader's role, are the ones who decide which direction the branding takes on and convey that to their employees. A certain authority is ascribed to managers, but they are expected to balance that authority with a certain freedom and flexibility granted to the employees. (Chapleo, 2015; Wallace et al., 2013)

In connection to this balancing act, the internal brand communication is important. A powerful leadership can impact the employee's willingness to communicate the brand's values and vision which has an effect on the organization's performance. Hence, it is relevant that the leader within her/his possibilities takes on the role of communicating repeatedly the desired brand identity. If the leaders are actively performing the brand's values internally, the employees become more committed to the organization and evolve into better brand ambassadors. (Wallace et al., 2013)

Oftentimes, the role of leadership within internal brand communication is neglected and some employees do not receive any motivation from the management side to life the brand (Wallace et al., 2013). Reasons for this vary. One reason is that the brand identity is only communicated on certain levels and does not reach an employee that works on a lower level (Vallaster & De Chernatony, 2006). Another reason is that this kind of communication is not encouraging enough to receive the full attention of the employee. A worst case scenario would be if no communication of the brand identity is done at all. (Vallaster & De Chernatony, 2006)

Hence, if leadership is employed wisely, managers are able to harvest the most benefits of internal brand communication. Moreover, it helps to minimize the "gap between what is decided by top management as regards corporate culture, design, behaviour and what is

internalised by staff" (Vallaster & De Chernatony, 2006, p. 771). The goal should be that everybody in the organization has the same knowledge and perception of the brand. Leadership is just another tool that can aid internal brand communication and involve as many employees as possible in transmitting the correct brand message to the final consumer. (Chapleo, 2015)

2.4.3 Brand Stakeholders

When talking about brand communication, it is usually referred to the organizations' internal and external stakeholders. They typically have an influence on the brand communication. (Hawabhay et al., 2009) External stakeholders are the final consumers who form their brand image based on the information they receive via different channels, for example media, press and employees (Kernstock & Brexendorf, 2009). The organization mainly uses its external brand communication to reach the external stakeholders. The organization has to be careful that via the different channels the brand identity is sent out, a consistent picture is transmitted to eliminate the confusion and possible dissatisfaction factor of the consumer. It is easy to drift away from a unified image especially the more stakeholders a brand includes. Moreover, the environment within which a brand acts has an impact on the brand image creation of the external stakeholders. Hence, a lot of factors have to be considered when addressing the external stakeholders. (Burmann & Zeplin, 2005; Cox et al., 2014; González & Lester, 2018; Kernstock & Brexendorf, 2009)

In addition to external stakeholders, an organization always has internal stakeholders. The most obvious ones are the employees which have to be treated with the same attention as the external stakeholders. They are immensely valuable for the organization and some researchers argue that they need to be happy before one can take care of the external ones. (Miles & Mangold, 2004; No Author, 2015; Sartori et al., 2012) In addition to the employees, sometimes the brand is used on a wider scale and hence has more stakeholders that make use of the brand and contribute to the brand's identity. Examples for this are 'network branding' and especially in tourism 'destination branding' where multiple stakeholders form the brand identity. (Cox et al., 2014; Sartori et al., 2012) An essential first step is to understand the different stakeholder's contribution to the brand. As a next step, all internal stakeholders need to be organized in a way that all are supporting the same brand identity and hence can create a coherent image. Therefore, internal communication amongst the internal stakeholders is required. (Cox et al., 2014)

The stakeholder management in regards to branding is not an easy task as every stakeholder might have a different idea of the brand identity (Cox et al., 2014). Getting all stakeholders on board is one of the decisive factors for a brand's success. This is often reached

by the so-called stakeholder buy-in which is the "stakeholders' understanding and acceptance of the brand and their willingness to operate in a way that supports and delivers the brand vision and values" (Cox et al., 2014, p. 85). To achieve this, internal brand communication is to be employed to strengthen the brand's unity (Sartori et al., 2012). Everybody that is to some extent part of the brand structure ought to know what all stakeholders' goals are, what challenges they might face, and which expectations they have towards the brand. Having collected this knowledge, all stakeholders should be able to agree on a brand identity that everyone can identify with and is also willing to promote. This unified brand identity can then be transmitted to the external stakeholders. (Vasudevan, 2008)

2.4.4 Organizational Structure

The last aspect studied that has an impact on internal brand communication is the organizational structure. Out of the four aspects presented here, this is the least researched one. Nevertheless, its influence should not be neglected. As a basic requirement, Burmann and Zeplin (2005) state that the organizational structure, irrelevant of what kind is used, and the brand identity need to fit to each other to avoid sending out an incomprehensive depiction of the organization and its brand.

Multiple kinds of organization structures exist. Functional, divisional and matrix structures are examples for the organization's internal structure and are referred to as hierarchical models. Functional is most frequently applied where the organization is divided up into groups of functional tasks, for example marketing, sales and finance. The divisional structure can have two different layouts. One is the market-based division where each division is regarded as an organization, taking care of its resources. The other one is the geography-based division which separates the market into geographical areas and forms different independent organizations in each area. The matrix structure combines both functional and divisional. For smaller organizations and especially start-ups, a 'flatarchy' structure is more suitable because it allows for more decision-making power for the organizational members. (Harris & Raviv, 2002)

A privately or publicly owned structure give more form to the general and legal regulations for an organization. The organization's ownership has an effect on how the internal structure is formed and internal brand communication executed which is why it is relevant in the context of the study (Anholt, 2010). The more permeable a structure is, the better can the internal brand communication travel throughout the organization (Vallaster & De Chernatony, 2006). Private ownership gives the organization a lot of freedom and flexibility on how to decide on how the organization is structured and how decisions are done within the

organization. It is easier for privately owned organizations to react to market changes and adjust their brand communication accordingly as they are very efficiency oriented. (Boyne, 2002; Solomon, 1986)

In contrast, publicly owned organizations have more guidelines to follow when it comes to decision making processes as they have multiple goals they have to focus on simultaneously and multiple stakeholders they have to cater to (Boyne, 2002; Solomon, 1986). Moreover, often the final decision has to pass through multiple instances in which a lot of bureaucracy is involved. Hence, the whole process takes more time due to a more complex structure. (Rainey, Backoff, & Levine, 1976) This could have as a consequence a certain suspension in flexibility that makes it harder to react to changes in a fast-paced market environment because "public sector organizations are controlled predominantly by political forces, not market forces" (Boyne, 2002, p. 98). The more complex the structure of such an organization is, the harder it is to inform everybody within the organization about the brand identity and the brand values (Vallaster & De Chernatony, 2006). Thus, strong leadership is necessary to enhance the internal brand communication to be able to receive employees' awareness and recognition of the brand identity (Chapleo, 2015).

A current trend is that governments are contracting out some of their organization parts to non-profit and for-profit organizations while keeping their ownership. This results in a shortened process time for at least some of the decisions which can be done on the organization's level. Only in big financial decisions, the consent on a higher level is required. Moreover, this decreases the number of internal actors who are in direct contact with the brand which facilitates the internal brand communication as fewer employees have to be addressed. (Besley & Ghatak, 2001)

2.5 Summary

This chapter presented the theoretical background for this study. It started with a brief introduction into cultural heritages and the increased trend of cultural tourism. Thereafter, the topics of branding and brand management were outlined which constituted the foundation for the further chapter sections. Brand communication as the main field of the study is presented before the different organizational aspects were introduced.

3. Methodology

This chapter describes and argues for the methodological approach being used for the study. In the beginning, the research approach and research strategy are presented. This is followed by an outline of the research design, in this instance a case study. In the section about data collection, it is first depicted why and how secondary data were collected. Then, the primary data collection in form of semi-structured interviews and the ethnographic method of go-along is specified. Thematic analysis as the data analysis method is sketched out in section 3.4. The chapter ends with a presentation of the ethical consideration of the study and its limitations.

3.1 Research Approach

The research approach employed for this study is an abductive one. I asked Sofiero Castle & Castle Parks whether it would be interested in a research study cooperation. In a prior excursion, I received first impressions of how Sofiero operates and is set up. Having heard about multiple areas of interest to study, I started my research without a concrete research topic in mind. I was quickly surprised by how the organization's structure influences certain procedures. This led to my research field because I wanted to understand on how internal brand communication is actually performed and started investigating the existing literature and studies. Certain organizational aspects from the literature reappeared during the interviews and 'go-alongs'. By including these organizational aspects, I chose to investigate whether it is possible to make predictions about relationships between the internal brand communication and the respective aspects (Reichertz, 2014). As an epistemological position, I chose an interpretivist orientation as I aimed at studying the case of Sofiero and understanding the reality they act in from their perspective (Bryman, 2016).

3.2 Research Strategy

A qualitative research approach was selected as a research strategy. Its advantages are that it is rather open-ended, and that the research question is not clearly defined in the beginning of the study. During the research process, the qualitative approach allowed me to adjust the research focus and adopt the research aim to the collected data, because the research's emphasis is directed towards the words being said or facts being observed rather than the quantity of results. Interviews and the ethnographic method of go-along were selected to emphasize that the focus is on the spoken word and non-verbal actions of the study's participants. A quantitative approach which focuses on quantity, numbers and hypothesis testing would not have been adequate for this study. (Bryman, 2016; Richards & Munsters, 2010)

3.3 Research Design

Yin (2018) defines a research design as a "logical plan for getting from here to there"(p. 26), where 'here' are the research questions and 'there' are the answers to the research questions. The case study has an explanatory character as I was particularly interested in how my research questions can be discussed from Sofiero's perspective and how the organizational processes function (Yin, 2018). I wanted to observe how the theoretical considerations are applied in practice (Bleijenbergh, 2010). A case study is defined by Yin (2003) as "an empirical inquiry that investigates a contemporary phenomenon within its real-life context" (p. 13) and is mostly applied when the researcher investigates a 'how' or a 'why' question. The researcher hereby appreciates that the phenomenon cannot be manipulated per se (Yin, 2018). For this study, a single-case study is employed as a single organization is examined. A single-case study has the advantage of being able to investigate more in-depth about the research question compared to multiple-case studies which focus more on the breadth of the analysis. The aim of a single-case study is not to achieve generalizability to other cases at the end but rather aims "to reveal the unique features of the case" (Bryman, 2016, p. 61) which is called the 'idiographic approach'. In the case of this study, only analytical generalizability is achieved. This signifies that the "Readers should assess how findings can be transferred and applied to their own area of practice" (Castleberry & Nolen, 2018, p. 813). Moreover, Flyvbjerg (2013) clarifies that

"One can often generalize on the basis of a single case, and the case study may be central to scientific development via generalization as supplement or alternative to other methods. But formal generalization is overvalued as a source of scientific development, whereas "the force of example" is underestimated." (p. 10)

The case can be classified as an unusual case, as the organizational structure of Sofiero is not as common for cultural heritage attractions. The mix of being publicly owned but at the same time acting in many ways like a private organization makes the case unlike any other cultural heritage attraction case (Yin, 2018).

3.4 Data Collection

I decided to apply data triangulation to study the organization and to address the research question. Employing data triangulation in the case study helped me to increase the construct validity because "multiple sources of evidence essentially provide multiple measures of the same phenomenon" (Yin, 2018, p. 128). Secondary data is collected by doing an extensive literature review. For the primary data collection, two different methods were employed, interviews and 'go-along'. Interviews have the advantage to cover various aspects at the same time. They focus mainly on relationships, values, behaviors and beliefs by the interviewee. The

topics addressed in an interview can be investigated thoroughly (Bryman, 2016). However, they are limited to the situation and the narratives of the interviewee (Kusenbach, 2003). Hence, to overcome this limitation, the go-along method by Kusenbach (2003), similar to shadowing, has been applied which allows for a more in-depth study of the organization's everyday activities and how the people in the organization interact with each other in their natural working environment.

3.4.1 Secondary Data - Literature Review

The first part of the study represents parts of the existing literature based on a narrative literature review. That part of the study is useful to provide a background for all aspects under investigation. It demonstrates what kind of research has already been done in the field and supports to create the base for the argument why exactly this particular research is conducted. Furthermore, it aids to provide every person's understanding of the subject matter, even if the person has no prior knowledge in the field of study. Additionally, a literature review served as a purpose to attain skilled knowledge about the methodology and methods used to conduct the study. (Bryman, 2016)

For this, mostly relevant English literature was considered in form of research articles, conferences protocols, official websites and scientific books from different tourism, business, marketing and communication researchers. Still, as the organization being studied is in Sweden, I also made use of relevant Swedish literature.

