

CHAPTER – V

INTERNAL MARKETING AND BRAND BUILDING

5.1. Introduction

Management Education service providing organization must build brand name for organization to be successive in service render. Brand may be name, symbol, trade mark letter that make the customers to identify the organization in simple way. The popularity of the organization through with specific identity which was developed through quality product or service which built the reputation of organization is denoted as brand. Brands make the user to trust the product or service sold by the organization. When the organizations have brand name for its product or service, enable them to sell their product or service easily. It produce generic value added product or service which worth for the money the buyers pay. Organizations which are having brand name are quite familiar to customer earned trust and beliefs.

Greene,et al²⁵³ (1994) in their article in Journal of Services Marketing, declare that the firms that do not or will not embrace the issues of internal marketing and incorporate those ingredients into their strategic marketing plan will see their market share and profit base eroding. The article titled, Building brand values through Internal Marketing, shows that quality of service is central to building brand differentiation within industries that do not produce tangible products. Internal marketing is an effective way of drawing attention to service, and encouraging staff in various ways to give the best of them.

²⁵³ Walter E. Greene, Gary D. Walls, Larry J. Schrest, (1994) "Internal Marketing: The Key to External Marketing Success", Journal of Services Marketing, Vol. 8 Iss: 4, pp.5 - 13

5.2. Internal Brand Building

The concept of internal branding is viewed as function of the quality of internal customers, and its importance, to the overall Brand Management is outlined, as its relationship with the field of reputation management **Bergstrom et al**²⁵⁴ (2002). Internal customer can build brand name by acquiring more skills & knowledge in the field of service delivery to the external customers by attending and presenting research papers in seminars, by participating in conference and involving themselves in various research work and projects. According to **Vallaster, C & Chernatony, L.**²⁵⁵ (2006), internal brand building is necessary for quality services. Internal brand building evolves from leadership quality of internal customers. Since internal customer's deals with external customers, they must possess leadership quality. This leadership quality is possible through internal development. The adequate involvement in research, seminars, workshop develops internal quality of employees. According to research scholar, instead of employees searching job, the organization will have to search them. This will be possible if the employees develop qualities and become branded employees. If they are brand employees, definitely, they will be able to provide quality service. Thus internal brand building must be a component of internal marketing.

Internal Brand Building is a new component which is added in this study by taking several factors into account. The concept of internal branding is reviewed and its importance to the overall brand engagement is outlined, as its relationship with the field of reputation management **Bergstrom et al**²⁵⁶ (2002). According to **Vallaster C &, Chernatony**²⁵⁷, (2006),

²⁵⁴ Bergstrom, A, Blumenthal, D & Crothers, S (2002) "Why Internal Branding Matters: The Case of Saab", Corporate Reputation Review, Vol. 5, NOS 2/3, pp. 133-142.

²⁵⁵ Vallaster, C. and de Chernatony, L. (2006), "Internal brand building and structuration: the role of leadership", European Journal of Marketing, Vol. 40 Issues: (7/8), Pp.761 - 784.

²⁵⁶ Bergstrom, A, Blumenthal, D & Crothers, S (2002) "Why Internal Branding Matters: The Case of Saab", Corporate Reputation Review, Vol. 5, NOS 2/3, Pp. 133-142.

in his research states that internal brand building is necessary for quality services. Internal brand building develops leadership quality of employees. Since internal customer's deals with external customers, they must poise leadership quality, which is possible through internal development. The adequate involvement in research, seminars, workshop develops internal quality of employees. According to research scholar, instead of employees searching job, the organization will have to search them. This will be possible if the employees develop qualities and become branded employees. If they are brand employees, definitely, they will be able to provide quality service. Thus internal brand building must be a component of internal marketing.

5.3 Internal Marketing Practices and External Customer Brand Building

Internal Marketing Practices are adapted in the organization for external success only. As the organization adapt and implement internal marketing component, gain competitive advantage and popularity which is shared by the external customer. External customers study from IIM share the brand name of the organization. This is proved by **Greene et al**²⁵⁸(1994) in their studies that internal marketing is key factor for external marketing success

5.4. Objective

[4] To ascertain relationship between '**The internal marketing Practices**' in one hand and '**Internal Brand Building**', '**External Brand Building**' on the other hand.

