

Internal Branding – Relevance, Management and Challenges

In order to achieve consistency at all brand touchpoints in times of Web 2.0 and social media, companies need to transform their marketing function by extending their brand management to include internal branding. Several managerial tools of internal branding may be employed to achieve the desired outcomes. To implement an institutionalized internal branding, companies have to overcome up to five frequently observed challenges.

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The almost limitless availability of the internet and especially social media caused brand-to-consumer-communication to shift from a brand's monologue towards a consistent "multi-path dialogue" (Powell/Groves/Dimos 2011, p. 27). This means that organizations can reach broad audiences at much lower cost than through traditional communication instruments, but individuals can now also react to these messages or even take the initiative by distributing their opinions via the internet (Dellarocas 2003). This development offers a wide range of benefits for both consumers and companies but for the latter it also comes with a loss of control over the communication of brand-related content. Internet users can easily share their opinions about brands in social networks or write product reviews on online retail websites and thus affect the level of brand trust of many other (potential) customers. Compared with traditional word-of-mouth, this electronic variant has a much higher volume and persistency, with the effect that an opinion shared online reaches a bigger audience and is available for a long period of time (King/Racherla/Bush 2014).

Since unpleasant customer experiences do not only harm the relationship with the respective individual but can also be shared within the Web 2.0 and in consequence affect the public's brand image (Jalilvand/Samiei 2012), it is more important than ever for companies to live up to their brand promise at every single brand touchpoint. This represents the most effective way to reduce negative outcomes due to the loss of control over brand-related content. In addition, communication between brands and consumers has turned into a dialogue that occurs on many different channels, with high frequency and velocity, and is conducted by a large number of employees. Thus, more employees have direct contact to the brand's customers and therefore serve as ambassadors for the brand. While formally and temporally consistent brand communication can be achieved by design guides and campaign management, respectively, consistency with regard to content is more difficult to achieve when diverse employees are interacting with target groups with increasing frequency and velocity. Therefore, it has become important for every employee to know how to fulfill his or her role in the brand's best interest in order to (1) minimize negative brand experiences and thus the risk of negative electronic word-of-mouth and (2) enable a consistent brand communication over all channels.

For these reasons, companies need to transform their marketing function by extending their brand management to include internal branding which is a concept that deals with implementing the brand cognitively, affectively, and behaviorally at employee level (Burmam/Piebler 2013). Internal branding is not only important for personnel-intensive services where many different employees are responsible for the fulfilment of the brand promise but also, for the very same reason, is becoming more important for companies engaging in social media activities. Only the consistent fulfilment of the brand promise results in brand credibility and brand satisfaction, which are important prerequisites for brand trust, brand loyalty, and brand equity. **Figure 1** summarizes the relevance of internal branding.

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The present article gives a broad overview of the concept of internal branding. First, the desired outcomes of internal branding have to be defined. If there are no defined measurable targets of internal branding, the full potential of the concept cannot be realized in practice. After presenting the outcomes and showing the theoretical and empirical relationships between them, the article answers the question how companies can affect these outcomes by using managerial tools of internal branding. Finally, based on the experience of applying the internal branding concept in research and consulting projects at the Chair of Innovative Brand Management (University of Bremen, Germany) in more than 25 companies (qualitative in-depth interviews with more than 160 management-level employees and quantitative online surveys of more than 8,000 employees) over the past decade, the article hypothesizes five challenges of internal branding in practice. Where available, the article also presents some qualitative and quantitative empirical results of these research and consulting projects.

Outcomes of Internal Branding

The final outcome of internal branding is brand consistent employee behavior, which has variably been referred to as brand-supporting behavior (e.g., Punjaisri/Wilson/Evan-

Management Summary

Today, it is difficult for brands to achieve consistency at all brand touchpoints. Applying internal branding is one strategy to cope with this challenge. In order to spread cognitive brand understanding, affective brand commitment, and brand citizenship behavior among their employees, companies should apply the internal branding tools of brand communication, brand-oriented leadership, and brand-oriented human resource management. In addition, companies have to ensure that employees have the necessary skills and are supported by organizational structures and processes. When implementing an institutionalized internal branding, companies have to overcome five frequently observed challenges.