3.4.2 Primary Data – Interviews

The primary research method to collect data was conducting qualitative interviews. This method was selected as it allowed me a lot of flexibility. I was able to adjust the research focus during the research process and hence, I could react to new aspects or occurrences that I had not considered before. Compared to quantitative interviews, qualitative interviews focus on the words being said by the interviewee and his/her point of view on the matter in question. Quantity and repetitions of answers were not the aim of this study. (Bryman, 2016; Roulston, 2014)

For the purpose of this research, semi-structured interviews were conducted. On the one hand this type of interview enabled me to obtain specific information connected to the research and on the other hand it emphasized that by probing and follow-up questions, the interviewee could give me additional and of-topic information. This combination granted a varied and exclusive set of data to analyze. With the help of an interview guide, the interviewees were asked some general questions to start the interview and then some more specific ones related to their job position. The questions were a mixed design of direct and indirect questions. (Bryman,

2016) (Interview guide see appendix 1)

In the beginning of the research process at the end of February, three interviews were administered with the head of visits and booking, the head of events, exhibitions and developments, and the marketing coordinator. The purpose of these interviews was to get a better overview of the organization, its work and its members. The interviews lasted between 45 to 75 minutes and were all recorded, so that I was not distracted by taking notes. Additionally, it was possible for me to completely focus on the interviewee, his/her verbal and non-verbal communication. Moreover, recording interviews has the benefit of relistening to the conversation again. Additionally, after having transcribed them, reading through the interviews again helped me with the analysis. I intended to conduct all interviews in English, however two of the participants preferred to do it in Swedish. As I had the necessary language skills, I agreed to conduct one interview in English and two in Swedish. In situations where I was unsure about the correct Swedish terms, I stated the term in English which was not regarded as a problem by the interviewees. Furthermore, it did not disturb the interview flow. (Bryman, 2016; May, 2011)

At a later stage of the research process in the beginning of April, the same organization members were interviewed again as well as the organization's manager. This was done due to the fact that after the first interviews certain aspects surfaced which were decided to be analyzed more in depth. Prior to the follow-up interviews, the reoccurring topics from the first interviews were put into a theoretical background and thus theoretical knowledge helped to formulate the questions which forms part of the deductive approach of the study. The aim of these more specific questions was to find out whether the aspects mentioned in theory are applicable for the organization studied or whether there are other patterns that emerge from the interviews. (interview guide 2 see appendix 2)

During the second interview period, the interviews lasted between 35 to 65 minutes. One interview was done in English and the other three in Swedish. To aid with the analysis of the collected data, all interviews were fully transcribed in the language they were conducted. For the analysis, I translated the essential parts myself to an extend that I believed did not deviate from the original meaning. If interview quotes are displayed in this paper, I did a direct translation at a later stage. The names of the participants are irrelevant for the study. Thus, in the analysis chapter, participant's quotes are only referenced by 'interviewee x' to protect their identities (Bryman, 2016; May, 2011; Roulston, 2014). The appendix 3 shows the quotes that have been used in the study in the original language.

3.4.3 Primary Data - Ethnography and Go-Along

In addition to interviews, I made use of the go-along method which is part of the ethnography methodology. Ethnography is often used to study social and formal organizations. Using ethnography methodology had the advantage for me to be able to immerse in the social setting being studied. Classically, this is done over a lengthy period. The focus hereby is on getting an impression of the people's behavior or organization being investigated in the natural setting without having an influence on the research outcome (Bryman, 2016; Watson, 2012; Yanow, 2012).

Yanow (2012) stresses that using ethnography as a methodology no prior knowledge of a theory is required. The researcher's perceptions of the setting should not be affected and the experiences during the research guide towards a theory afterwards. However, Watson (2012) highlights that the interaction of theory knowledge and active experiences can be beneficial for formulating the final theoretical outcome. For the purpose of this study, both approaches were applied. For the first three go-along days in the end of February, I had not investigated extensively about potential theories. Yet, prior to the two go-along days in the beginning of April, I had studied possible theories that might be applicable to the organization and hence influenced and guided me in the study of the organization's people and environment.

The go-along method has a lot of similarities to shadowing as a method and there is only a fine line of distinction. Both methods imply that I followed or 'went along' with a certain person over a period of time. This was done in order to get an insight into the person's behavior in his/her normal working environment. Both methods allowed me to ask questions to better understand the person's actions or statements. I could actively connect the 'what' with the 'why'. Compared to simple observation, where I would have only seen the 'outside', these methods enable me to understand emotions and perceptions.

The distinction between the two methods is that when applying the go-along method, I was actively engaging in the setting the whole time. Questions could be asked at any time. Other organizational members interacted with me as well. By immersing completely with the organization's environment, I aimed to avoid the 'Hawthorne effect' which implies that people adjust to the situation being studied or observed. When shadowing, I would have been a bit more distant to the situation as the focus is mostly on one actor at a time and not the organization in its entirety. (Bartkowiak-Theron & Sappey, 2012; Kusenbach, 2003, 2016; McDonald, 2005) In the following, when talking about the method, it is always referred to the go-along method.

In total I spent five days at the organization and went-along with different people, which I also interviewed, to different meetings, events or just spent time in the office. These days

lasted between six to seven hours. It was agreed in advance which days would be suitable for me to come, as a usual office day would not create so much useful data. However, the period prior to the season's opening was very busy at the office and thus, a lot of opportunities to attend diverse meetings with different actors were given. When I was present at the organization, I always had a notebook with me to be able to take notes along the way which helped me to complete a protocol of the day afterwards. Such a documentation was necessary as this method allows for a huge collection of data which can easily be overwhelming and difficult do remember in detail without having notes. Furthermore, these protocols where used as a basis for the analysis afterwards.

3.5 Data Analysis

"Qualitative analysis emphasizes the importance of remaining open to what is in the data, rather than simply applying concepts imported from the literature" (Roulston, 2014, p. 11). Keeping this in mind, in the first step of my analysis I looked at the data, I got from the first data collection phase in the end of February. Evaluating these data, certain topics and aspects had been named repeatedly. I was able to connect these to the specific organizational aspects that have been studied in previous research. Detecting this particular connection between my case and the literature, I decided to focus my research on these organizational aspects.

As a second step of my analysis after the second data collection phase in the beginning of April, I employed thematic analysis to analyze all collected data. Castleberry and Nolen (2018) divide this process into five steps: 1) compiling, 2) disassembling, 3) reassembling, 4) interpreting, and 5) concluding. In the following, it is elaborated what each step entails and how I went along.

1) <u>Compiling</u>: This step prepared the data for further analysis. In this study, this meant I transcribed the interviews and wrote the protocols of the go-alongs.

2) <u>Disassembling</u>: In this step, the data were with the help of coding grouped into relevant categories. These categories highlighted differences or similarities within the data. In the beginning, I had an abundance of categories which is not wrong. Coding was a continuous process and I started it as soon as possible (Bryman, 2016). I looked at the data multiple times and hence, new codes established, former codes merged, or some codes were regarded as not relevant anymore. A personal coding book helped me keeping track of the code/category definitions. For this study, a coding scheme was developed throughout the process of analysis. Due to the fact that the data had been collected in two different languages, I was not able to employ a software to aid with the coding process which would have helped with the grouping, but not with the actual interpretation.

3) <u>Reassembling</u>: After having built various codes, these were reassembled into themes.

A theme "captures something important about the data in relation to the research question, and represents some level of *patterned* response or meaning within the data set" (Braun & Clarke, 2006, p. 82, emphasis in original text). The applied themes have been developed in connection to what previous studies have pointed out about internal brand communication and to what seemed to be relevant for the research questions. Like the coding, the process of putting codes into themes was repeatedly done to ensure as much internal consistency as possible. The developed themes are presented in chapter 4 analysis.

4) Interpreting: This was not the step to start interpretations as I already did this in all prior steps, but now it was time to note them down. Thematical maps aided me in this process. Interpretation means elevating the themes to higher levels to be able to review the research questions. The themes selected for interpretation depended on the relevance for discussing the research questions.

5) Concluding: The prior interpretations formed the base for discussing the research questions which is done in the discussion and conclusion chapter.

3.6 Ethics

According to Bryman (2016) correct ethical behavior during the research process is vital for the following aspects: avoidance of harm to the participants in the research, reduction of the risk of uninformed consent, diminution of the invasion into the participants' privacy, and decrease in potential deception. During the present study, all ethical aspects have been taken into account. In order to comply with them, the participants' identities have been anonymized. However, due to the fact that it is a case study and the name of the castle is being used throughout the study, it might be possible to trace back the participants' identity. Still, as mentioned before, the interviewees' names are irrelevant for the study. Furthermore, the records of the interviews have been kept confidential and the transcripts are being anonymized as well. The participants received the interview transcripts in order for them to exclude data that they might not be willing to share any longer. It is important to be as confidential as possible as a researcher to increase the personal trustfulness. (Mertens, 2014)

The participants were well-informed prior to their participation about the study's purpose, methods and potential use of the results. They obtained the information about the extent of the study and that they are allowed to withdraw from the research any time as their participation is voluntary. This was done in order for them to make an appropriate decision whether to participate in the research study or not. Additionally, extensive prior information provision minimized the possibility of participants being deceived during the research process. At all stages of the research process, the participants were allowed to ask further questions

regarding the research design and process. I decided to refrain from the use of an informed consent form as the research is done in cooperation with the organization and the organization itself has an interest in the study's results. Moreover, the people responsible from the organization have agreed in the beginning of the cooperation to help out with the provision of data.

During the interviews, I did not ask questions that would invade the interviewee's privacy. Besides, the participants were given the possibility to refuse to answer questions without explicit explanation. This was done since the participant should not feel obliged to provide personal information and as the organization is part of a bigger entity, some answers could be understood in a wrong way which might harm the participant's job position and future work.

During the go-along days, I introduced myself every time I met new people and I explained the reason for my presence. The organization was very open about me taking part in the everyday activities and meetings. In general, most of the people that were not part of the direct organization's administration reacted with curiosity about what is being studied and even were surprised that the organization is being studied as this has not happened before. I was welcomed by everybody and blending in into the organization was made easy for me. None of the people I met during the research time objected to being studied.

3.7 Limitations of the Study

I recognized that the context of the study is a special one, a cultural heritage which incorporates not only the tourism industry but also the garden and hospitality industry. Hence, I realized that the study's results have the potential to be particular and might present an exception. The fact that Sofiero Castle & Castle Parks is a governmentally owned and not actively participating in the commercial market limits the application of the results to other contexts as the prerequisites for this case study might be differing from others. The quality criteria for research of reliability and replicability are not applicable.

Another limitation is that due to the size of the organization and the restricted number of permanent employees, the sample size of the interviewees is rather narrow. The seasonal employees were not considered for the study as the interviews were conducted prior to the season's start and their employment. Thus, the collected interview data used for analysis is only based on four different organizational perspectives. Having had the opportunity to add more perspectives to the study would have either strengthened the discovered themes or would have created different opinions on some aspects.

The time period of the study presents a further limitation. The study was conducted in

only four months of which the majority was still low season at Sofiero. This had as a consequence that most of the data collection happened in a period where not a lot of visitors were present. Hence, the high season which would have demonstrated the internal brand communication more in action and possibly more intensive with direct effect on the visitor has not been studied extensively.

4. Case Study – Sofiero Castle & Castle Parks

As mentioned in the introduction, Sofiero Castle & Castle Parks has been selected for the case study. In the following section, the case is presented. First, its history is outlined. Then, it is described how Sofiero is today. The chapter ends with a presentation of the visitor profile and an outline of its organizational structure.