5.5 Hypothesis

[4] **.There is no significant association between** '**The internal marketing Practices**' in one hand and '**Internal Brand Building**, '**External Brand Building**' on the other hand.

²⁵⁷ Vallaster, C. and de Chernatony, L. (2006), "Internal brand building and structuration: the role of leadership", European Journal of Marketing, Vol. 40 Issues No (7/8), Pp.761 - 784.

²⁵⁸ Walter E. Greene, Gary D. Walls, Larry J. Schrest, (1994) "Internal Marketing: The Key to External Marketing Success", Journal of Services Marketing, Vol. 8 Issue No: 4, Pp.5 - 13

5.6. Latent Variables considered for Chapter 5 and purpose thereof

[a] **Degree of External Branding** - this has been used in the sense of measuring the degree of External Branding achieved by the Management Education Service providing Organizations at least as perceived by external customers. In other words, it is expected to measure the brand of the Management Education Service providing Organizations as perceived by the External customers i.e. External customers.

[b] **Degree of Internal Branding** - this has been used in the sense of measuring the degree of Internal Branding achieved by the Management Education Service providing Organizations at least as perceived by Internal customers. In other words, it is expected to measure the brand of the Management Education Service providing Organizations as perceived by the Internal customers i.e. Internal customers.

[c] **Degree of Internal marketing Mix Impact on Internal marketing** - this variable has been considered to measure the degree of/ intensity of the Internal marketing practices followed by management of the 'management Education service providing Organizations' as perceived by the internal customers. It has been used in this chapter in line with what has been done in previous chapter.

5.7. Scale Development for chapter 5

[1] Degree of Internal Branding

[a] Item selection for scales

In order to achieve the fourth objectives items of the scale were identified from literature relating to the latent variable under consideration. Responses are measured in 5 point scale.

Table No: 5.1
Internal Branding as perceived by Internal Customers

S.No.	Statement
17.1	Institution is known for its salary.

17.2	Institution is known for its fringe benefits.
17.3	Institution is known for providing opportunities for employees' growth.
17.4	Institution is known for its employees career planning.
17.5	Institution is known for its reputation in education industry.
17.6	Institution is known for its target based service.
17.7	Institution is known for its experienced service in the industry.
17.8	Institution is known for its additional benefits for additional services.
17.9	Institution is known for recognizing individual branding.

Source: Questionnaire

[b] Reliability of Scales

[i] Over all reliability of scale including all institutions

Table No: 5.2			
Over all Reliability Statistics of Internal Branding as perceived by Internal Customers			
Name of the Institutions	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No of Items
	.911	.911	9

Source: based on Survey data

Table No: 5.3							
Summary Item Statistics of Internal Branding as perceived by Internal Customers							
Name of the Institutions	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	No of Items
Item Means	3.536	3.100	4.180	1.080	1.348	.109	9
Item Variances	.937	.715	1.137	.423	1.591	.021	9

Source: based on Survey data

[ii] Institute wise reliability of scale

Table No: 5.4			
Institute wise Reliability Statistics of Internal Branding as perceived by Internal Customers			
Name of the Institution	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No of Items

AIM	.943	.945	9
AU	1.000	1.000	9
DBIM	.787	.770	9
DU	.931	.929	9
GIMT	.859	.864	9
GU	.517	.601	9
KU	.926	.927	9
NERIM	.908	.912	9
RSM	.883	.890	9
TU	.583	.651	9

Source: based on Survey data

From the above Table No. 5.5 it is observed that scale considered for the study is reliable since calculated Cronbach's Alpha values are more than 0.70.

[c] Interpretation of the Scale Developed

The more is the scale value; more is the degree of Internal Branding by Internal Marketing Practices of Management Education Service Providing Organization and vice versa.

