

Internal Branding Initiatives and Brand Performance: An Empirical Investigation of Fast Food Industry In Nigeria

Dr. Amue, Gonewa J.^{1*} Dr. Asiegbu, Ikechukwu F.²

¹Senior Lecturer, Department Of Marketing, University Of Port Harcourt

²Senior Lecturer, Department Of Marketing, University Of Port Harcourt

ABSTRACT : *The fast food industry in Nigeria is arguably one of the fastest growing sectors in the country. In spite of its success story, opportunities still exist for the industry players. To compete with global brands, operators must look beyond price competition to crucial issues like sustainable competitive strategies and brand promise delivery. The purpose of this study is to examine the relationship between internal branding initiatives and brand performance of fast food industry in Nigeria, again to assess the moderating effect of brand orientation on internal branding initiatives and brand performance. To achieve this, the study investigates the collective influence of drivers of internal branding applied in this study on brand performance of the fast food sectors. We adopted quantitative and qualitative methods of data collection. The causal survey design was adopted and data were generated from 185 respondents (employees and managers) of the fast food studied. The analysis was done using regression model and spearman rank correlation contained in SPSS version 15.0. The study supported earlier instruments by previous researchers and found strong relationship between employee brand commitment, brand awareness and brand performance and a weak relationship with employee brand involvement. The study concludes that brand promise delivery anchored on good understanding or awareness of the brand promise and employee commitment to the brand promise. We recommend that fast food firms' managers should educate both new and existing employees internally about the company's brand promise to enable them share the company's values and be committed to the brand promise which will enhance higher brand performance outcome.*

KEYWORD: *Company's Value; Brand Promise; Brand Awareness; Competitive Strategy; Internal Branding; Brand Orientation*

I. INTRODUCTION

Fast food business is one of the fastest growing and most lucrative in terms of revenue and size of the market in Nigeria. With a population of over 160 million (Census, 2006) and an addressable market size of 73 million (market survey of fast food, 2010). This industry attracts both local and foreign firms to explore the market place. Fast food in the traditional sense is not new to Nigeria. The corner seller of suya, akara (fried beans cake) roasted plantain, fried yam, and roasted corn has been an age-old feature of many Nigerian towns serving snacks for those on the go for everyone from little children to working adults (<http://www.researchandmarkets.com>). However, traditional fast food delicacies still remain as well as mobile market fast food vendors, what has contributed significantly to the growth of fast food restaurants in Nigeria has been increased urban life. The birth of urban life and changing work roles necessitated many people to choose settling in many urban centers, the time to prepare food for their daily leaving has become demanding (Josuah and Noah, 2009). At recent, the number of women joining the workforce as a result of the federal governments' women for change initiatives' their traditional roles have gradually changed as a result, many urban women and men opted to eat their food outside the traditional home. Following this development, many small restaurants known as bukkas have sprung up across the urban cities in Nigeria to meet the need of this group of people working in urban cities. These restaurants often serve Nigeria local food either in open air areas or in low-cost small getto environment. This food serves at this point are relatively cheap and as a result they have gained a lot of patronage from the public. Again, in the recent past modern fast food restaurants have sprung up to serve the need requirements of a certain class of people, unlike the local restaurants which tend to vary in quality and service. The present fast food centres put more emphasis on service quality, physical evidence and comfort. These fast food centers serve both domestic and continental delicacies and this attracted much customers and this result to good profit for shareholders in the organizations.

The Nigeria fast food market is highly competitive with major players, such as Mr. Biggs, Tantalizers, Taste Fried Chicken, Sweet Sensation and Chicken Republic (Funmi, 2010), accounting for greater percentage of the market. Industry players have gone beyond serving quick food to venturing into African delicacies. This strategy of capturing more markets has expanded the customer base of the industry over the past few years. The industry evolved significantly between the years 2000-2004 where the industry witnessed the influx of many more players resulting in a huge impact on the financial position of companies. Due to this fierce market competition and reduced profit level, all the players are trying to create maximum value for their customers. As being one of the fastest growing and highly competitive industries in Nigeria, the fast food players need to respond quickly. Internal branding practices play one of the most critical roles in these ways; by employee delivery of brand promise, putting brand at the center of the business and by brand engagement. Through efficient internal branding practices which will train its employees to imbibe its brand culture in all ramifications. This training not only enables workers to know the firms' philosophy but also encourages and empowers them to live it out on the job and be loyal to the company they work for even in their personal lives.