4.1 History

The Sofiero castle is located in the south of Sweden about five kilometers north of the city of Helsingborg. At the request of King Oscar II and his wife Sophia, the castle was constructed in 1864 and was used since then as a summer residence for the Swedish royal family. The name Sofiero comes from the combination of Sophia's name with the Swedish word for peace and calm, 'ro' (Sophie-Ro). In 1905, Gustav VI Adolf and Margareta of England received the castle as a wedding gift. They both had a huge interest in gardening and created their own paradise around the castle grounds where they spent many summers together. Even after Margareta's death in 1920, Gustav VI Adolf continued to come to Sofiero during the summer together with his new wife, Lady Louise Mountbatten. His primary fondness for the garden were rhododendrons. He planted more than 400 different kinds of in the garden. Still today, they are one of the garden's main attraction. In 1973, Gustav VI Adolf died and in his testament, he bequeathed Sofiero to the city of Helsingborg. (Sofiero Castle & Castle Park, n.d.-a) During the 80's and in the beginning of the 90's the castle was closed down for the public and only the park was accessible. Sofiero received a bit of international attention back then because international artists were invited to create sculptures in the park which can still be found in the gardens nowadays. In the mid 90's, the castle opened up again and started charging entrance to enter the grounds. At that time, the property was part of the city's cultural management entity. (Interviewee 4, 2019, April 15)

4.2 Today

Nowadays, Sofiero is part of the Swedish cultural heritage association (Svenskt Kulturarv). The goal of the association is to "increase the interest in history and cultural heritage. Svenskt Kulturarv wants to be an open display for the fantastic range of environments, objects, and knowledge that exist in Swedish museums, castles and other cultural-historical sites." (Svenskt Kulturarv, n.d., own translation) Sofiero can be visited all year round. The castle itself is only open during high season whereas the gardens are open anytime. The high season is from April to September. During this time, an entrance fee is charged. Over the summer period, Sofiero offers a wide-ranging program of activities and events. The events include among others: concerts, theatre plays and Sofiero classic, which is a big exhibition of old cars. Their annual highlight is the "Stora Trädgårdsfesten" (The Big Garden Party) in August which is a big garden fair well-known in Sweden. One of their off-season events that attracts more and more people every year is 'ljusstämning' where the park is filled with different light installations for a couple of days in November. Even with no events on the schedule, Sofiero offers a lot to visit. It portrays changing exhibitions throughout the season in the castle itself, as well as in the 'orangerie'. The castle's restaurant and café invite to linger a bit longer. In the castle boutique, one can shop a little souvenir or accessory to take home and in the garden shop, one can buy the flowers which are planted throughout the gardens. In the castle, one can find a permanent exhibition introducing the royal history of the place. Strolling through the gardens, something new can be experienced every time as multiple themed gardens invite to discover all plants and flowers for the season. "New discoveries every time" (Nya upptäckter varje gång) is the current Swedish slogan of Sofiero which is used to attract new and former tourists to visit the grounds of Sofiero and the castle. (Sofiero Castle & Castle Park, n.d.-b)

4.3 Visitor Profile & Numbers

Sofiero attracts families, students, couples, pensioners as well as kindergarten and school groups. It is a place for everyone to visit. The highest proportion of visitors comes from Sweden and especially from the region close by. They also form the biggest group of repeat visitors and the majority of them owns a yearly cultural card which allows free entrance to Sofiero and other attractions in Helsingborg. The second biggest group of visitors, after the Swedes themselves, are the Danes who often enjoy a weekend trip to Helsingborg. They are followed by Germans. Compared to the Swedes, which have a high interest in the garden and its surroundings, the Danes and Germans are drawn to Sofiero for its cultural connection to the royal history. (Interviewee 3, 2019, March 1; Sofiero Castle & Castle Park, 2019a)

Sofiero has defined their target person as a woman between 35 and 70 years. She is open

to experience something new and usually visits the garden and castle with either family or friends. She enjoys life in form of trips or special everyday experiences. She has a certain interest in gardens and culture. (Sofiero Castle & Castle Park, 2019b)

During the last three years, Sofiero has maintained a visitor number of on average 160.000 during the high season and about 60.000 during the low season, totaling to about a yearly average of 220.000. Changes are noticeable in the years where extreme weather was present, either too hot or too much rain, for example. Peaks in visitor numbers are detectable when big events are happening, like the 'Stora Trädgårdsfesten' or 'Ljusstämning'. (Sofiero Castle & Castle Park, 2019a)

4.4 Organizational Structure Sofiero

Since 2015, Sofiero is part of the city's organization 'Helsingborg Arena & Scen AB' (HASAB) which combines four different organizations within the city such as the concert house and city theatre of Helsingborg. Therefore, Sofiero is publicly owned. However, being a separate organization under the umbrella of Helsingborg city transfers some characteristics of private ownership to Sofiero. (Boyne, 2002) Most of Sofiero's events are planned and organized by HASAB's event unit. All marketing done outside Sofiero's walls is done by the marketing department of HASAB (see figure 3). This organizational structure relates to a matrix structure as Sofiero is an own division under the umbrella of HASAB and thus is regulating itself. The functional part is that the marketing, finance and event coordination is done by HASAB. (Harris & Raviv, 2002)
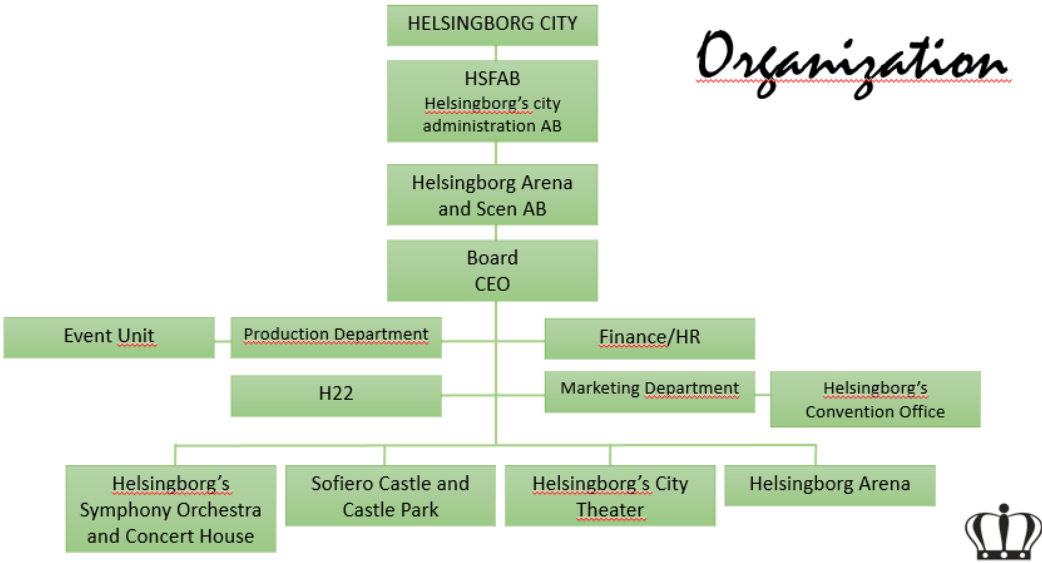

Figure 3: Organizational Structure HASAB

(Source: Sofiero, own translation)

Sofiero's management team consists of six permanent employed persons: a general manager, a garden manager, a garden designer, a marketing coordinator, a head of visits and bookings, and a head of events, exhibitions and developments. Each person represents a different department. Moreover, three gardeners work all year round at Sofiero. For the high season, additional staff for the garden and hosting is hired. In the high season, Sofiero has up to 25 employees. (Sofiero Castle & Castle Park, n.d.-b)

5. Analysis

This chapter presents the findings and the different themes that arose from the analysis of the collected data. The first part outlines the themes that are detected in connection to Sofiero's internal brand communication. The chapter parts 5.2 to 5.5 present the themes that have been identified in relation to the different organizational aspects named with internal brand communication. In the discussion chapter 6, all themes are employed to address the research question and supporting research questions.

Note: The organization Sofiero, which includes the general administration of Sofiero, is hereafter always referred to as 'Sofiero', if it is not explicitly stated otherwise.

5.1 Internal Brand Communication

The internal brand communication forms the focus of this study. Sofiero has a rather small team size. This has as a consequence that it is not possible to apply the same internal brand communication as for a bigger organization (Bergstrom, Blumenthal, & Crothers, 2002). Table 1 lists all discovered themes in relation to the internal brand communication executed by Sofiero.

Table 1: Overview of the Themes Internal Brand Communication

Internal Brand Communication - Themes
1. **Working Atmosphere**
2. **Internal Values & Ambassadors**
3. **Brand Identity**

1. Working Atmosphere

When asking the interviewees about the working atmosphere at Sofiero, I received the overall impression that everybody enjoys working there.

"We have created a team that has something certain ... it rolls by itself and we support each other, and everyone is happy and pleasant, and we have a nice atmosphere here in the office." (interviewee 3, own translation)

Spending time in the office, I realized most of the time all office doors are open for everybody to pop-in to have a quick chat. I noticed that this is actively done, just to have the occasional talk but also for asking advice from somebody else. Everybody seems to have his/her own area of expertise which is not questioned by the others.

"We are very competent colleagues, and everyone is so specialized in their things that it feels ... [...] I feel safe in their knowledge. So, it feels very good." (interviewee 2, own translation)

Another interviewee (1) mentioned that amongst the team they remind each other that they are doing a good job and that everyone contributes something special to the experience at Sofiero. During one of the meetings I attended, one team member actively sought everybody's feedback on an off-season event to get an idea how s/he can improve it for the next time. The expressed feedback was very constructive, and it was never questioned that s/he decided for this event in the first place as it did not seem that successful. Generally, a lot of meetings were held during my research process. Every meeting was used to provide an information exchange about what is going on.

So overall, I perceived the working atmosphere as very good. The team spirit, they have developed, appears to be working well for the organization. Everybody's work is valued and supported by the others. In open discussion, feedback is given, and information is exchanged. Putting Sofiero's pleasant and well-functioning working atmosphere into the context of internal brand communication, it is apparent that it provides a base for the flow of communication in the office. Sharma and Kamalanabhan (2012) articulate that the internal brand communication is a dialogue where everybody is able to express his/her opinions. Moreover, exchanging information about current activities and developments is according to Cox et al. (2014) an essential part of internal brand communication. Additionally, the analysis demonstrates that an appreciation of the other's work prevails which creates a personal motivator to commit to the brand (Lee & Bruvold, 2003).

2. Internal Values & Ambassador

The first meeting I attended with all team members was about the final formulation of the internal values, they had worked on during the past year. The manager led through the meeting and everybody was to state their opinion whether they can identify with them. The next day I

came to the office, the internal values were printed out and put up on all possible walls in the office. Team spirit, results oriented, everything is possible, passion, and humor & joy are the five values they have identified to work best for them. – *The values represent guidelines on how to act and behave around the office*. (extract from the first go-along protocol) – Not all team members, especially the seasonal staff, are regularly in the office which is why the manager highlighted them again during the introduction days. Everybody received the task to be an internal ambassador of these values and to keep them in mind daily and spread them.

Having spent a lot time on the formulation of the internal values and since it is done in teamwork, I have the impression that they are well-developed and represent everybody at Sofiero. It was interesting to see that the final formulation was a rather lively discussion with moments of laughter and seriousness. By putting up the values right the day after, I received the feeling that everybody is proud that they have finally mastered this task and are happy to present the results.

As every employee acts as an internal and external ambassador of the brand, it is crucial that the employees have the knowledge about what the brand stands for internally and externally (Fill & Turnbull, 2016). The team's contentment of the internal values' formulation demonstrates that they can identify themselves with the brand values as they know what is meant by each value. Supporting and understanding the brand values improves the internal and external brand communication (Piehler et al., 2018).

3. Brand Identity

When I asked about what characterizes the brand, a variety of different features were named. – A place that has been well-maintained with great attention to the detail accessible for everyone. - The castle park as a supplement to the castle makes it one-of-a-kind. - A place that has a fascinating history where the king already had an early innovative vision on how it is supposed to look like. - The royal history makes Sofiero unique and forms a cultural heritage to preserve. – It appears that everyone mentioned something else, which is reinforced by the following answer:

"*Well, that's a really interesting question because that's what we discuss all the time. Because it depends on what you work on, work with here at Sofiero. You have different views of why we have the visitors, why are they coming, what do you think is the most important thing*" (interviewee 1)

It seems that an abundance of opinions on the actual brand characteristics exists. However, during the introduction days it was highlighted that *'all experiences in total are our strength'*

(own translation) which demonstrates that the brand indeed has many facets which is used as an advantage.