[d] Descriptive Statistics of the scale

[i] Overall mean score of degree of internal branding as perceived by internal customers.

Table No: 5.5			
Overall Scale Statistics of Internal Branding as perceived by Internal Customers			
Mean Score	Variance	Std. Deviation	No of Items
31.82	44.250	6.652	9

Source: based on Survey data

From the above it is observed that the overall mean score of degree of internal branding as perceived by internal customers is 31.82

[ii] Institute wise mean score of degree of Internal Branding as perceived by internal customers.

Table No: 5.6				
Institute wise mean score Scale Statistics of degree of Internal Branding as perceived by Internal Customers				
Name of the Institution	Mean	Variance	Std. Deviation	No of Items
AIM	37.30	37.122	6.093	9
AU	43.20	16.200	4.025	9
DBIM	32.00	26.250	5.123	9
DU	26.27	67.218	8.199	9
GIMT	30.33	20.000	4.472	9
GU	28.80	18.700	4.324	9
KU	30.75	53.295	7.300	9
NERIM	31.61	30.252	5.500	9
RSM	30.18	25.164	5.016	9
TU	32.90	11.656	3.414	9

Source: based on Survey data

Here, highest mean score 43.20 in respect of Assam University and least score is 28.80 in respect of Guwahati University; thus, there exists variation in respect of the **of** degree of Internal Branding in MESPOs as Perceived by internal customers.

[a] Normality Test of the Distribution of the data of the scale

[i] Overall data

Table No: 5.7		
Overall data One-Sample Kolmogorov-Smirnov Test for Degree of Internal Branding as perceived by Internal customers		
N		100
Normal Parameters^{a,b}	Mean	31.8200
	Std. Deviation	6.65207
Most Extreme Differences	Absolute	.094
	Positive	.079

	Negative	-.094
Kolmogorov-Smirnov Z		.944
Asymp. Sig. (2-tailed)		.335
a. Test distribution is Normal.		
b. Calculated from data.		

Source: based on Survey data

[ii] Institute wise data

Table No: 5.8			
Institute wise data One-Sample Kolmogorov-Smirnov Test for Degree of Internal Branding as perceived by Internal customers			
Name of the Institutions			Degree of Internal Branding as perceived by Internal customers
AIM	N		10
	Normal Parameters ^{a,b}	Mean	37.3000
		Std. Deviation	6.09280
	Most Extreme Differences	Absolute	.197
		Positive	.184
		Negative	-.197
	Kolmogorov-Smirnov Z		.622
Asymp. Sig. (2-tailed)		.833	
AU	N		5
	Normal Parameters ^{a,b}	Mean	43.2000
		Std. Deviation	4.02492
	Most Extreme Differences	Absolute	.473
		Positive	.327
		Negative	-.473
	Kolmogorov-Smirnov Z		1.057
Asymp. Sig. (2-tailed)		.214	
DBIM	N		9
	Normal Parameters ^{a,b}	Mean	32.0000
		Std. Deviation	5.12348
	Most Extreme Differences	Absolute	.207
		Positive	.121
		Negative	-.207
	Kolmogorov-Smirnov Z		.622
Asymp. Sig. (2-tailed)		.834	
DU	N		11

	Normal Parameters ^{a,b}	Mean	26.2727
		Std. Deviation	8.19867
	Most Extreme Differences	Absolute	.172
		Positive	.116
		Negative	-.172
	Kolmogorov-Smirnov Z		.569
	Asymp. Sig. (2-tailed)		.902
GIMT	N		9
	Normal Parameters ^{a,b}	Mean	30.3333
		Std. Deviation	4.47214
	Most Extreme Differences	Absolute	.219
		Positive	.219
		Negative	-.190
	Kolmogorov-Smirnov Z		.656
Asymp. Sig. (2-tailed)		.783	
GU	N		5
	Normal Parameters ^{a,b}	Mean	28.8000
		Std. Deviation	4.32435
	Most Extreme Differences	Absolute	.209
		Positive	.141
		Negative	-.209
	Kolmogorov-Smirnov Z		.468
Asymp. Sig. (2-tailed)		.981	
KU	N		12
	Normal Parameters ^{a,b}	Mean	30.7500
		Std. Deviation	7.30037
	Most Extreme Differences	Absolute	.187
		Positive	.124
		Negative	-.187
	Kolmogorov-Smirnov Z		.646
Asymp. Sig. (2-tailed)		.798	
NERIM	N		18
	Normal Parameters ^{a,b}	Mean	31.6111
		Std. Deviation	5.50015
	Most Extreme Differences	Absolute	.231
		Positive	.164
		Negative	-.231
	Kolmogorov-Smirnov Z		.980
Asymp. Sig. (2-tailed)		.292	
RSM	N		11