schitzky 2008), brand consistent behavior (Henkel et al. 2007), brand behavior (Tomczak et al. 2012), and brand citizenship behavior (Burmam/Zepelin 2005). With its theoretical foundation clearly established in organizational behavior literature, brand citizenship behavior is considered to be the de-

Fig. 1 Relevance of Internal Branding

Internal Branding



Brand Promise Fulfilment

Brand Satisfaction & Brand Credibility

Brand Trust

Brand Loyalty

Brand Equity

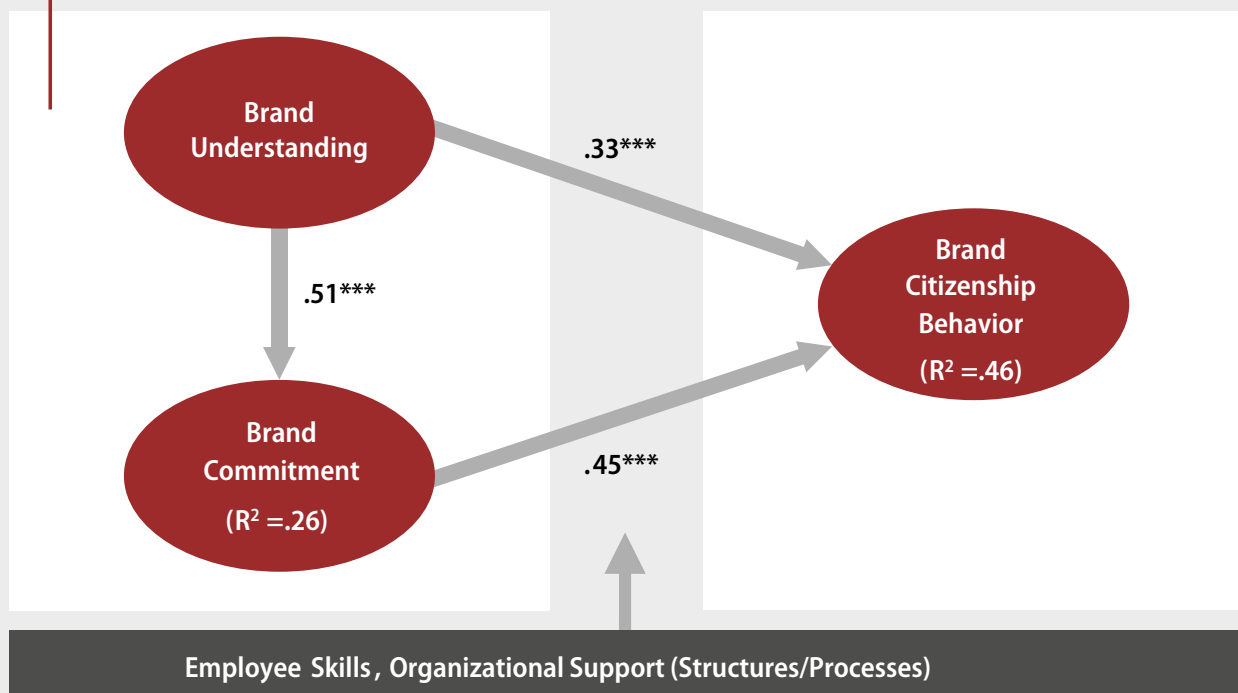
Source: Adapted from Piehler (2011), p. 11.

sired outcome of internal branding practices. Brand citizenship behavior is defined as all employee behaviors that are consistent with brand identity and brand promise and in sum strengthen the brand. It comprises (1) brand compliance, i.e. the compliance to brand-related rules and instructions, (2) brand endorsement, i.e. conscious espousal and advocacy of the brand, and (3) brand development, i.e. actively pursuing the development of the brand in order to improve customers' brand experience (Piehler 2011).

In pursuit of brand citizenship behavior affective internal branding outcomes (i.e., brand commitment) and cognitive internal branding outcomes (i.e., brand understanding) have been promoted in the literature. Brand commitment of employees, which has been examined in several publications (e.g., King/Grace 2012), is defined as their emotional attachment to the brand. Several empirical studies were able to validate the effect of brand commitment on brand citizenship behavior (Burmans/Zepplin/Riley 2009; Piehler 2011; King/Grace 2012).