The answer of interviewee 1 shows that it is discussed frequently what the brand 'Sofiero' stands for and depending on the situation, a different brand identity is defined. Thus, the brand identity does not occur to be consistent and everybody communicates another identity to the visitors. However, as expressed by Piehler et al. (2018) and King (2010) it is important that a clear picture of the brand identity exists which is then promoted by the employees.

5.2 External Brand Communication

The first organizational aspect in connection to internal brand communication analyzed is external brand communication and is from Sofiero's perspective also the most important one. As Sofiero generates about 85% of its income through the entrance fees (Interviewee 4, 2019, April 15), it is inevitable that the external brand communication has to receive a lot of attention to attract as many visitors as possible. Its significance is reflected by the themes that emerged from the analysis (see Table 2).

Table 2: Overview of the Themes External Brand Communication

External Brand Communication - Themes
1. Target Group
2. External Core Values
3. Marketing
4. Competition
5. Slogan

1. Target group

During the introduction days, Sofiero's program was presented. It is a mix of concerts, themed weekends and various events, ranging from small 'one-day' to multiple day events. Hearing about the variety of events, I asked one interviewee about the diverse target groups. The response was:

"We would like to have [a diverse target group], but we don't, because it's still just 65+." (interviewee 1)

However, I got a profile from the marketing coordinator about their ideal target group person and it showed a woman between 35 and 70. Moreover, I got to know that the marketing coordinator actively works with social media like Facebook and Instagram to attract a younger target group. Thus, the marketing is directed to younger audience than the actual audience. Questioning about not addressing the actual target group, I received the following answer:

"One must not forget those we already have because they are nevertheless the easiest to get here again. So, they are still our primary target group, but we have been looking to increase ... After all, it is one of the big goals to increase the number of visitors and then we have to look a bit outside our primary target group. Otherwise we will not succeed, I think" (interviewee 3, own translation)

This demonstrates that Sofiero is aiming at attracting different target groups to achieve one of their overall goals which is to 'increase the visitor number'. The head of visits and bookings emphasized that s/he wants to increase the number of groups visiting Sofiero immensely, so that groups form a major percentage of the total visitor numbers. Attracting multiple target groups presents a challenge as each target group has to be addressed with a different approach to meet their needs. Thus, as Sofiero markets to a multitude of target groups, it has to know about the target groups' characteristics in order to be able to have an effective external brand communication (Zenker et al., 2010). Yet, when questioned about the target group, one answer was:

"We have not done any research why people come for real. So, we don't really know." (interviewee 2, own translation)

Thus, it appears that Sofiero does not really know its target group. However, I have been informed that last year at one of the events, feedback from visitors was collected and at one of the meetings during my research time, some results were presented, and they were very detailed and gave good directions on how to continue with the event and who the target group was. Recognizing that the feedback was helpful, Sofiero has decided to collect more visitor feedback to be able to adapt their communication and program better to the target group. The knowledge about the target group influences the branding process, including the internal brand communication. Without this knowledge, it is not known whom the brand addresses. (Zenker et al., 2010)

2. External Core Values

When asking the interviewees about the external core values, only the manager could name them. Some others were unsure about their existence or where they could be found. However, it was acknowledged that the external core values are highly influenced by the internal core values and interviewee 4 said that:

"I think we need to first create the foundation of [internal] values before we can start with the external ones." (interviewee 4, own translation)

The interviewees that did not know about the external values mentioned that there exists a need to formulate external values to be able to work better together in the future. Defined external values are required in order to know:

"What should we invest in? What should we focus on? What we are really good at? What we are less good at? How are we going to lift it? Because there we have ... it lacked a lot. In many cases, I think. We all get to make almost our own goal formulations." (interviewee 2, own translation)

During the introduction days, I personally heart the values for the first time as they were presented to everybody. The values are renewal, tradition, professionalism, customer orientation and credibility. Listening to the presentation, I acknowledged that they are fitting the brand and hearing that the marketing department put a lot of effort into their development, it is even more unexpected that they are not actively applied.

A consistent external brand communication is one of the most substantial things for communicating with the customers (Piehler et al., 2018) because on the basis of that communication the customer defines the brand's trustworthiness. If different brand identities are transmitted, the customer experiences difficulties in classifying the brand which according to Cox et al. (2014) has an impact on the brand experience.

3. Marketing

According to the marketing coordinator, all marketing that happens inside the walls of Sofiero and on Sofiero's online channels is his/her responsibility. All the marketing that is done outside of these walls is done by HASAB's marketing department.

"I've seen the marketing department as our way of telling the individual visitor that we are existing and why one should come here". (interviewee 1)

The same interviewee explained that this excludes the groups that come to Sofiero. Additionally, it is not really apparent what the department is actually doing apart from creating posters that are hung up in the city. Another interviewee stated that the marketing department has traditionally mainly focused on print-media which is contrasting to the current trends of using digital media for marketing purposes.

"I don't think they [the marketing department] do enough." (interviewee 1)

This statement represents to some extend what I have heart in all interviews and during my observations. The external brand communication is used to differentiate Sofiero's offer from

others (Simoes & Dibb, 2001), however, if external marketing is lacking and not as present, how will people know about the existence of the brand. Moreover, the separation of the tasks between the marketing coordinator and the marketing department depicts the challenge of communicating the same brand image to the audience which is vital for the brand to be successful (Fill & Turnbull, 2016).

4. Competition

When I asked about the special characteristics of Sofiero, I additionally wanted to get to know who the attraction's competitors are. One comment I received was:

"What we are competing for is people's time. What do you do in your free time? What do you choose to spend hours of your spare time on? That's where we come in. [...] I am of the firm opinion that for example we and Fredriksdal do not compete. [...] It is important for us two [...] that we make sure that we are different because then we complement each other instead." (interviewee 4, own translation)

For me this translates into that Sofiero does not have the classical competitor that is active in the same industry. I asked whether other events in the region are considered to get an idea what offer exists out there. The reply was that Sofiero is part of a network where they meet regularly to exchange information and give advice to each other on particular aspects. However, on a daily basis

"We're a little bit our own bubble." (interviewee 2, own translation)

I gained the impression that Sofiero's external brand communication is not addressing the classical competitor from within the industry. Rather Sofiero emphasizes to differentiate itself from the overall offer that exists for people to do in their spare time. Simoes and Dibb (2001) assert that it is vital that external brand communication expands to address also non-direct competitors. Still, the brand has to differentiate itself also to the direct competitors.

5. Slogan

Sofiero's slogan or brand promise is "New Discoveries Every Time". According to some interviewees, it was developed two years ago by the marketing department and then presented to Sofiero. They think it is working well for the Swedish market as the returning visitors are mainly coming from Sweden.

"But when we were to have it in several languages, we realized that it actually does not work." (interviewee 3, own translation)

Thus, the slogan is only applied for the Swedish market. However, same as for the international market, it has been stated that is does not work in connection to groups.

As Burmann and Zeplin (2005) state a brand slogan has to be to the point to be memorable. This is definitely achieved with the current one. Yet, does it demonstrate a consistency in the external brand communication like Piehler et al. (2018) demand? The marketing coordinator mentioned that the Swedish and international market are seen as two separate target groups and the marketing department is currently working on a slogan which can be used on the international market.

5.3 Leadership

The administration of Sofiero has nine permanent employees. During the season this number increases up to about 25. The changing number of employees demands different focusses of leadership throughout the year. This represents a challenge in leadership when addressing the internal brand communication. Three different themes have been depicted during the analysis (see Table 3) which influence the internal brand communication.

Table 3: Overview of the Themes Leadership

Leadership Themes
1. **Support**
2. **The Manager's Role**
3. **Whole Sofiero Attraction**

1. Support

As a big part of leadership is showing a supportive attitude to the employees (Vallaster & De Chernatony, 2006), I wanted to find out whether the interviewees perceive the manager as being supportive. One interviewee said that s/he definitely feels supported in what s/he is doing however more indirectly.

"She appreciates my job without having to say it so straight out." (interviewee 3, own translation)

Another point that occurred during the interviews was that everybody can come up with ideas which are then discussed with the managers and either it is said to take the risk and try it out or it is something that is not working for Sofiero. The manager's feedback is constructive. In contrast to this was the aspect mentioned about when exactly it is necessary to ask for permission to decide on something or when the decision can be made by oneself without the manager's consent.

"... and I realized afterwards: 'Should I have asked her?' So, you know that's an answer to your question. Sometimes, sometimes not." (interviewee 1)

It seems that overall all employees have the feeling of being supported by the manager in their actions. Sometimes they have the possibility to decide on things themselves and sometimes it is better to discuss certain ideas and plans with the manager. Providing the employees with a certain degree of freedom and flexibility in their actions is important. It increases the employees' commitment to the brand as it demonstrates that their contribution is substantial to the visitors' brand experiences. (Chapleo, 2015)

2. Manager's Role

During the days I was at Sofiero, I realized that the manager is blending in the team without any restrictions. I never had the feeling that s/he is the boss. S/he engaged in the same lunch chat as the employees, contributed to the laughter on the hallway, always had an open door , and did not put her/his personal opinion first. This is in line with what the manager mentioned in the interview.

"So, people often come in here and there is someone asking about this and that, so spontaneously. And I prefer that way. It takes a lot of my time that's obvious. But I don't want any closed doors. I don't want to be such a manager." (manager, own translation)

When addressing the manager about the possible role conflict that exists 'being a team player' versus 'being the boss', s/he confirmed in the interview that according to the employees no conflict exists. The employees are able to distinguish between these two roles. Although it appears that the boss role is not enacted that often. Asking the interviewees about which leader role they prefer I received the following answer:

"I can think that both [team player and boss] can be good, in a way. So, sometimes it can be nice also that someone says this way we should go and now we go there together and then follow up where we are going." (interviewee 3, own translation)

I got a similar answer from another interviewee which demonstrates that the interviewees appreciate that the manager is part of their group. Still, it appears that sometimes they would prefer to have more guidance and clear directions on how things should be done and what exactly the brand should stand for.

In reference to the gap between management level's and employee level's perceptions of the brand identity that has been identified by Vallaster and De Chernatony (2006), a clear guidance by the management is required to close this gap. Additionally, the definition of the

brand identity has to come from the management and should be communicated by the management to the employees (Vallaster & De Chernatony, 2006).

3. Whole Sofiero Attraction

As I participated in the introduction days which are especially directed to the seasonal staff, I noticed that the manager's actions aimed at capturing everybody's focus on the unity of Sofiero. In the mornings, we were addressed by 'Hello Sofiero' and this continued throughout the day, not making a difference which organizations participated. When the manager presented a short extract of Sofiero's history, I was completely fascinated how s/he got everyone's attention and lively presented some brand attributes. Moreover, in several meetings I attended, it was highlighted that especially because the visitor only sees one Sofiero and not the individual organizations behind it, it is important that this unity is also created internally. Connected to this, I received the following comment:

"It is a common look outward and I think it is important that [the manager] is a gathering force and that [the manager] is the only one who has a mandate to decide. So, it must be [her/him] who is the gathering force [for the whole Sofiero]." (interviewee 2, own translation)

This highlights how important the leading role of the manager for the whole Sofiero is. During the interviewees, it was mentioned that some would like to have even more leadership connected to forming a unity. The leader's brand ambassador's role can be extended apart from the introduction days and the one or the other meeting.

Being a brand ambassador in any situation is according to Wallace et al. (2013) on of the most significant tasks of a leader. Furthermore, they stress that the leader acts as a role model and thus, if the leader lives the brand values, the employees are engaged to assimilate them as well.

5.4 Brand Stakeholders

Sofiero is a rather small touristic organization, however, the analysis demonstrates that Sofiero indeed has multiple external stakeholders that to some extent have an impact on the brand and the brand communication. In table 4 the themes that were detected during the analysis are listed. In this particular case, the themes represent the different stakeholder groups.

Table 4: Overview of the Themes Brand Stakeholders

Brand Stakeholders - Themes
1. **External Event Coordinators**
2. **Destination Helsingborg**
3. **Different Entrepreneurs**

1. External Event Coordinators

During the interviews, I asked about the event structure during the year. Sofiero receives requests to have special events at the location. This is in general welcomed as it is difficult for the team to organize a multitude of events themselves due to a lack of resources but still would like to increase the event portfolio. However, this also represents a challenge.

