MIDOCEAN UNIVERSITY

Human Resources Management

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MGM 243

Lecture 10

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Chapter 14

Internal Branding

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Learning Outcomes

After you have read this chapter, you should be able to:

- Provide a clear scientific definition of the concept of internal branding
- Clarify the mechanisms of internal marketing and how to integrate it with HR and corporate marketing strategies.
- Highlight the relationship between Internal marketing and attracting and retention of new talent within the organization.
- Presenting practical case studies from global organizations to illustrate how to apply internal branding.
- Derive practical and actionable recommendations to leadership, HR, and brand officials.

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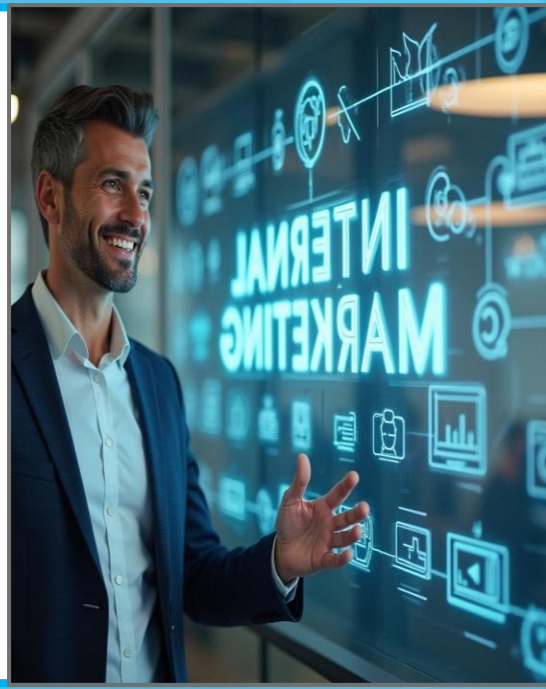
Definition Of Internal Branding



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BRANDING

A brand is the identity of a company or product as it is perceived in the minds of the public, and includes the **name, logo, design, values, experience, and reputation** that distinguishes it from its competitors.

It's not just a logo or a brand name, it's a promise that an organization makes to its customers about what they can expect from its products or services, and how it will make them feel when doing business with it.

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The Concept of Internal Branding

- Internal Branding is a strategic process that aims to convey the values, identity, and expected behaviors of the brand within the organization, so that each employee is able to represent the brand credibly in their interactions with customers, colleagues, and stakeholders.
- In other words, it is the systematic effort to create a consensus between what the organization is telling the outside world about its brand and what employees are experiencing internally. This alignment ensures that the customer experience is identical to the branding promise that the organization proclaims.

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Difference Between Internal and External Branding

- **The internal branding is targeted at employees while the external brand focuses on customers to enhance the company's image.**
- True success is achieved when these two images are interconnected and identical: ***what the organization promises externally must be reflected in its internal policies and practices.***
- If there is a gap between them, credibility declines and customer and employee trust is weakened.

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The Importance of Internal Marketing and its Impact on the Employee Experience

- Internal marketing promotes employee satisfaction, which raises productivity and creates a positive work environment that supports the achievement of the company's goals.
- Employee as Ambassador
- Improve customer experience
- Reduce employee turnover
- Supporting the recruitment strategy

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Internal Marketing Deepens Employee Experience

✓Clarify expected values and behaviors.

✓Building innovative onboarding programs that define the employee with the organizational identity.

✓Create development paths and rewards consistent with the brand message.

✓Practical Result: More engaged, productive, and loyal employees

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The Working Mechanisms Of Internal Marketing And How To Integrate It With HR And Corporate Marketing Strategies

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Internal marketing elements

- **The basic elements of Internal marketing can be summarized as follows:**
- **Corporate Values: The set of values that define an employee's behavior and attitudes.**
- **Organizational culture: The customs, rituals, and internal language that determine how we operate.**
- **Internal messaging: Formal and informal communications that convey the brand's insights.**
- **Policies and procedures: Anything that supports or hinders the implementation of identity such as recruitment systems, rewards, and evaluation practices.**

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The Role of Leadership in Internal Marketing

Leadership is pivotal to the success of internal marketing efforts, as leaders serve not only as communicators of the message but also as behavioral role models from whom employees learn.