The fast food industry in Nigeria is very competitive and dynamic as it is in any part of the globe. Due to the presence of aggressive market players and a changing market environment, every company is trying to get a fair share of the market. In doing so, the fast food restaurants have to be highly efficient within their business domain to provide quick and dependable services. At the least possible cost and by indoctrinating their employee to be part of their success agenda. Internal branding is a company cultures in which employees live to brand values, to solve problems make decision internally and deliver a branded customer experience externally. The market has nearly reached saturation point and at this point keeping existing customers will be a great challenge for the companies. A company must develop an ethos and a worldview that it absolutely believe in and then should act in accordance with it. If the brand truly represents an ethos and worldview which are attractive to consumers they will embrace the brand as part of their identity and patronize it. So enhancing this firms' level to match the growing demand, fast food firms need to internalize its brand culture. The purpose of this paper is therefore to build a comprehensive conceptual framework of internal branding in the fast food restaurant setting. More specifically, it has three objectives; to construct a model to measure internal branding, to identify its determinants and their effects and to analyze its relationship to firms' effectiveness.

II. LITERATURE REVIEW

2.1 The Concept of Internal Branding

The broader concept of brand, was used as a distinguishing name or symbol such as a logo, trademark, or package design. Brands were used to identify and distinguish between specific manufacturers of consumer goods (Beverly et al, 2005). Today, brand are widely recognized as important vehicles for differentiating among services, people, ideas and organizations. There has been universal definition of the word brand. Previous research has explored a series of concepts related to the meaning, value and effective use of brands. Internal branding refers to having a continuous process in place by which you ensure your employees understand the 'who' and 'why' behind your business proposition (Mckee, 2009). Internal branding is explained as the set of strategic processes that align and empower employees to deliver the brand promise in a consistent manner (Punjaisri and Wilson, 2007). Tosti and Stolts (2001) argued that the brand will succeed when the management align the firm around the service brand. Focus has to be made for the brand promise clear in order to express a pure direction for the whole firm.

In a more understanding way, internal branding can be summarized as the concerted, inter-departmental and multi-directional internal communications effort carried out in order to create and maintain an internal brand. Its attempt to achieve consistency with the external brand and encourage brand championship among employees (Mahnert and Torres, 2007). Finally, the concept of internal branding is divided into three parts: the first aspect has to do with communicating the brand and its essence effectively to the employees, secondly, convince them about the brand and its meaning and implement it into their daily work activities. The purpose is to operationalize the brand and integrate it within the whole business in order to get the employee to be more productive based on the brand essence (Bergstrom et al, 2002).

2.2 The Dimensions of Internal Branding : For the purpose of this work, we shall look at three dimensions of internal branding; (1) brand commitment (2) brand awareness and (3) brand involvement. Building on previous research works of (Mowday et al 1979; Oreilly and Chatman 1986; Burmann and Zeplin 2005), brand commitment can be defined as an employee's emotional, behavioral and psychological attachment to the brand. Brand management researchers have shown in evidence that firm commitment is a strong driver of employee attitude and behaviors (Mowday et al, 1979; Mathieu and Zajac 1990; Allen and Meyer 1996; Riketta 2002;

Jaramillo et al, 2003 and Richard and Brentt, 2008). Punjaisri et al (2009a) have made an empirical investigation into the relationship between brand commitment and brand promise delivery as an attitudinal dimensions, also a couple of academics explain brand commitment as a behavioral construct. They attempt to present a holistic and conceptual model for internal branding where brand commitment has an essential role (Burmman et al, 2009). Finally, brand commitment has a positive effect on customer-facing employees' potential to live the brand. Again, Vallaster and De Chenatony (2006) put it that employees need to have a particular feeling of belonging to the brand. There must be a moral and emotional relationships that goes beyond a normal relationship to cause a strong emotionally desire to fulfill the brand promises. Employees incorporate the brand values into their own value system and are therefore more likely to work towards the brand success. We therefore hypothesized as follows:

H1: The higher the employees' brand commitment, the greater is the influence on brand promise delivery (customer satisfaction, customer loyalty).