In contrast, brand understanding is considered in only a few publications of internal branding (Piehler 2011; Wentzel et al. 2012; Xiong/King/Piehler 2013). It is defined as the employees' comprehension of brand-related information and comprises (1) understanding of brand relevance, i.e. the employees' comprehension that the brand is important for their organization and their organization's success, (2) understanding of behavior relevance, i.e. the employees' comprehension that their behavior has an effect on the brand and its perception, (3) employee brand knowledge, i.e. the employees' knowledge of what the brand stands for (brand identity and brand promise), and (4) brand confidence, i.e. the employees' knowledge of specific operational brand-strengthening behaviors (Piehler 2011). The positive effect of brand understanding on brand citizenship behavior was empirically validated by Piehler (2011). In addition, if employees do not have brand understanding, role ambiguity can develop which is negatively related to commitment. Consequently, brand understanding has also been empirically shown to have an effect on employ-

Fig. 2: Outcomes of Internal Branding



* $p < .05$, ** $p < .01$, *** $p < .001$

Source: Chair of Innovative Brand Management (University of Bremen, Germany)

ees' brand commitment (Kimpakorn/Tocquer 2009; Piehler 2011).

The relationships between these three outcomes have been consistently empirically validated. **Figure 2** shows the empirical results (structural equation modeling with SmartPLS 2.0 M3; Ringle/Wende/Will 2005) of a recent employee survey from a project of the Chair of Innovative Brand Management with a German bank in 2014 (n = 378). Brand understanding and brand commitment directly affect brand citizenship behavior, explaining 46 % of the variance. In addition, brand understanding also directly affects brand commitment, accounting for 26 % of the variance. Consequently, there is also an indirect effect of brand understanding on brand citizenship behavior through brand commitment. As the indirect effect is significant ($\beta = .23^{***}$), the effect of brand understanding on brand citizenship behavior is partially (with 41%) mediated through brand commitment. In addition to Piehler (2011), this is the only empirical study taking into account the relationship between these three internal branding outcomes as other internal branding studies usually only consider affective and behavioral outcomes. The effect of the cognitive outcome of brand understanding is mostly neglected. As these empirical results show, this can be a serious problem for the application of the concept in practice because brand understanding is an important prerequisite of brand commitment and brand citizenship behavior. Therefore, it should not be overlooked as a target of internal branding. However, increasing

cognitive brand understanding requires the application of other managerial tools than increasing affective brand commitment.

Finally, as also shown in **Figure 2**, the alignment of employee attitudes and behaviors with the brand is not something that happens within a vacuum; factors that facilitate or hinder employees' brand-related actions have to be considered. As employee behavior is the final internal outcome, moderators of the relationship with brand citizenship behavior have to be considered. These moderators are located at employee and organizational levels.

“Without the necessary skills, employees cannot behave in a brand consistent way even if they have brand understanding and are emotionally connected with the brand.”

First, employees need to have the necessary skills in order to be able to engage in brand citizenship behavior (Burmam/Zepplin 2005; Piehler 2011; Wentzel et al. 2012). Without these skills, employees cannot behave in a brand consistent way even if they have brand understanding and are emotionally connected with the brand.

Second, organizations need to support employees by aligning organizational structures and processes with the brand (Piehler 2011). Employees cannot behave in a brand consistent way if organizational structures and processes stand in the way. For example, if the brand value “simple” is supposed to be lived by employees in their interactions with target groups, organizational structures and processes have to enable employees to actually live simple, i.e., there must not be any bureaucratic processes that hinder employees to live up to the brand identity and fulfil the brand promise. A good example of a company that created this kind of framework is Deutsche Telekom. The company adapted organizational structures and processes in a way that reflects the “one company approach” which aims to integrate formerly separately managed parts of the company not only externally regarding appearance and communication but also internally.

Figure 2 summarizes the relationships between the outcomes of internal branding and the moderators.

Main propositions

- In times of new communication technologies more employees have direct contact to customers which makes consistency at all brand touchpoints difficult.
- Companies have to apply internal branding to ensure consistency and thus to achieve brand credibility, satisfaction, trust, loyalty, and equity.
- Brand citizenship behavior as the targeted outcome is affected by cognitive brand understanding and affective brand commitment.
- Managerial tools to achieve these outcomes include brand communication as well as brand-oriented human resource management and leadership.
- Companies have to master up to five frequently observed challenges of internal branding.