Leaders' commitment to professed values strengthens the following:

- ✓ **Credibility of the messages.**
- ✓ **The speed with which desirable behaviors spread.**
- ✓ **Employee receptivity to change and new initiatives.**
- ✓ **Without tangible support from leaders — whether through behavior or resource allocation — most Internal marketing programs fail**

The Role of Human Resources in Internal Marketing

Training and Development Programs	•Building training programs focused on behaviors linked to the brand •Developing employee skills in line with the brand identity •Enhancing organizational culture through development programs
Collaboration with Marketing Departments	•Collaborating with marketing departments to ensure message consistency •Aligning internal communications with the external brand identity •Ensuring a harmonious experience between customers and employees
Onboarding Programs	•Designing onboarding programs that instill the brand identity •Reinforcing brand affiliation from day one •Linking recruitment procedures with corporate brand values
Reward and Recognition Systems	•Redesigning reward systems to align with corporate values •Developing recognition systems that reinforce brand behaviors •Linking incentives to performance that aligns with the brand identity

Human resources are not only implementers, but also a strategic partner in building the internal brand and designing internal marketing programs that enhance the brand's identity and corporate values.

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EMPLOYEE BENEFITS

Are indirect rewards given to an employee or a group of employees for organizational membership.

BENEFITS AND HR STRATEGY

Strategic Benefits Considerations

EMPLOYEE BENEFITS

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Health Insurance

- Medical Insurance
- Dental Insurance
- Vision Insurance
- Health Savings Account (HSA/FSA)
- Employee Assistance Program (EAP)

Perks

- Gym Membership Discounts
- Employee Discounts
- Tuition Reimbursement
- Commuter Benefits
- Professional Development Stipend

Miscellaneous Benefits

- Life Insurance
- Disability Insurance
- Accidental Death & Dismemberment Insurance
- Legal Insurance
- Pet Insurance

Meals & Vacations

- Meal Allowances
- Company-Sponsored Meals
- Vacation/PTO
- Sick Leave
- Parental Leave

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Employee Segmentation Examples

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ONE SIZE NO LONGER FITS FOR ALL

- "True workforce segmentation is not the art of offering the same Employee Value Proposition to all your employees but figuring out what to offer to each of them.
- It is the art of identifying and understanding the needs of your employees and creating a unique bundle of benefits that achieve employee satisfaction, profits for the organization, and benefits for stakeholders."

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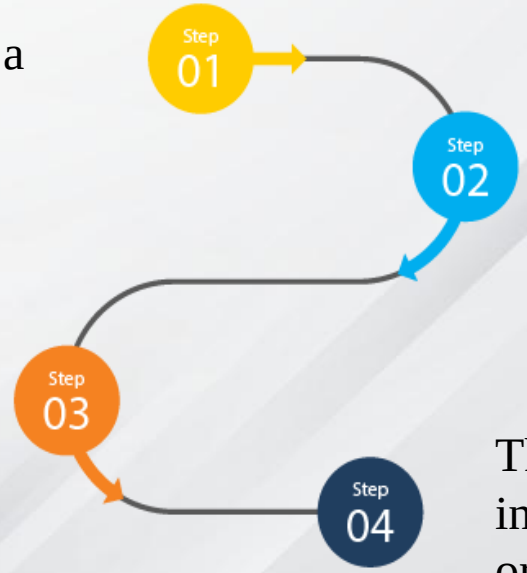
Employee Segmentation Framework

Linking Internal Marketing To The Organization's Strategy

Internal marketing does not work as an isolated campaign but rather should be an integral part of the corporate strategy. When planning a strategy it should include:

Clear goals for the brand as a strategic asset.