"I received inquiries for example from someone who wanted to dress up like a mermaid and bath in a pool for kids. That is not Sofiero." (interviewee 2, own translation)

It is described as a balance act to find an event that attracts people but also works in connection to the brand 'Sofiero'. The head of event's intention is that all events at Sofiero can be connected to Sofiero's history to represent the brand 'Sofiero'. This is important as according to the marketing coordinator the events are mainly used for brand building. Still, the following statement represents a conflict between the external entrepreneur's goal and Sofiero's goal.

"... he [the external entrepreneur] has financial incentives. He doesn't really care about the brand as such and he has then taken in what generated revenue. There have been things that we might not associate with. For example, a bubble bath for children that we don't associate with. Why would it be here?" (interviewee 2, own translation)

It seems that a lot of thought is put into the event planning and how the events impact the brand identity. They try to find a balance between what works for the brand but additionally attracts entrepreneurs to organize events on the grounds of Sofiero. However, I have been told that currently Sofiero is trying to minimize the outsourcing of events to increase the brand control during events.

Cox et al. (2014) declare that any brand stakeholder should create an understanding about what each individual stakeholder contributes to the overall brand identity. Furthermore, stakeholders need to articulate their personal goals which then together can be formed into a unified brand goal which suits all (Vasudevan, 2008).

2. Destination Helsingborg

Helsingborg city is not only Sofiero's owner but in the context of destination branding, it acts as a stakeholder as well. During the interviews, I wanted to know more about the cooperation between Sofiero and the city because all interviewees agreed that Sofiero as a tourist attraction forms an important part of the destination Helsingborg.

"We must do that [work together]. We are too small to run everything ourselves." (interviewee 4, own translation)

This interviewee like another one mentioned that the cooperation is vital for Sofiero because by themselves, they are lacking resources for example for extensive marketing outside Sweden. The opinions whether the cooperation is a good one are split. Some say it is working well, others think that there is definitely room for potential development, especially since according to one interviewee the destination management organization (DMO) believes that Sofiero has a lot of own potential to attract tourists.

"... they think that they don't have to [market us] because everyone knows Sofiero anyway and it's not the truth. It's not the truth." (interviewee 1)

It appears that Sofiero and the DMO have different perspectives on whether it is necessary to increase the cooperation. The head of visitors and bookings who is in charge of group travel to Sofiero approaches the DMO actively to work together and find packages that can be offered to group travel organizers. Moreover, during the introduction days HASAB's manager highlighted that Sofiero is a 'local pride' of Helsingborg which is emphasized on the destination's website. This together with an observable increase in meetings between the city and Sofiero hints to an improvement in cooperation between the two organizations.

Communicating what stakeholders expect from each other is according to Cox et al. (2014) one of the essential requirements of stakeholder management within destination branding. Additionally, when promoting a place or destination González and Lester (2018) stress that the visitors form their place/destination image based on the impressions they receive by all the stakeholders. Hence to achieve a united image, stakeholders need to talk to each other.

3. Different Entrepreneurs on the Grounds of Sofiero

Due to political reasons, different services at Sofiero are outsourced. This includes the garden shop, the restaurant together with the café and the castle boutique. The relationship between Sofiero and these three different entrepreneurs has been mentioned most frequently during the interviews when talking about components that create the brand 'Sofiero'. A problem that has been mentioned is that

"... they do not have such a vision that we have, and it is kind of difficult to have the long-term talk also with them." (interviewee 2, own translation)

This results in that currently the cooperation is not exploited to its full potential. However, it is desired by Sofiero that the other entrepreneurs engage more actively in collaborations as the

attraction is run by one organization in the eyes of the visitors. Nonetheless, one interviewee admitted also that

"... we are talking a lot more than before." (interviewee 1)

I have been told that this is mainly due to the newly launched Sofiero council which meets approximately once a month and its aim is to create a stronger unity among the entities. One interviewee describes the aim like this:

"So, that we understand their problems and they understand our problems and conditions and then it [working together] becomes much easier." (interviewee 4, own translation)

It appears that Sofiero is working on an improved cooperation among the entrepreneurs. Sofiero knows if one of the entrepreneurs is not performing according to the brand expectations created by the visitors, this falls back on to the whole organization and the desired brand identity. Sofiero's current development is in line with what Vasudevan (2008) asserts in her study about destination branding if one looks at Sofiero like a destination. She states that knowing about all stakeholders' goals, challenges and expectations can only advance the creation of a collective brand identity. Thus, the visitor will perceive the whole attraction as one.

5.5 Organizational Structure

The last organizational aspect in connection to the internal brand communication analyzed is the organizational structure Sofiero belongs to. The special set-up (see figure 3) provides a special frame for internal brand communication to be performed. Table 5 lists the themes that have been discovered throughout the analysis.

Table 5: Overview of the Themes Organizational Structure

Organizational Structure - Themes
1. **Marketing Department**
2. **Event Coordination**
3. **Advantages & Disadvantages**

1. Marketing Department

One of the first observations I made was that Sofiero even though it has a marketing coordinator the actual marketing department that does the external marketing is not present at Sofiero. The department sits with the HASAB organization in the city center. So, I was curious to find out how this set-up impacts the internal brand communication.

"There are always to sides of a coin." (interviewee 4, own translation)

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This quote describes my findings quite suitably. During the research, I got to know some aspects that were regarded as positive of having the marketing set up like it is, for example:

"The advantages of having a central market unit are, after all, they have a combined strength in another way." (interviewee 4, own translation)

On the other hand, numerous negative aspects were mentioned as well. A fact that was named a couple of times was that the marketing department has different opinions about how things should be done or marketed in comparison to what Sofiero thinks is best. This is mainly due to the fact that the marketing people are not part of the daily talk in the office and according to some interviewees a marketing department has to be at the location in order to transmit the place's feeling in the marketing.

This presents a challenge for Sofiero's marketing coordinator as s/he is supposed to translate the marketing department's language into the digital communication s/he is doing. Moreover, when it comes to certain decisions the following comment was made:

"There is a lot of ambiguity both at Sofiero, who is who does what, who decides, who takes the decisions and the same inside the marketing department. And the marketing department has a picture of who is decisive, and we have a different picture of who decides and that can make things take longer than it should. As we have to first discuss this." (interviewee 3, own translation)

As it appears, the functional part of organizational structure poses a challenge on the internal brand communication as the marketing department's absence from the location is influencing the brand communication flow (Vallaster & De Chernatony, 2006). Moreover, according to Rainey et al. (1976), some studies state that internal decision processes are extended in a publicly owned organization compared to private ownership which can be detected at Sofiero.

2. Event Coordination

Similar to the 'external marketing', I got to know in the beginning that the big events at Sofiero are organized by the event unit of the HASAB organization which makes the project leaders being part of another organization. One interviewee reported that

"The project managers are here and should be here once a week. But it gets a little less frequent." (interviewee 3, own translation)

The absence from Sofiero's office is regarded as a challenge to the actual event organization and execution. This challenge is summarized by one interviewee.

"The challenge is that they belong to another unit. They are not at the APT [a meeting every other week]. They do not hear our discussions. So, they do not have the same knowledge about what actually happens at Sofiero right now. [...] Their involvement lies in many other events too, so they may not really have an idea of what we want with the Sofiero feeling for example, what is important." (interviewee 2, own translation)

Nevertheless, the interviewees also said that the current project leaders are doing a good job and they are executing the events in line with what Sofiero wants to transmit to the visitors. I attended a couple of organizational meetings where both opinions were shared and discussed in order to come to an agreement both sides are happy with. I learned also that the current project leaders had previously worked at Sofiero in different positions and thus, they have the background of what the brand 'Sofiero' wants to stand for.

Similar to the marketing department, the organization of events by the 'external event unit' poses an obstacle on the internal brand communication flow as the project leaders' engagement in multiple events might divert their focus on the brand identity. Additionally, the organizational structure requires an increased flow of communication regarding the brand's vision to assure a consistence transmission of the brand identity. (Vallaster & De Chernatony, 2006)

3. Advantages & Disadvantages

Some of the things that came up during the research process in connection to the organizational structure are easiest to summarize under the theme of advantages and disadvantages of being a part of the HASAB organization. All interviewees acknowledged that current set-up is working for Sofiero. There are not that many options what kind of structure the organization can take on as the heritage from the king had the requirement that it has to be open for everyone and thus owned by the city. The manager said that this set-up has been the best so far compared to former set-ups.

"There is also another understanding of this type of organization in a company like HASAB." (manager, own translation)

The advantages that have been named are mostly related to the experiences and knowledge a bigger organization has as well as the possible flexibility in certain decisions.

"You can get a lot of knowledge from a large organization. There are routines, laws and forms and everything. You don't have to do everything from scratch." (interviewee 2, own translation)

"I would like to think about HASAB as a great muscle and a great foundation and that hundreds of people that we are really working with if we want, but if we don't, we can just stay here, and they will leave us alone." (interviewee 1)

In contrast, some interviewees also mentioned some things that form an obstacle for them in their daily work which they assume to be easier when the organizational structure would have been different.

"So, above all, we would not have to do a lot of procurement. So, you should be able to take the actor you actually think is best and you think it is nicest to work with or you think delivers the best. Not the one who is procured who must be taken who can deliver inferior quality and we must take it because the law says so." (interviewee 2, own translation)

"Then we could have worked a little faster maybe." (interviewee 2, own translation)

"It would have been easier to work with the economy and the commercial if it was privately owned." (interviewee 3, own translation)

It appears that the public ownership has on the one hand some aspects that work in favor for Sofiero. The bigger organization provides them with comfort and security, it can relate to if necessary. But at the same time, HASAB assigns Sofiero a lot of flexibility in its actions. On the other hand, it seems that some interviewees consider some aspects as negatively. Having to accept decisions made on a higher level although they might not sound reasonable to them is one. Moreover, the pace of information- and workflow between the organizations appears to be a restriction for them in their own work.

Both Boyne (2002) and Rainey et al. (1976) highlight that either form of ownership has advantages and disadvantages depending on in which industry the organization operates and on what kind of management is executed and thus impacts the internal brand communication differently.

6. Discussion

In this chapter, the key findings connected to the themes are used to discuss the research question and supporting research questions. The findings are linked to the literature and previous study's results from chapter 2 to demonstrate in what way the study's results are similar to theory and where the results differ as Sofiero represents a particular case study. Table 6 shows a summary of the analyzed themes.

Table 6: Overview of Analyzed Themes

Internal Brand Communication	External Brand Communication	Leadership	Brand Stakeholders	Organizational Structure
Working Atmosphere	Target Group	Support	External Event Coordinators	Marketing Department
Internal Values & Ambassador	External Core Values	The Manager's Role	Destination Helsingborg	Event Coordination
Brand Identity	Marketing	Whole Sofiero Attraction	Different Entrepreneurs	Advantages & Disadvantages
	Competition			
	Slogan			

6.1 The Internal Brand

Sofiero has identified that its internal core and what is connected to it needs to be well-established before it can successfully communicate its brand identity externally which is affirmed by Santos-Vijande et al. (2013). Hence, during the last year the team has worked extensively on formulating internal values that build a solid foundation for a good internal working atmosphere. Internal values are important for the internal brand communication because they highlight what the brand internally stands for. Fill and Turnbull (2016) state that a lack of internal values hampers the transfer of a consistent brand identity to the external stakeholders.

The analysis shows that the positive working atmosphere adds to the internal flow of communication. The interviewees appreciate to get feedback from both the manager and coworkers during meetings and casual talks as it gives everybody the feeling that they contribute something valuable to the organization. (Lee & Bruvold, 2003) Knowing that one's contribution is relevant increases their commitment to the brand and their engagement to participate in the internal brand communication. Thus, according to Piehler et al. (2018), who assert that brand commitment is important for internal brand communication, Sofiero's internal appreciation is good practice to improve the internal brand communication. Additionally, feedback at Sofiero is a two-way dialogue. General evaluations, of for example events, are done in open discussions where everybody's opinion is valued and no single view is prioritized which as conformed by Sharma and Kamalanabhan (2012) would have a negative impact on the internal brand communication.