Managerial Tools of Internal Branding

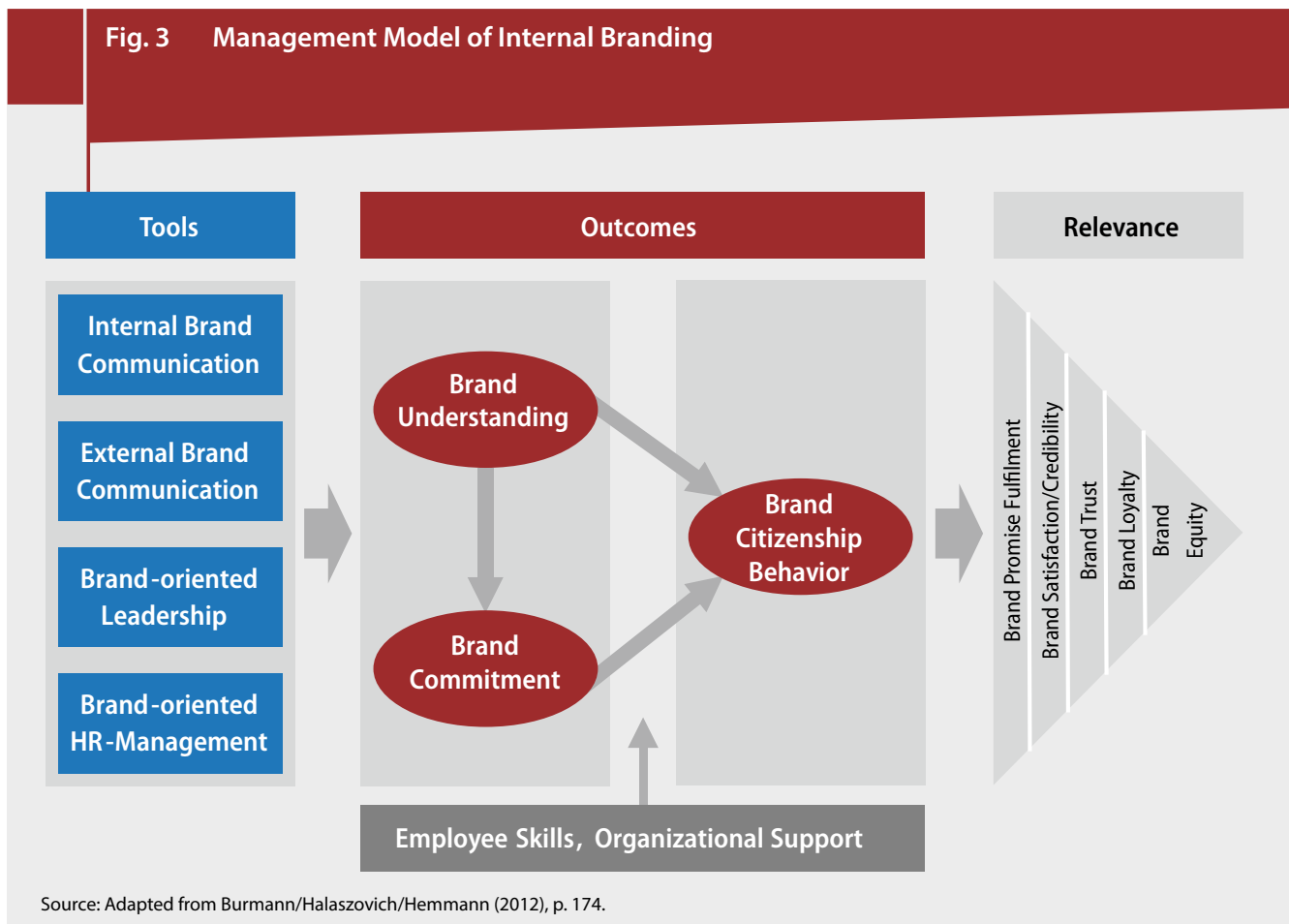
From a managerial perspective, it is important to know which managerial tools may be used to affect internal branding outcomes. The tools mostly investigated so far include internal and external brand communication, brand-oriented leadership and brand-oriented human resource management (Burmamnn/Zeplin 2005; Tomczak et al. 2012; Burmann/Piebler 2013).