Performance metrics related to loyalty, employee engagement, and brand value.

Dedicated resources and time programs for the implementation of internal initiatives.

The linkage should ensure that the internal marketing efforts serve the organization's growth and competitiveness goals

Employee Engagement

Internal marketing directly contributes to raising the level of employee engagement with the organization through several tracks:

- Increased clarity of the role and tasks related to the value of the brand
- Enhance a sense of belonging and importance.
- Providing feedback channels and moral and material rewards.

According to studies, organizations that implement internal policies that are consistent with their brand have higher engagement rates and a positive impact on performance indicators.

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The Relationship Between Internal Marketing And Attracting Modern Talent And Keeping Them Within The Organization

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The Impact of Internal Marketing on Talent Attraction and the Recruitment Process

Internal marketing is a key element in building an organization's brand that attracts talent. When employees live the values of the organization and candidates witness success stories and positive experiences, the organization is better able to attract talent.

Insider stories and employee act as social proof for candidates, lowering the barrier of ambiguity from the real work environment.

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Talent retention, internal communication roles, and recognition

Retention is grounded in a consistent work experience, transparent communication, and continuous recognition of employee accomplishments that foster loyalty and organizational engagement.

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Internal Branding Role In The Recruitment Process

Posting jobs: More honest and engaging messages.

Acceptance decision: Positive experiences of former employees boost trust.

Interviews: A candidate enters the interview with a realistic perception of the values and career climate.

The result: reduced turnover rates after recruitment and increased quality of recruitment

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Effective tools and practices to attract millennials and Gen Z

- Focusing on the meaning of work, professional growth, flexibility, and interactive content across job sites and social media are effective attraction tools.
- Digital Internal Platforms
- Employee Engagement & Innovation Programs
- Flexible Benefits Platforms
- Motivational Games (Gamification Tool)
- Continuous Learning & E-Learning Programs

Effective Internal Marketing Strategies with Gen Z

Strategy	Explanation	Applied Example
1. Purpose-driven Brand	The new generations are looking for work in an organization that has a humanitarian and social purpose.	Patagonia builds its internal culture on protecting the environment, and gets its employees involved in environmental activities.
2. Transparency	Open communication about decisions, goals, and policies.	Buffer publicly publishes the salary structure and details of decisions to boost trust.
3. Flexible working environment)	Allow for remote work, flexible hours, and creative spaces.	Airbnb gives you the freedom to choose your workplace and offers a flexible youth work environment.
4. Employee Co-Creation	Allow employees to express the brand in their own style.	Adidas engages its internal teams in #Here To Create campaigns to generate content from within the organization.
5. Recognition & Appreciation	Use real-time reward systems and public recognition.	HubSpot has an in-house software called Spotlight to estimate performance via the digital platform.
6. Promoting a culture of inclusion & diversity	Create an environment that respects differences and supports diversity.	Microsoft implements Inclusion Labs programs to train employees to embrace diversity.

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Presenting Practical Case Studies From Global Organizations To Illustrate How They Apply Internal Branding

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Practical Case Studies

- **Application: Starbucks considers its employees "Partners, not just workers."**
- **Internal Marketing: Provides intensive training programs on the brand's story and the importance of providing a warm experience for every customer.**
- **Gives employees the freedom to choose your "own blend" of benefits that best suit their needs.Your Blend of benefits — whether educational, medical, or family — fosters brand affiliation.**
- **The result: This alignment of internal (employees) and external (customers) values has made Starbucks a symbol of outstanding customer experience.**

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Practical Case Studies Cont

- **Application**: Google's culture is based on innovation and openness.
- **Internal Marketing**: In-house programs such as "20% Time" are designed that allow employees to use a portion of their time for their own creative projects. Flexible Benefits include flexible work options, psychological and health support, and incentives to innovate.
- **Brand Linking:** These practices make employees live Google's logo "Innovate and Think Differently," reflecting the brand's image of innovation externally.