Regular meetings with all internal 'departments' set the stage to get to know what the

others are working on. Therefore, everybody is informed about the current organization's activities and important news about brand processes and issues are shared. This enables all employees to develop a greater understanding of the brand which based on Cox et al. (2014) is a prerequisite for internal brand communication. Understanding the actions related to the brand is necessary for being an internal brand ambassador. After the thorough work on the internal values and their finalization, Sofiero's permanent employees are eager to spread them amongst themselves and to the seasonal staff and continue the work with formulating external values in order to create a consistent brand identity. (Fill & Turnbull, 2016)

The analysis demonstrates that currently no consistent perception of the brand identity exists. This creates an internal uncertainty about what the brand actually stands for and which direction the organization is heading. Yet, the studies by Piehler et al. (2018) and King (2010) highlight that defining a brand identity has to be top priority for an organization. Thus, Sofiero has to focus on finding a definition of the brand identity in which all employees see their work represented.

The internal brand communication of the core, the organization Sofiero, can be summarized as followed. By providing a great working atmosphere, Sofiero creates an office climate that supports the internal brand communication. Being able to state opinions openly without being judged and receiving feedback augment the flow of internal communication. The formulation of internal values enhances the employees' brand understanding which strengthens everyone's brand commitment and the roles as brand ambassadors. The regular meetings are used to inform everybody about current brand activities and to emphasize the brand identity. Sofiero's internal brand communication can be developed and offers room for improvement. The lack of a clear definition of a brand identity makes it hard to decide on which brand should be communicated.

6.2 The Different Organizational Aspects

The second part of this chapter concentrates on discussing the analysis's results in connection to the main research question *"How do different selected organizational aspects influence the internal brand communication of a cultural heritage?"*. Each aspect's influence is outlined separately.

External Brand Communication

Sofiero is attracting a wide range of target groups, however, it is not clearly known who the target groups are and what their demands and expectations are. This restricts the marketing because according to Zenker et al. (2010) the marketing should be adapted to the target groups in order to be successful. Being unsure whom to address in the external marketing effects the

internal brand communication insofar that everybody directs their communication to another target group. This leads to internal confusion about what the brand should stand for. Based on the study by Piehler et al. (2018) an undefined brand identity creates problems in communicating the brand internally and externally.

External core values form the basis of the brand identity. Sofiero has five values that it wants to represent with its brand. The analysis shows that these values are not actively employed when communicating the brand to the external audience as their existence is not very present. Thus, the visitors experience an inconsistent brand performance. A lack of brand performance has an impact on the internal brand communication in a way that it affects the employee's believe in the brand which according to Sharma and Kamalanabhan (2012) has a negative effect on the overall brand success. The internal brand communication should assure the spread and use of the external values in everybody's communication because the values assure a consistent presentation of the brand identity (Piehler et al., 2018).

Having a marketing department at a different location and a marketing coordinator at Sofiero impedes the communication between both. Both have to work hand-in-hand to assure the delivery of a consistent brand identity. At the moment, the marketing department is highly focused on print material, while the marketing coordinator focuses more on the digital side which is in accordance with the current trends in marketing. An internal discrepancy exists on how the visitor should be approached due to an inconsistent brand communication. Amongst other researchers, Fill and Turnbull (2016) express that it is essential that any kind of brand communication has the same aim and expresses the same brand identity. The work between the two actors appears to be not very smoothly which creates internal uncertainties about the effectiveness of internal brand communication. Based on the study by Harkness (1999), a malfunctioning brand communication has an impact on the employee's motivation to show a brand support.

Competitors are not a big topic at Sofiero as to some extend its focus is directed mostly inwards. Still, the analysis indicates that Sofiero emphasizes that direct competitors are regarded as complements to the brand experience at the destination. Sofiero's focus on differentiating the brand is more on attracting people's attention to spend their free time with a visit at Sofiero. In their study, Simoes and Dibb (2001) mention that the field of competitors is expanding from the direct to the indirect ones. However, they say that the traditional direct competitors should not be forgotten as they still present a threat. The analysis shows that brand competitors are not frequently talked about at Sofiero and therefore, the internal brand communication is not directed towards differentiating the brand from competitors which

according to Simoes and Dibb (2001) forms one of the purposes of any brand communication.

Sofiero's slogan is short and to the point and thus markets well and can be spread via word-of-mouth easily. Therefore, it fulfills the criteria by Burmann and Zeplin (2005) of a good slogan that can be easily distributed internally and externally. However, it does not work for all markets and target groups. Hence, it is less applied for some external communication like the group marketing which presents an inconsistency in the branding and an internal insecurity on when exactly to apply the slogan. Inconsistencies in the brand communication are according to Piehler et al. (2018) to be avoided as they influence the brand performance.

As the analysis shows, external and internal brand communication are highly interrelated with each other and thus, Kernstock and Brexendorf (2009) and Piehler et al. (2018) say that they should complement each other. The themes that have been detected in the analysis form all substantial parts of the external communication. This demonstrates that although the actual external marketing is mainly performed at another organization, all interviewees have knowledge about the external marketing and are exposed to the external brand communication. According to Vallaster and De Chernatony (2006), it is important that employees are aware of the actual external brand communication to know whether internal and external brand communication are transmitting the same brand identity.

However, the analysis demonstrates that Sofiero's external and internal brand communication are not aligned. Not having the necessary target group information prevents an appropriate adaptation of the brand communication to the target groups. The limited knowledge about Sofiero's external values, the marketing structure and the slogan create struggles with the consistency of the brand identity transmission internally and externally which creates insecurities and extra work internally. Additionally, talking about competitors has to be included in the internal brand communication.

Leadership

The manager's support is meaningful for the employees at Sofiero. They have the flexibility and freedom to make decisions by themselves. However, in some situations they are insecure if it is acceptable to decide without the manager's approval. Nevertheless, knowing that the manager backs the individual decision increases the employee's awareness that his/her contribution to the brand is valuable. According to Chapleo (2015) showing support is part of a leadership characteristic that positively influences the internal brand communication in a way that it deepens the employee's commitment.

The role the manager takes on is essential on how the internal brand communication

unfolds within the organization. As the analysis demonstrates Sofiero's manager is mainly blending in with the team in the everyday actions. However, it was mentioned that in certain situation a stronger leader role would be appreciated especially connected to the interpretation of the brand identity. This is in line with what Vallaster and De Chernatony (2006) discovered in their study. The brand identity's definition has to come from the leader who in her/his actions and via internal brand communication has to inform the employees about it. The information about the brand characteristics is important for the employees to have because only in that way they can adopt it to their actions.

The manager's role is really important for communicating the brand to all organizations acting within the gates of Sofiero. According to King (2010), the manager has to act as an example and 'walk-the-talk'. By living the brand values, the employees are able to adopt them in their actions. The analysis shows that Sofiero's manager is passionate and communicates the brand values when it is asked for. Similar to the research by King (2010), the study by Wallace et al. (2013) highlights that the leader is the most important brand ambassador and to complete this role thoroughly, Sofiero's manager has to increase the communication of the brand values in order to reach all organizations within the gates of Sofiero.

Effective leadership only improves the internal brand communication and hence increases the employees' brand commitment. It is apparent that Sofiero's manager lives the brand values, which is regarded as a good motivation for the employees. Being a team player works good for Sofiero as the manager in that way complements the team. However, the manager should not forget to 'be the boss' sometimes to give precise brand directions. Moreover, the manager should not miss to extend the internal brand communication to the outside of the own organization as Sofiero's outside perception by the visitors is formed of four different organizations combined.

Brand Stakeholders

The study's analysis reveals that the external event coordination at Sofiero has a huge impact on the brand image. It is apparent that the external entrepreneurs are lacking the required understanding about their contribution to the brand identity which is stressed by Cox et al. (2014). Moreover, by having different goals than Sofiero, the effect on the brand is hard to determine in advance. Thus, any external event coordination requires an increased workload for Sofiero's team not necessarily in planning the event but in safeguarding the brand identity. This finding is in line with the findings by Vasudevan (2008). She states that if different stakeholders do not articulate their goals, a coherent brand identity cannot be warranted.

Currently, Sofiero is decreasing the outsourcing of event coordination as far as this is possible with its resources to increase the control over the brand and to decrease the effort of transmitting the desired internal brand to the external event coordinator.

The analysis demonstrates that Helsingborg's DMO is not aware of the fact that it forms a direct internal stakeholder for Sofiero. The DMO partly believes that it is not contributing to the brand even though it is. Contrasting to this view is Sofiero's perspective as Sofiero relies to some extend on the DMO's contribution to the brand. This gap exposes what Cox et al. (2014) express needs to be avoided. A clear internal communication amongst Sofiero and the DMO about each other's expectation has to be in place, otherwise the brand identity cannot be aligned with the stakeholders' goals. Especially in the context of destination branding, González and Lester (2018) declare that only through internal brand communication a unified image for the visitor can be achieved. Thus, Sofiero and Helsingborg's DMO need to inform each other better how one can contribute to each other's brand. An increased brand understanding on both sides could be mutually beneficial and improve the success of both brands.

The three entrepreneurs who are active directly on the grounds of Sofiero form a special stakeholder group. For the visitor, they are not recognizable as separate entities and therefore, all of them together with Sofiero should present a unified brand identity. In the past, they have been mainly working for themselves and focusing on their goals and missions. The Sofiero council aims at changing this situation and by providing a place where information is exchanged, improving the internal brand communication and cooperation between Sofiero and the entrepreneurs. This development is conforming to the study by Vasudevan (2008) which underlines that a united brand identity amongst stakeholders can only be created if all stakeholders know about each other's intentions in relation to the brand.

Internal brand communication and cooperation between the different stakeholder groups and Sofiero are important. Independent of which internal stakeholder group Sofiero is working with, stakeholder buy-ins need to be achieved to be able to transfer a united brand identity (Cox et al., 2014). This means that Sofiero's stakeholders have to understand Sofiero's brand, at the same time as Sofiero has to develop an understanding of the stakeholders' expectations towards the brand. Internal brand communication works best when all support the same brand goal. Thus, it is decisive that this collective goal is communicated internally.

Organizational Structure

The preconditions for Sofiero's organizational structure are rather unusual for a cultural heritage attraction. Sofiero was given by the king to the city with the condition that the city

maintains Sofiero and makes it accessible for the public. Sofiero is publicly owned but at the same time belonging to HASAB, it acts more like a private actor. The matrix structure implies that Sofiero is an organization on its own, but the marketing and event organization is done centrally by HASAB. This complex structure has an impact on how the brand is internally communicated. (Anholt, 2010)

As the analysis shows the functional separation of the marketing department has advantages and disadvantages. Advantageous is that the marketing department has collective knowledge and the people working there are experts in their field. Disadvantageous is that the marketing department is not present at Sofiero directly and thus does not have the same brand knowledge as the people at Sofiero. According to Vallaster and De Chernatony (2006), the organizational structure should not impede the internal brand communication flow. Yet, Sofiero seems to be struggling with this, especially since the marketing department addresses the external stakeholders but is positioned at a different office. Vallaster and De Chernatony (2006) stress that the internal brand communication is vital to create a coherent brand identity which is applied for the external marketing.

Similar results can be determined for the coordination of events by HASAB's event unit. The project leaders' absence from Sofiero does not ensure that they are transferring the desired Sofiero feeling. However, due to regular meetings and the same project leaders every year, Sofiero attempts to overcome the restriction of a disturbed internal brand communication flow. As the events are mainly employed for the brand building, Sofiero is according to Kernstock and Brexendorf (2009) doing good in informing all involved departments about the brand identity that should be transferred with the event.

As the analysis demonstrates, all interviewees named features that they preferred and disliked with the organizational structure. This is in line with the research by Boyne (2002), Rainey et al. (1976) and Solomon (1986). All researchers stress that either private or public ownership has its advantages and disadvantages that impact the internal brand communication. Thus, no organizational structure is perfect. Nevertheless, the analysis displays that Sofiero has developed routines to make the flow of internal brand communication possible through all levels of the organization. This does not exclude the fact that Sofiero talks about ways to improve the internal brand communication.