	Normal Parameters ^{a,b}	Mean	30.1818
		Std. Deviation	5.01634
	Most Extreme Differences	Absolute	.253
		Positive	.253
		Negative	-.172
	Kolmogorov-Smirnov Z		.840
	Asymp. Sig. (2-tailed)		.480
TU	N		10
	Normal Parameters ^{a,b}	Mean	32.9000
		Std. Deviation	3.41402
	Most Extreme Differences	Absolute	.188
		Positive	.188
		Negative	-.118
	Kolmogorov-Smirnov Z		.596
Asymp. Sig. (2-tailed)		.870	
a. Test distribution is Normal.			
b. Calculated from data.			

Source: based on Survey data

Since the Asymp. Sig. (2-tailed) values computed above are more than 0.50, it is concluded that data in the population follow normal distribution. This is true for over all data as well as institute wise data. From the above it is discerned that both at collective level as well as institution level data follow normal distribution

[2] Degree of External Branding

[a] Item selection for scales

The second set of questions focused on the level of External Branding by Internal by Internal Marketing Practices as perceived by internal customers. The set of questions were prepared with the help of literature review and interviewing many experienced faculty members and External customers of management education service providing organizations.

Table No: 5.9
External Branding as perceived by External Customers

S.No.	Statement
-------	-----------

18.1	Institution is known for its systematic admission procedure.
18.2	Institution is known for its guidance and counselling.
18.3	Institution is known for its good syllabus.
18.4	Institution is known for its imparting education through seminar and workshops/ guest lectures.
18.5	Institution is known for its innovative method of imparting lessons.
18.6	Institution is known for its placement for External customers.
18.7	Institution is known for its reasonable fees structure.
18.8	Institution is known for its quality of Internal customers.
18.9	Institution is known for its target based service.
18.10	Institution is known outside for its excellence.
18.11	Institution is known for its quality service.
18.12	Alumni are well placed.

Source: Questionnaire

[b] Reliability of Scales

[i] Overall reliability of scale including all institutions

Table No: 5.10		
Overall Reliability Statistics of External Branding as perceived by External Customers		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No of Items
.851	.856	12

Source: based on Survey data

Table No: 5.11							
Summary Item Statistics of External Branding as perceived by External Customers							
	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	No of Items
Item Means	3.878	3.763	3.964	.202	1.054	.005	12
Item Variances	.765	.605	.933	.328	1.542	.009	12

Source: based on Survey data

[ii] Institute wise reliability of scale

Table No: 5.12			
Institute wise Reliability Statistics of External Branding as perceived by External Customers			
Name of the Institution	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No of Items
AIM	.856	.859	12
AU	.904	.909	12
DBIM	.804	.799	12
DU	.857	.863	12
GIMT	.830	.844	12
GU	.855	.865	12
KU	.869	.872	12
NERIM	.776	.801	12
RGI	.868	.864	12
TU	.851	.855	12

Source: based on Survey data

From the above Table No. 5.12 it is observed that scale considered for the study is reliable since calculated Cronbach's Alpha values are more than 0.70.

[c] Interpretation of the Scale Developed

The more is the scale value; more is the degree of internal branding by internal marketing practiced as perceived by external customers of management education service providing organizations and vice versa.

