

Creating a Customer Value Focused Organization through Internal Branding and Performance Technology

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Summary

Every employer has two branding missions i.e. product branding and internal branding. While product branding addresses the needs of the external customer, internal branding builds up the organization as a dream work place for its internal customers i.e. employees and also for prospective talents who wish to join the organization. The ultimate goal of today's organization is to deliver customer value. Higher is the value delivered to the customer, longer is the retention of a large and loyal customer base for the organization. Organizations of today suffer from the "syndrome of sameness". When the technology life cycles are shorter and consequently the brand deaths are higher in the market place, it is difficult to create a sustainable competitive advantage in the market place from either manufacturing or from technological innovation perspective. In this context the human resource becomes the most significant factor of core competency for organizations to build sustainable competitive advantage.

The basic proposition of internal branding is based over the approach of internal marketing. The internal customer should be satisfied first so that he is involved in a symbolic exchange (he is the corporate ambassador) rather than an economic exchange (an employee who takes salary and does his duty only). A satisfied internal customer will be able to deliver the product or service better to an external customer. Today's external customer is also looking for meaningful contact at the service delivery point with the employees of the organization. Any corporate brand consists of two components: the brand promise and the brand character. The brand promise is delivered through product branding and consistent product performance where as the brand character is the customer's perception of people in the company and of the company itself. This link to customer decisions makes brand character a powerful force for driving organizational

change and serving as the base for a corporate value system. Its power lies in its relation to customer's perception of value received and its effect on long term retention.

Many applications of performance technology in business organizations are designed to improve organizational productivity by increasing the skills and competency of individuals. Cost reduction and revenue generation are the two primary drivers behind such change efforts. This paper presents the performance technology approach to revenue enhancement with the goal of improving customer retention through building customer value. This paper highlights the role of internal branding in building a high performance organization. Internal branding is a blend of marketing communication and human performance technology with an emphasis on latter. Its objective is to deliver on its brand promise to its customers.

The basic premise of this research paper is that if people in an organization are to deliver on a company's promise to customers, they should live the promise in their work environment as well. The paper looks at the process of internal branding in the organization and tries to build up a strategy for application in organizations for performance improvement. The paper also highlights the cultural context and degree of variability in internal branding procedure through performance technology applications for drawing generalizations in developing countries. The paper covers the contemporary research conducted in Indian organizations and elsewhere in the globe in the context of internal branding for performance improvement in the organizations so that the future competency of enterprises shall be built on brand character which is a direct function of organization's core human resource .

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