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Practical Case Studies Cont

- **Application**: After rebuilding its image in 2010, Domino's started an internal campaign called "Our Piece of the Pie" aimed at employees.
- **Internal marketing:** Allows employees to choose their own benefits and get "choose your piece of the pie" to suit their needs. Training programs focus on connecting each employee to the concept of "Continuous Improvement."
- **Brand Linking: :** This creates a synergy between the internal employee experience and the external customer experience that promises to always improve the product and service.

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Practical Case Studies Cont

- **Application**: Disney's motto "Creating Happiness" starts from within.
- **Internal Marketing**: Disney University offers to train employees on the philosophy of "Stage Performance," where every interaction with a customer is seen as a theatrical spectacle.
- **Brand Linking:** A clear link between the internal culture (creating happiness for the employee) and the external sign (creating happiness for visitors).

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Challenges And Developments

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CHALLENGES

Key Challenges in Implementing Internal Marketing

Those key challenges require leadership support and clear action plans.

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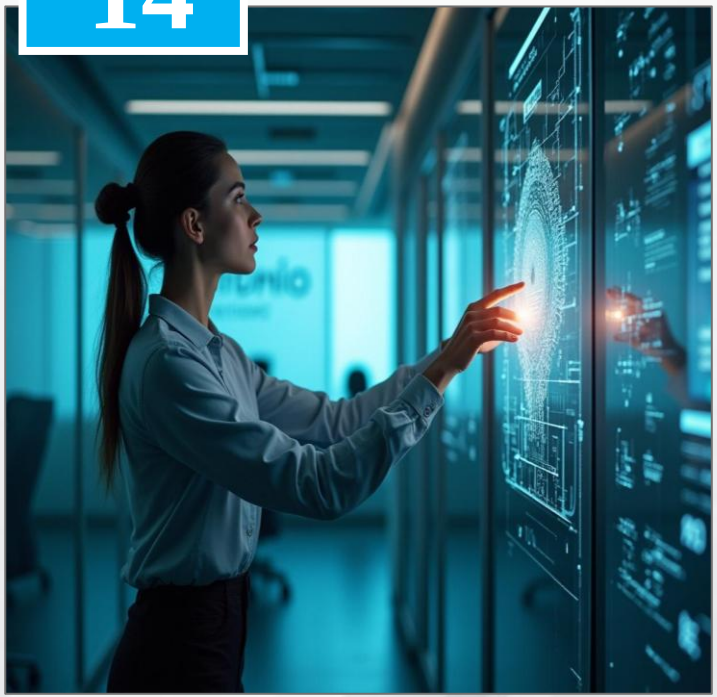
DEVELOPMENT

Digital Transformation and its Impact on the Internal Brand



Digital transformation provides communication and online training platforms that facilitate content personalization and engagement tracking, but it must be humanized.

AI and employee experience personalization

AI customizes learning, analyzes employee emotions, while ensuring privacy, to enhance the human experience, not replace it.

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Practical Recommendations for Internal Marketing

- **Senior Leadership**
  - Ensuring the integration between the external and internal image of the brand
  - Lead implementation and support initiatives internally
- **Human Resources**
  - Strategic Partnership in Building the Internal Brand , Employee segmentation and value proposition (EVP)
- **Marketing Teams**
  - Strengthening the brand from the inside out through storytelling
  - Leveraging digital transformation to enhance internal communication

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Conclusion

Internal marketing is a strategic factor for attracting and retaining talent and improving performance. It requires an effective integration of leadership, human resources, marketing and technology to ensure its success and sustainability.

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Summary

- Definition of Internal Branding
- The working mechanisms of internal marketing and how to integrate it with HR and corporate marketing strategies.
- The relationship between Internal marketing and attracting modern talent and keeping them within the organization.
- Practical case studies from global organizations to illustrate how to apply Internal Branding.
- Challenges and Developments

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