[d] Descriptive Statistics of the scale

[i] Overall mean score of degree of internal branding by internal marketing practiced as perceived by external customers of management education service providing organizations.

Table No: 5.13			
Overall Scale Statistics of degree of External Branding as perceived by External Customers			
Mean score	Variance	Std. Deviation	No of Items
46.5415	41.781	6.46386	12

Source: based on Survey data

From the above it is observed that overall mean score of degree of internal branding by internal marketing practiced as perceived by external customers of management education service providing organizations is 46.54.

[ii] Institute wise mean score of degree of internal branding by internal marketing practiced as perceived by external customers of management education service providing organizations.

Table No: 5.14				
Institute wise mean score Scale Statistics of degree of External branding as perceived by External Customers.				
Name of the Institutes	Mean	Variance	Std. Deviation	No of Items
AIM	50.5357	31.162	5.58232	12
AU	46.6750	59.969	7.74394	12
DBIM	45.9500	28.613	5.34910	12
DU	45.5400	48.743	6.98164	12
GIMT	45.6579	32.393	5.69151	12
GU	44.7143	44.498	6.67066	12
KU	46.1200	45.904	6.77522	12
NERIM	46.6912	28.844	5.37061	12
RGI	45.4167	44.349	6.65949	12
TU	48.3000	35.292	5.94073	12

Source: based on Survey data

Here, highest mean score 50.53 in respect of Assam Institute of Management and least score is 44.71 in respect of Guwahati University; thus, there exists variation in respect of

degree of internal branding by internal marketing practiced as perceived by external customers of management education service providing organizations.

[a] Normality Test of the Distribution of the data of the scale

[i] Overall data

Table No: 5.15		
Overall data One-Sample Kolmogorov-Smirnov Test for External Branding as perceived by External Customers.		
		Degree of External Branding (as perceived by External customers)
N		510
Normal Parameters^{a,b}	Mean	46.3255
	Std. Deviation	7.59019
	Most Extreme Differences	
	Absolute	.056
	Positive	.056
	Negative	-.056
Kolmogorov-Smirnov Z		1.269
Asymp. Sig. (2-tailed)		.080
a. Test distribution is Normal.		
b. Calculated from data.		

Source: based on Survey data

[ii] Institute wise

Table No. 5.16			
Institute wise One-Sample Kolmogorov-Smirnov Test for External Branding as perceived by External Customers.			
Name of the institution		Degree of External Branding as perceived by External customers	
AIM	N	56	
	Normal Parameters^{a,b}	Mean	45.6964
		Std. Deviation	7.07086
		Most Extreme	
	Absolute	.068	

	Differences	Positive	.055
		Negative	-.068
	Kolmogorov-Smirnov Z		.512
	Asymp. Sig. (2-tailed)		.956
AU	N		40
	Normal Parameters ^{a,b}	Mean	44.2000
		Std. Deviation	7.63998
		Most Extreme Differences	Absolute
		Positive	.112
		Negative	-.091
	Kolmogorov-Smirnov Z		.711
Asymp. Sig. (2-tailed)		.693	
DBIM	N		40
	Normal Parameters ^{a,b}	Mean	45.1250
		Std. Deviation	5.62589
		Most Extreme Differences	Absolute
		Positive	.094
		Negative	-.078
	Kolmogorov-Smirnov Z		.594
Asymp. Sig. (2-tailed)		.873	
DU	N		50
	Normal Parameters ^{a,b}	Mean	45.6600
		Std. Deviation	7.66548
		Most Extreme Differences	Absolute
		Positive	.092
		Negative	-.118
	Kolmogorov-Smirnov Z		.832
Asymp. Sig. (2-tailed)		.493	
GIMT	N		38
	Normal Parameters ^{a,b}	Mean	44.6316
		Std. Deviation	7.61727
		Most Extreme Differences	Absolute
		Positive	.073
		Negative	-.124
	Kolmogorov-Smirnov Z		.764
Asymp. Sig. (2-tailed)		.604	