6.3 The Holistic Picture

During the analysis it became apparent that all organizational aspects are highly related and often have the same impact on the internal brand communication. The most frequent impact that has been observed is related to the difficulty to create a unified brand identity. This effect

is increased by the fact that Sofiero's brand is communicated and used by a multitude of actors which all have different aspirations to the brand. Compared to future research, the current research has investigated four different organizational aspect's relationship towards internal brand communication in one study. Previous studies only looked at one organizational aspect isolation without a connection to any other organizational aspect (see figure 1). The research contribution has helped to identify ways to improve each relationship and it provides guidelines for internal brand communication for every organization investigate on a single case.

However, the present study highlights that the interconnections between the different organizational aspects are too interwoven to be looked at separately. Thus, the study suggests considering a holistic picture of all organizational aspects when approaching the topic of internal brand communication (see figure 4). This is helpful particularly because when looking at the themes detected during the analysis for each organizational aspect (see table 6), some themes have been identified in connection to multiple organizational aspect.

The theme about marketing appears for external brand communication and organizational structure and the consequences for the internal brand communication are identical. Both times the flow of internal brand communication has to be revised to make sure that the same brand identity is communicated outwards. The leadership themes are connected to all other areas. For instance, the theme 'whole Sofiero attraction' is linked to all brand stakeholders as stakeholder management and thus the internal brand communication is an important task of the leader. Whereas the 'manager's role' theme is influencing the overall internal brand communication on all levels. Whichever role the manager acts out influences the employee's perception of the brand and thus consequentially the employee's brand commitment.

Thus, in the case of Sofiero, all organizational aspects are better to be considered in their entirety because the analysis showed that especially the special organizational structure of Sofiero regulates how the internal brand communication is conducted and combines a lot of organizational aspects. To study Sofiero's internal brand communication from a holistic picture perspective goes beyond the scope of the study and needs to be addressed in future research.
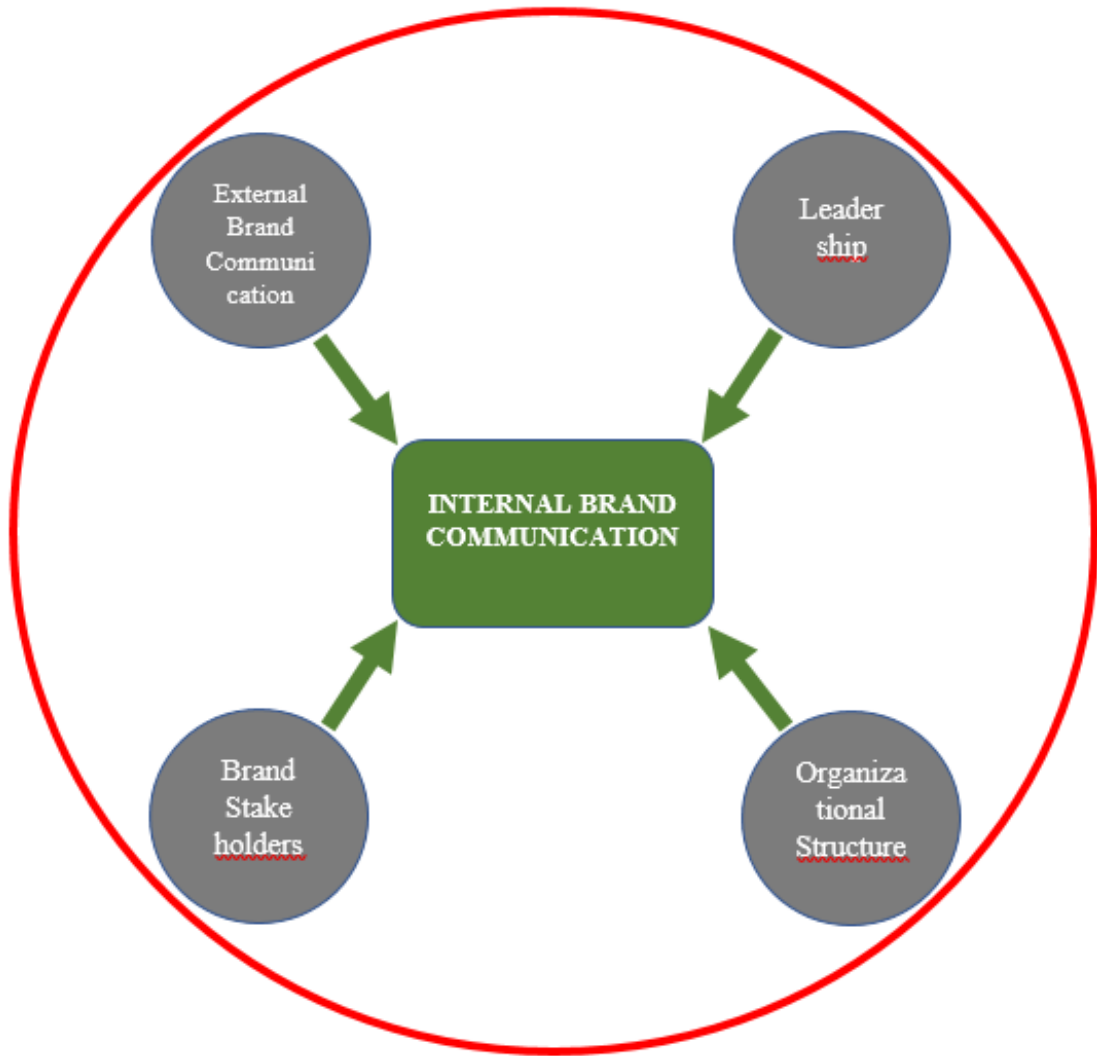
Figure 4: The Holistic Picture of Internal Brand Communication

(Source: own illustration)

Nevertheless, it has to be noted that the suggestion of a holistic picture is the result of a single case study. Therefore, further research is required to investigate whether a holistic picture is appropriate to be applied to other organizations as it is not assured that the same relationships between the organizational aspects exist everywhere. Organizational size, structure and ownership are presumably the most decisive characteristics of an organization that decide on whether it makes sense to contemplate a holistic picture for the study of internal brand communication. Moreover, it has to be studied whether a holistic picture is implementable and works in practice.

7. Conclusion

The primary objective of this study was to comprehend how different organizational aspects influence the internal brand communication of a cultural heritage. As cultural heritage attractions form a big part of the booming cultural tourism segment, they have to focus their attention on branding to be able to withstand the increased competition. A case study of Sofiero Castle & Castle Park was conducted to analyze its internal brand communication and how this is performed in Sofiero's daily routines.

Through a good working atmosphere, regular meetings and open discussions Sofiero assures that the internal brand communication is fostered. By giving the employees the possibility to contribute to the brand development, Sofiero achieves that the employees show an increased brand commitment and a willingness to act as brand ambassadors. The internal values that have been designed recently form a good foundation for the work on external values. However, most central to the internal brand communication is that the desired brand identity is defined and not interpreted by everyone individually which is not yet fully developed by Sofiero.

Sofiero's public ownership and complex organizational formation have an influence on how the internal brand communication is performed with all players that contribute to the brand's success. The four different organizational aspects that have been studied have an effect how this internal brand communication is shaped. The external brand communication is dependent on which brand identity is disseminated internally and on what the external stakeholders have for aspirations toward the brand. This demonstrates a mutual dependency of Sofiero's internal and external brand communication. As Sofiero is a rather small organization, the manager's leadership has an impact on the internal brand communication in its entirety. Sofiero's employees tend to follow the way the manager declared for the brand. The actions of Sofiero's brand stakeholders have an influence on how the brand is perceived externally. Thus, the stakeholders' cooperation is required to participate in the internal brand communication to be able to transfer a consistent brand. Sofiero's organizational structure outlines which areas of the organization the internal brand communication has to reach. Due to the fact that two important departments, marketing and event unit, are partially not at the same location, special awareness has to be created to guarantee that the brand identity is also communicated and adopted by these two departments.

The study presented a comprehensive representation of how four different organizational aspects influence the internal brand communication of an organization. Moreover, the study demonstrated that in the case of Sofiero, none of the organizational aspects can be clearly

considered in isolation when talking about internal brand communication. Not only have the aspects a connection to internal brand communication, but they also have interconnections amongst each other. This fact suggests that for Sofiero it is more applicable to look at a holistic picture (figure 4) of the organizational aspect influencing the internal brand communication and analyze how certain interconnections shape the internal brand communication. This is necessary in order for depicting all influences on the brand creation and brand communication. Without this knowledge, Sofiero will encounter further challenges on how to transfer a coherent brand identity. The application of the holistic picture and the resulting implications for Sofiero have to be studied in an extension of this study.

8. Future research

This study has only started to look at a holistic picture of internal brand communication and the organizational aspects of external brand communication, leadership, brand stakeholders and organizational structure. Relationships between the aspects and the influence on internal brand communication have been identified. However, further research is needed to study these relationships more in-depth. Furthermore, the applicability in practice of a holistic picture should be tested, including other types of organizations.

Overcoming the limitations mentioned in the chapter section 3.7, I suggest doing interviews, go-alongs and observations over a longer period of time, including the summer season where the visitor numbers are higher. The external marketing during the high season increases during the high season as well which might show different impacts on the internal brand communication. Moreover, Sofiero has just finished their extensive work on the internal values and has recognized that the next step is to work on the external values. Thus, conducting the study at another point in time could provide varying results.

To increase the number of perspectives on the internal brand communication, I propose to include the different departments at HASAB, marketing and the event unit, in the study and interview the people who are directly working for/with the brand 'Sofiero'. Additionally, I recommend encompassing other stakeholder perspectives in the study to research how they perceive the internal brand communication because the study showed that they have an impact in the whole branding process.

The special feature of this study is that the cultural heritage is completely publicly owned which provides different conditions for parts of the internal brand communication compared to a cultural heritage which is partially or completely privately owned. Thus, I advise

to study a privately-owned cultural heritage and how internal brand communication is performed there. This allows for the opportunity to make a comparison and highlight the similarities and differences. Additionally, studying internal brand communication from two different organizational perspectives, private or public, strengthens the result's applicability to other cases.

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IV. Appendix

Appendix 1: Interview Guide 1

General questions to ask everybody:

1) What is your position?
2) How long have you been working at Sofiero?
3) What does this entail? What are your tasks?
4) Are you in direct contact with the final visitor coming to Sofiero?

Sofiero's Brand

1) What are the characteristics of Sofiero?
2) In your opinion, what does the brand Sofiero stand for? What has the biggest weight/ importance?
   a. Garden
   b. Royal family
3) Is Sofiero regarded as a cultural heritage?
4) Are there special regulations for sites like Sofiero in Sweden?
5) To what extend does culture play a role in the management of Sofiero?

Ownership / Management

1) You are part of Helsingborg Arena & Scen which is owned by the city of Helsingborg. Since when?
2) Do you receive any other income / funding apart from the city's contribution?
3) Do you regard it as beneficial to be part of a bigger entity? Are there any drawbacks?
4) What are some challenges Sofiero is facing right now?
5) How do you envision the future of Sofiero?

Communication

1) You have just created a new slogan for Sofiero "New experiences every time". How is this communicated to the outside world?
2) Why has the slogan been developed?
3) To whom is the slogan addressed?

Visitors & Admission

1) Who is the target group Sofiero wants to attract?
2) Who are your current visitors?
3) What do you think do visitors get for the money they pay as entrance fee?

Separate Entities

1) You have other entities on Sofiero which if I understood correctly are separately managed. Do they hire the facilities from you or the city?
2) Is there a cooperation between these parts existing? (For the visitor it all looks like one entity) Aiming for the same goal? Communication existing?
3) Why are these services outsourced?

Events at Sofiero

1) How are events selected to be appropriate to be held at Sofiero? Criteria?
2) Which annual events do you have repeating? Which ones are new?
3) Is the organization worth the effort?
4) Ljusstämning is one of the off-season events, do you have other ideas for the off-season?

Questions for the Head of Visits and Bookings:

1) As you are responsible for the recruiting of the guides, do the guides receive a prior education?
   a. Which aspects are important?
   b. How do you guarantee a certain quality and consistency?
2) Which characteristics of Sofiero do you highlight when communicating with potential non-European markets?
3) What are your main channels of communication when attracting new visitors?
4) Is there a lot of communication with other attractions in the near proximity, e.g. Frederiksdal, Kronborg Slott?
5) What is the percentage of people coming with a culture card or paying direct at the entrance?
6) Which events are excluded from the cultural card? Why?
7) Sofiero's annual card – How many sold each year?
8) How many annual visitors do you have during the high-season and low-season? Development over the last years?