Brand communication is one of the most powerful managerial tools to inform employees about the brand, to build affective attachment, and to influence employee behavior. Several internal branding models consider internal brand communication an important tool for achieving internal branding outcomes (Burmamnn/Zeplin/Riley 2009; Piebler 2011; Punjaisri/Wilson 2011). TUI Germany is a good example regarding internal brand communication. When the tourism company implemented a new brand identity internally, the management not only used traditional internal communication tools such as online newsletters, the staff magazine, and the

intranet but also a more interactive communication approach with a workshop program consisting of 140 workshops. As a result, the company reached 1,500 employees in Germany who discussed the new brand identity. An employee survey conducted by the Chair of Innovative Brand Management (University of Bremen, Germany) confirmed that this interactive communication approach not only created brand understanding but also brand commitment. In addition to interactivity, another requirement of internal brand communication is quality of communication, i.e. accuracy, timeliness, usefulness, completeness, and credibility of the information (Piebler 2011).

Although external brand communication mainly aims at external target groups, companies have to consider employees as a "second audience" (George/Berry 1981, p. 52). Examples of the effect of external brand communication on employees are the TV advertisements of Deutsche Telekom (with Paul Potts) and TUI Germany (with Joachim Löw). Qualitative interviews with management-level employees in both

Fig. 3 Management Model of Internal Branding



companies revealed that these TV spots created positive employee feedback in both organizations, with employee pride and commitment to the brand increasing. Another good example of considering employees as a target group of external brand communication is FedEx. In their “I am FedEx” campaign, the company uses stories of employees to communicate brand identity and the brand promise of FedEx to external target groups (FedEX 2014).

Positive employee reactions to external brand communication occur when the external brand communication (1) is aligned with internal brand communication, (2) does not make exaggerated promises about products and services that employees will not be able to fulfil, and (3) does not portray employees, values, and culture that do not match the actual employees, values, and culture (George/Berry 1981; Gilly/Wolfinbarger 1998).

Regarding brand-oriented leadership, specific leadership styles like brand-oriented transactional and transformational leadership (Burmam/Zepplin 2005; Morhart/Herzog/Tomczak 2009) and brand-oriented empowering leadership (Burmam/Piehler 2013) have been proposed in the literature. Derived from brand-oriented transformational leadership, role modeling by managers has emerged as an important brand-oriented leadership tool. Based on social learning theory, which posits that people learn new attitudes and behaviors by observing the behaviors of other people, role modeling by managers affects employee brand understanding, brand commitment, and brand citizenship behavior (Burmam/Zepplin 2005; Burmam/Piehler 2013). A good exponent of brand-oriented leadership is Sir Richard Branson, the founder and chairman of the Virgin Group. Sir Richard Branson lives the brand values of (1) innovation, (2) fun, and (3) competitive challenge. He (1) pushes innovations (e.g., with the commercial spaceflight company Virgin Galactic), (2) is always ready to have fun (e.g., wearing a pair of butterfly wings at the Virgin London Marathon or dressing as a stewardess after losing a bet with AirAsia chief Tony Fernandez), and (3) constantly seeks challenges and record breaking adventures (e.g., the fastest ever Atlantic Ocean crossing, hot air balloon adventures, and kitesurfing across the English Channel). Another example of good brand-oriented leadership is the German retailer dm-drogerie markt. According to a 2012 employee survey, the employees of dm highly value the management-employee relationships and the dialogic leadership which supports proactivity and individuality (dm 2012). Consequently, the company not only won several awards for the leadership

style (e.g., the Lifetime Award for the founder and the German Leadership Award for the company), but also achieves excellent results regarding employee commitment, loyalty, and behavior (dm 2012). It is, therefore, no surprise that employees voted dm as best employer in the retail industry (Statista 2014) and customers voted dm as best company in the industry (dm 2013).

“Brand communication is one of the most powerful managerial tools to inform employees about the brand, to build affective attachment, and to influence employee behavior.”