GU	N		63
	Normal Parameters ^{a,b}	Mean	46.8254
		Std. Deviation	8.65194
	Most Extreme Differences	Absolute	.095
		Positive	.064
		Negative	-.095
	Kolmogorov-Smirnov Z		.757
Asymp. Sig. (2-tailed)		.616	
KU	N		52
	Normal Parameters ^{a,b}	Mean	46.8654
		Std. Deviation	6.00009
	Most Extreme Differences	Absolute	.098
		Positive	.098
		Negative	-.089
	Kolmogorov-Smirnov Z		.707
Asymp. Sig. (2-tailed)		.699	
NERIM	N		70
	Normal Parameters ^{a,b}	Mean	44.6714
		Std. Deviation	7.32817
	Most Extreme Differences	Absolute	.082
		Positive	.082
		Negative	-.061
	Kolmogorov-Smirnov Z		.686
Asymp. Sig. (2-tailed)		.735	
RGI	N		60
	Normal Parameters ^{a,b}	Mean	47.4167
		Std. Deviation	8.19734
	Most Extreme Differences	Absolute	.101
		Positive	.081
		Negative	-.101
	Kolmogorov-Smirnov Z		.780
Asymp. Sig. (2-tailed)		.577	
TU	N		40
	Normal Parameters ^{a,b}	Mean	52.7750
		Std. Deviation	6.28179

	Most Extreme Differences	Absolute	.164
		Positive	.125
		Negative	-.164
Kolmogorov-Smirnov Z			1.039
Asymp. Sig. (2-tailed)			.230
a. Test distribution is Normal.			
b. Calculated from data.			

Source: based on Survey data

Since the Asymp. Sig. (2-tailed) values computed above are more than 0.50., it is concluded that in the population follow normal distribution. This is for overall data as well as institute wise data.

5.8. Data Set Generation

For the purpose of the statistical test the average scores based on the above mentioned reliable scales in respect of the above parameters of all the management education service providing institutes were developed and resulted into the following

Table No: 5.17
Data Set Generation for Internal Marketing Practices and Internal and External Branding

Name of Institutions	Degree of Internal Marketing Practices as perceived by Internal customers	Degree of Internal Branding as perceived by Internal customers	Degree of External Branding as perceived by External customers
AIM	130.00	37.30	50.5357
AU	94.40	43.20	46.6750
DBIM	124.11	32.00	45.9500
DU	107.73	26.27	45.5400
GIMT	117.33	30.33	45.6579
GU	111.80	28.80	44.7143
KU	117.50	30.75	46.1200
NERIM	120.50	31.61	46.6912
RSM	120.64	30.18	45.4167
TU	119.90	32.90	48.3000

Source: based on Survey data

5.9. Hypothesis Testing in Chapter 5

A. Internal Marketing Practices and Internal Brand Building

Corollary hypotheses are:

H_{4a}: Internal Marketing Practices do not lead to Internal Brand Building

[a] Application of the Parametric / Non Parametric Test for

[i] Overall data

Table No: 5.18			
Pearson Correlations between Degree of Internal Marketing Practices and Degree of Internal Branding			
		Degree of Internal Marketing Practices as perceived by Internal customers	Degree of Internal Branding as perceived by Internal customers
Degree of Internal Marketing Practices as perceived by Internal customers	Pearson Correlation	1	-.282
	Sig. (2-tailed)		.430
	N	10	10
Degree of Internal Branding as perceived by Internal customers	Pearson Correlation	-.282	1
	Sig. (2-tailed)	.430	
	N	10	10

Source: based on Survey data

Table No: 5.19				
Spearman's rho Correlations between Degree of Internal Marketing Practices and Degree of Internal Branding				
			Degree of Internal Marketing Practices as perceived by Internal customers	Degree of Internal Branding as perceived by Internal customers
Spearman's rho	Degree of Internal Marketing Practices	Correlation Coefficient	1.000	.285

	as perceived by	Sig. (2-tailed)	.	.425
		N	10	10
	Degree of Internal Branding as perceived by	Correlation Coefficient	.285	1.000
		Sig. (2-tailed)	.425	.
	Internal customers	N	10	10