Questions for the Head of Events, Exhibitions and Developments:

1) What is Sofiero's main goal in terms of development for the next couple of years?
2) How many regulations do you have to follow?
3) To what extend does it influence you in your decision making that you are part of a governmental organization?
4) Do you sit together and talk with Sofiero's stakeholders about current and future development?
5) What main strategies to you apply to achieve re-visitation of non-locals?
6) Regarding the events and exhibitions, do you get contacted by a lot of organizations/event organizers that they would like to use Sofiero as a venue or do you actively have to look for and attract events/exhibitions to be held at Sofiero?

Questions for the Marketing Coordinator:

1) What are your main channels of communication directed towards the visitors?
2) Have a lot of people subscribed to your newsletter / sms-service? Who are they?
3) What are some of the most frequent questions you have been asked by visitors?
4) I guess from your language offers on the website, that the Danish and the German market are the 2 main foreign markets?
5) Who are your main followers on social media?
6) What are your daily tasks?
7) How often do you sit together and discuss current issues raised by visitors or others, internally and externally?

Appendix 2: Interview Guide 2

Note: Not all questions were asked to all interviewees. Only position-related questions were asked.

Which practices are done for internal marketing at Sofiero? → Internal Brand Communication

Temporary Staff:

1) How difficult is it to communicate the brand to new employees?
2) How do you communicate changes to returning staff when it comes to brand image changes?
3) Which motivation do they get for 'living the brand?
4) You mentioned that when you look for staff that you ask them 'Why Sofiero?', what are points that convince you?

Future:

1) What is important for the brand Sofiero in the future?
2) Do you think it will be a challenge to develop Sofiero?

Change:

1) How do you communicate change internally? But also externally? How sensitive do you have to be?
2) You said that change is part of Sofiero, but to which point is change still okay? Where does it stop being in line with the brand?

How is the internal marketing perceived by the employees? → Internal Brand Communication

Office Atmosphere:

1) Do you like working for Sofiero?
2) Do you feel valuable for Sofiero? Is your opinion being appreciated?
3) How do you like the working atmosphere at Sofiero?

Everybody & Team:

1) How important is it for you to work together to present the one brand Sofiero?
2) Do you think you are being successful with this?

Values:

1) What are Sofiero's core values?
2) Are they internally and externally the same?
3) To what extend to you want the other entities to internalize your values? Will they do that?

Brand Identity:

1) How do you understand the brand Sofiero?
2) How do you understand the brand promise?
3) Do you feel that the brand image that you are creating internally, is perceived in the same way externally?
4) Do you consider it as positive that the brand has so many different things to offer?
5) Do you think that Sofiero has decided 'who' it wants to be?
6) Do you perceive it as troublesome that the topic of 'what do we stand for' comes up repeatedly? Or do you think it is beneficial and keeps discussions alive?

What role does leadership play in internal marketing? → Leadership

Leadership:

1) Do you feel encouraged and supported by your manager to strive after your goals?
2) What role for you does your manager play in positioning the brand?
3) Do you feel motivated by your manager to engage in 'living the brand'?
4) Is she a guiding figure that tries to hold the whole Sofiero together and create 'the one Sofiero'?

How does the external marketing influence the internal marketing? → External Brand Communication

Groups:

1) Which brand aspects do you highlight to the groups?
2) What/How would you like to improve the marketing directed towards groups?
3) How does the brand communication need to change to meet your needs?
4) Does the city of Helsingborg do any group-related marketing? Do they advertise Helsingborg to groups or are you 'left alone' with this?
5) What could be a brand promise that works for you? Which brand promise do you see?

Collaborations:

1) Is it easy for you to market the brand Sofiero to your cooperation partners? Where are challenges?
2) Which brand aspects to you highlight mostly to your partners apart from group tour organizers?
3) In your presentation, you demonstrated the variety of cooperation partners, do you regard that as an advantage that you can market the brand on so many levels or is it bad because it limits you in giving enough focus to each partner?

Evaluation:

1) How do you evaluate group bookings?
2) You have difficulties in evaluating whether your marketing and hence brand communication is working. How does the 'not-knowing whether it's right for the target group' influence you in your work?
3) What role does the visitor feedback play in evaluating whether an event was successful?

4) What role does the visitor feedback play in evaluating whether the brand communication is working? How do you adjust it?

Marketing Department:

1) Do you agree to the marketing actions? Would you like to change something? Direct it differently?
2) Do you consider it as positive that the brand has so many different things to offer? Isn't that challenging for the marketing? Very broad?
3) What kind of marketing would be needed to also address the individual person that is coming on a regular weekday?
4) I know that you repost a lot of Instagram posts from the garden shop and restaurant. Do they ask you to do it, or do you do it yourself? Do they do the same?
5) Do you feel like you are advertising to the same target group?
6) Does the marketing directed to their target group (25-45) work for the actual group of people (50+) that are coming to Sofiero? Are they addressed?
7) Do you have the perception that with the task division, which is sometimes a bit unclear, that thinks take longer in their execution?

How does the organizational structure influence the internal marketing? →
Organizational Structure

Destination:

1) What role does Sofiero play for the destination of Helsingborg?
2) Do you work together with the destination of Helsingborg to communicate your brand?
3) What does Helsingborg city (tourism department) do to promote Sofiero?
4) As Sofiero is not directly in the center of Helsingborg city, do you sometimes feel neglected by the destination's marketing or do you feel well included?

HASAB:

1) Do you think that the ownership of HASAB / the city has an influence on the brand communication?
2) What would be different if Sofiero would be privately owned? What would be more difficult? What would be easier? In general and in terms of brand communication?
3) Do you think that all entities within HASAB receive the same attention?
4) Do you think it is good to be connected with the other entities of HASAB? Does is work with the brand image of Sofiero? (Arena named in the same context with Sofiero?
5) Are the collaborations with other HASAB entities beneficial for Sofiero? Are they enhancing Sofiero's brand image?

Events / Event Department:

1) Where do you see the challenges in external event coordination?
2) Do you feel that the project leader has a different goal than Sofiero?
3) How difficult is it to align the events with the vision of Sofiero?
4) How big is the role of competitors when deciding about events? Do you get influenced by them?

How are the different stakeholders influencing the internal marketing?

3 Entities at Sofiero:

1) How do you perceive the cooperation with the other entities at Sofiero?
2) Do you cooperate on marketing together? Different marketing channels, e.g. fairs, internet
3) Does the restaurant perceive it as beneficial also for them to be included in the group packages? Do they want to be part of it?
4) How do you manage that the other entities at Sofiero communicate the same Sofiero brand that you would like to communicate? Is there a 'we-together-are-Sofiero-feeling'?
5) Do you accept if some just don't want to hop on the train, or do you keep on trying?

Appendix 3: Original Quotes

These are the quotes used in the analysis part of the study in their original language. They are listed in order of their appearance.

- "Vi har ju skapat ett team som har något visst... det rullar av sig själv och vi stöttar varandra och alla är glada och trevliga och vi har en skön stämning här på kontoret." (interviewee 3)
- "Vi är jättekompetenta kollegor och alla är så specialiserat på sina saker så att det känns ... och jag känner mig trygg i deras kunskap så det känns väldigt bra." (interviewee 2)
- "Alla upplevelser i sammenhet är vår styrke." (comment during introduction days)
- "Jag tänker att vi måste först lägga grunden med värdegrunden innan vi kan börja med den externa biten." (interviewee 4)
- " Vad ska vi satsa på? Vad ska vi ha fokus på? Vad är det vi är riktigt bra på? Vad är vi mindre bra på? Hur ska vi lyfta det? För där har vi ju ... det haltade rätt mycket. I många fall tycker jag. Vi alla får göra våra egna målformuleringar nästan." (interviewee 2)
- " Man får inte glömma dem som vi redan har för de är ju ändå lättast att få hit igen. Så de är fortfarande vår primära målgrupp men vi har sett för att öka... Det är ju ett av de stora målen att öka besökarantalet och då måste vi titta lite utanför vår primära målgrupp. Annars så kommer vi inte lyckas, tänker jag." (interviewee 3)
- " Vi har inte gjort nån undersökning varför folk kommer på riktigt. Så vi vet ju inte riktigt." (interviewee 2)
- "Vad vi konkurrerar om är folks tid. Vad gör du på din fritid. Vad väljer du att lägga timmar av din fritid på. Det är där vi kommer in. […] jag är av den bestämda uppfattningen att till exempel vi och Fredriksdal inte konkurrerar. […] Det är viktiga för oss två […] att vi ser till att vi är olika för då kompletterar vi varandra istället." (interviewee 4)
- "Vi är ju lite egen bubbla." (interviewee 2)
- "Men när vi skulle ha den på flera språk så inser vi att den funkar ju faktiskt inte." (interviewee 3)
- "Hon uppskattar mitt jobb utan att hon behöver säga det så rakt ut." (interviewee 3)
- "Så folk kommer ofta in här och det är nån frågar om ditten och datten, så spontant liksom. Och det föredrar jag så. Det tar jättemycket av min tid, det gör det så klart. Men jag vill inte har nån stängt dörr, jag vill inte vara sån chef." (manager)
- "Jag kan tycka att det kan vara bra både och på ett sätt. Så ibland kan det ju vara skönt också att nån säger den här vägen vi ska gå och nu går vi dit tillsammans och så följer upp där vi är på väg." (interviewee 2)
- "Det är ju en gemensam blick utåt och jag tror det är viktigt att hon är en samlande kraft och det är enda hon som har mandat att bestämma. Alltså det måste ju vara hon som är den samlande kraft." (interviewee 2)
- "Jag har fått förfrågningar till exempel om någon som klätt ut sig till sjöjungfrun och vill komma här och båda i en tank för barn då. Det är inte Sofiero." (interviewee 2)
- "… han har ekonomiska incitament. Han bryr sig inte så verkligen om varumärket som sådan och han har då tagit in det som har genererat intäkter. Det har varit saker som vi kanske inte känner. Till exempel ett bubbelbad för barn som vi känner inte. Varför skulle det vara här." (interviewee 2)
- "Det måste vi göra. Vi är för små för att driva allting själv." (interviewee 4)

- "… de har inte såna visionen som vi har och det är väl svårt att har de långsiktiga bollarna också med dom." (interviewee 2)
- " Så att vi fattar deras problem och de fattar vara problem och förutsättningar och då blir det mycket lättare." (interviewee 4)
- "Det finns alltid två sida av det myntet." (interviewee 4)
- "Fördelar med har en centralt marknadsenheten är ju de har en samlad styrka på ett annat sätt." (interviewee 4)
- "Där är en hel del otydlighet både på Sofiero, vem är det som gör vad, vem bestämmer, vem tar besluten och likadant inne på marknadsavdelningen. Och marknadsavdelningen har en bild av vem bestämmande och vi har en annan bild av vem som bestämmer och det kan göra att saker ta längre tid än vad det borde. För att vi ska först hålla på att diskutera." (interviewee 3)
- "Projektledaren är här och ska vara här en gång i veckan. Men det blir lite mer sällan." (interviewee 3)
- "Utmaningen är att de tillhör en annan enhet. De är inte med på APT. De hör inte våra diskussioner. Så de har ju inte samma kunskap om vad som händer egentligen på Sofiero just nu. […] Deras engagemang ligger i många andra evenemang också, så de kanske har inte riktigt koll på vad vi vill med Sofiero känsla till exempel, vad är viktig." (interviewee 2)
- "… det finns också en annan förståelse för den här typen av verksamhet i ett bolag som HASAB." (manager)
- "Man kan få massa kunskap från en stor organisation. Det finns rutiner, lagar och blanketter och allting. Man behöver inte göra allting från noll." (interviewee 2)
- "Alltså framförallt behövde vi inte göra massa upphandlingar." (interviewee 2)
- "Då hade vi kunnat jobba lite snabbare kanske." (interviewee 2)
- "Det hade varit lättare att jobba med ekonomin och det kommersiella om det var privatägt." (interviewee 3)