As employees are the target group of internal branding, another important managerial tool of internal branding is brand-oriented human resource management, which comprises job advertisements and interviews, brand-oriented trainings, entry events for new employees, coaching, and mentoring (Burmam/Piehler 2013). It contributes to the brand-oriented socialization of employees in all stages of the employee life cycle. Good practical examples of brand-oriented human resource management are the hotel company Ritz-Carlton and the automobile, motorcycle, and engine manufacturing company BMW Group. Ritz-Carlton translates the brand identity into criteria for personnel selection in the QSP (Quality Selection Process) and conducts brand-oriented orientation workshops on the culture and philosophy of the brand for new employees (Gardini 2009). BMW Group opened the “Brand Academy” in Munich to create a holistic brand experience for employees and selected business partners in a seminar and workshop combination in order to increase brand orientation.

Figure 3 summarizes the management model of internal branding.

Challenges of Internal Branding: Facets of Marketing Transformation

Despite its relevance, many companies still do not have an institutionalized internal branding. But without a strategic effort with defined objectives, which can be measured and controlled, and without objective-oriented strategies and tools the potential of internal branding cannot be realized. The lack of internal branding implementation in practice results from the

fact that companies have to overcome five challenges. These challenges are hypothesized based on experience regarding the application of the internal branding concept in research and consulting projects at the Chair of Innovative Brand Management (University of Bremen, Germany) in more than 25 companies with more than 160 qualitative in-depth interviews of management-level employees and with quantitative online surveys of more than 8,000 employees over the past decade.

The first challenge is related to the short-term focus of management. Management is often bound by stock market expectations of quarterly figures and fast results. In contrast, internal branding is a mid-term to long-term effort because it involves a change of employee understanding, attitude, and behavior as well as a change of structures and processes. Therefore, in some cases internal branding is not applied as a management concept because it does not boost short-term performance. Consequently, the first facet of marketing transformation is related to a change of management focus to a mid- and long-term perspective.

The second challenge to overcome is an antiquated understanding of brand management as advertising. In this case, internal branding plays no role because employees are usually not considered as a target group of advertising. In companies with such an understanding of brand management the marketing function is not very powerful and dominated by other business functions, with marketing managers not represented in the board of management. Therefore, the second facet of marketing transformation concerns creating a modern understanding of brand management which includes employees as a target group of brand management.

The third challenge is related to a limited understanding of internal branding as internal advertising which results in a focus on top-down information (e.g., staff magazine, intranet, brand book) and disregard of other powerful tools of internal branding such as external brand communication, brand-oriented human resource management, and brand-oriented leadership. Therefore, the third facet of marketing transformation is related to creating a broad state-of-the-art understanding of internal branding which enables the application of all available managerial tools of internal branding.

The fourth challenge to overcome is the fact that internal branding entails organizational change concerning structures, processes, management, leadership, and communication which generates resistance to change at all levels of the organization. Therefore, the fourth facet of marketing transforma-

tion concerns understanding internal branding as a continuous change management task.

Finally, representing the fifth challenge, in some companies there is a lack of inter-departmental collaboration. As the marketing function is not responsible for several powerful internal branding tools such as human resource management and leadership, close collaboration, especially between the marketing and human resource function, is necessary to realize the full potential of internal branding. In one case study it was found that the human resource department developed company values while at the same time the marketing department developed brand values. Both functions did not collaborate, which resulted in the development of differing values. Therefore, the fifth facet of marketing transformation is related to overcoming the silo mentality, especially between the marketing and human resource departments. It is imperative that both functions collaborate closely at all times.

If companies overcome these challenges and transform their marketing by implementing an institutionalized internal branding with defined objectives and managerial tools, they can pave the way for a consistent brand communication at all brand touchpoints.

Lessons Learned

- Companies need to realize the importance of brand consistent employee behavior when it comes to facing a changing technological environment and to achieving consistency at all brand touchpoints.
- The marketing function has to be transformed by implementing internal branding as a continuous management task with defined and measurable objectives and managerial tools.
- To implement internal branding, companies have to (1) shift the management focus from a short-term to a mid- and long-term perspective, (2) generate an understanding of brand management which includes employees as a target group, and (3) apply a broad understanding of internal branding which enables the application of all available managerial tools.
- Finally, companies have to ensure a close collaboration between the marketing and human resource functions to realize the full potential of internal branding.

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