Source: based on Survey data

[b] Decision from the Hypothesis Tests applied / conducted

From the above it is observed that there exists very low level of negative relationship between [a] Internal Marketing Practices and [2] Internal Brand Building both in the sample as well as in the population. In other words, Internal Marketing Practices followed in Management Education Service Providing Organization as perceived by internal customers i.e. Internal Customers do not lead to Internal Brand Building of the Management Education Service Providing Organization as perceived by internal customers i.e. Internal Customers.

B. Internal Marketing Practices and Organizations Brand Building

Internal Marketing Practices adapted by the organization gain competitive advantage in the service industries and becomes a branded organization which is proved by **Nicoleta-Dorina and Sorina-Diana,(2001)**, in their study on "Is It The Right Time For Internal Marketing And Employer Branding". Even **Norbani Che Ha, Raida Abu Bakar & Syed Izzaddin Syed Jaafar 2007** also point out the same facts in their studies, Internal Marketing Issues in Service Organization for brand building.

H_{4b}: Internal Marketing Practices do not lead to External Brand Building

[a]application of the Parametric / Non Parametric Test for

[i] Overall

<p>Table No: 5.20</p> <p>Pearson Correlations between Degree of Internal Marketing Practices and Degree of External Branding</p>
--

		Degree of Internal Marketing Practices as perceived by Internal customers	Degree of External Branding as perceived by External customers
Degree of Internal Marketing Practices as perceived by Internal customers	Pearson Correlation	1	.429
	Sig. (2-tailed)		.216
	N	10	10
Degree of External Branding as perceived by External customers	Pearson Correlation	.429	1
	Sig. (2-tailed)	.216	
	N	10	10

Source: based on Survey data

Table No:5.21				
Spearman's rho Correlations between Degree of Internal Marketing Practices and Degree of External Branding				
			Degree of Internal Marketing Practices as perceived by Internal customers	Degree of External Branding as perceived by External customers
Spearman's rho	Degree of Internal Marketing Practices as perceived by Internal customers	Correlation Coefficient	1.000	.370
		Sig. (2-tailed)	.	.293
		N	10	10
	Degree of External Branding as perceived by External customers	Correlation Coefficient	.370	1.000
		Sig. (2-tailed)	.293	.
		N	10	10

Source: based on Survey data

[C] Decision from the Hypothesis Tests applied / conducted

From the above, it is observed that there exists a moderate level of positive association between [a] the level of Internal Marketing Practices and [b] the level of External Brand Building both in respect of sample considered as well as in the population. In other words,

Internal Marketing Practices followed in Management Education Service Providing Organizations [as perceived by the internal customers i.e. Internal customers] do lead to little External Brand Building of the Management Education Service Providing Organizations [as perceived by the external customers i.e. External customers].

5.10. Conclusion

Given the objective, hypothesis and methodology, there exists very low level of negative relationship between [a] Internal Marketing Practices and [2] Internal Brand Building both in the sample as well as in the population. In other words, Internal Marketing Practices followed in Management Education Service Providing Organization as perceived by internal customers i.e. Internal Customers do not lead to Internal Brand Building of the Management Education Service Providing Organization as perceived by internal customers i.e. Internal customers

Given the objective, hypothesis and methodology, there exists a moderate level of positive association between [a] the level of Internal Marketing Practices and [b] the level of External Brand Building both in respect of sample considered as well as in the population. In other words, Internal Marketing Practices followed in Management Education Service Providing Organizations [as perceived by the internal customers i.e. Internal customers] do lead to little External Brand Building of the Management Education Service Providing Organizations [as perceived by the external customers i.e. External customers].

It is observed that **There is no significant association between** ‘The internal marketing Practices followed in Management Education Providing Organization in one hand and ‘Internal Brand Building, ‘External Brand Building’ on the other hand in respect of Management Education Service Providing Organizations.