Keller (1993) cited in Alloy (2009), identified brand knowledge as a dimension of internal branding. Employees of organizations with strong brands are normally exhibit clearer and more consistent brand knowledge (De Chernatony and Cottam, 2006 and Webster and Keller, 2004). The employee knows about the identity and values expressed about the brand in order to behave in a brand-consistent manner. You cannot give what you don't have; brand knowledge is a prerequisite for a strong internal branding, which in turn contributes to the overall brand performance (brand promise delivery). The employees must be knowledgeable enough for what they are working for and they must also understand the 'in' and 'out' of the values we refer to as brand awareness. We therefore hypothesize as follows:

H2: The higher the employees' brand awareness, the stronger is the effect on brand performance measures. Mackerel (2009) theorized that employees brand involvement has a direct prerequisite for internal brand awareness and they make up drivers of internal branding. It was argued that commitment has to do with psychological attachment, and cognitive process require some initial psychological activation, the strength of which determines how alert, ready to react, and capable of action an individual is. Malmo (1959) cited by Bevery (2005) postulated that the stronger the activation, the higher the cognitive performance, until a certain level is attained, at which point cognitive performance starts to fall again. One form of psychological activation is attention. Defined in this context as a temporary enhancement of activity that leads to a sensitization to specific stimuli, attention describes the willingness of an individual to absorb specific stimuli (Baumgarth and Schmidt, 2009). This situation can be expected to be greater when the brand has relevance for the employee that is when there is a high level of employee brand involvement (Celsi and Olson 1988). We hypothesize that employ brand involvement positively influence brand performance:

H3: The greater the employees' brand involvement the higher is the influence on brand promise delivery.

Brand orientation:

The platform for leveraging internal branding initiatives :As we show in our conceptual model, we expect that internal branding initiatives affect brand promise delivery. A major venue for understanding the influence of firm internal branding has been the conditions or situations in the organization. Exploring the alignment of the corporate structures, strategies and branding initiatives for superior brand performance has provided theoretical insight into the study of brand management.

Brand orientation is characterized by a branding strategy that is relatively constant, consistent, relevant to the buyer, and clearly differentiated from the competition (Urde 1999; Hankin 2001; Baumgarth 2009 and Mesiri 2011). Many of the basic elements of the brand orientation find support in studies of corporate culture and market orientation (Trice and Beyer 1993; Homburg and Pflesserr 2000). Firm culture provide a platform for the use of internal branding initiatives, we suggest that the firm's brand orientation provides a critical backdrop for internal branding activities to come into play. Maggari (2010), posit that brand orientation is a culture focused on being responsive to brand needs and competitor activities, its contributes to the creation of brand values and brand promise delivery. Brand orientation is operationalized as responsive brand orientation and proactive brand orientation. A responsive brand orientation involves accepting the brand as they are,. The firm believes that customers know and can articulate their brand requirements. Ones this expressed brand are understood, the firm simply responds appropriately to gain competitive advantage. We argue that responsiveness to express brand is not enough for fast food firms and that it can be as important to focus on anticipating latent brand and on shaping and definging how they can be met. Thus, proactive brand orientation is an important platform for implementing intertnal branding initiatives. Proactive brand orientation focuses on understanding, anticipating and satisfying latent brand needs of the customers.

latent brand are outside the consciousness of the customers, organizations often meet latent brand by offering technological advances that will lead customers to new and better value propositions and satisfactions. We therefore hypothesize as follows:

H4: the greater the firm's brand orientation, the greater is the impact of internal branding initiatives on brand promise delivery.

III. METHODOLOGY

This study is based on both qualitative and quantitative research methods. The qualitative research consists of in-depth interview with executives within their organizations. We interviewed senior managers from 10 fast food firms located in Lagos, Port Harcourt, Kano and Abuja. The results indicate that the conceptual model adequately represented the determinants of internal branding and the basic operationalization was appropriate. The quantitative research consists of administering copies of questionnaire to respondents. A total of 450 respondents were gotten across fast food industry from four populous cities in the country. The data collection yielded 250 responses, 185 were usable for a response rate of 41%. The response rate is satisfying since our intention was to conduct between 100-200 questionnaires.

IV. DATA ANALYSIS

In this section, we presents and analyze empirical data which has been collected through questionnaire survey. We also look at the reliability of measures. After that, the calculation of the correlation between measures of internal branding and the measures of brand performance are presented and analyzed, this will follow the presentation and analysis of hypothesis testing. Determined whether the hypotheses for this study is accepted or rejected.

4.1 Reliability Analysis

Table 1: Cronbach alpha results of reliability analysis of the variables for the study

Variables	Cronbach alpha	no. of items
Employee brand commitment	0.849	8
Employee brand awareness	0.912	9
Employee brand involvement	0.879	11
Customer satisfaction	0.846	10
Customer loyalty	0.719	6
Brand orientation	0.738	5
Internal branding	0.695	12
Brand performance	0.897	10

Source: study output SPSS version 15.0.

Eight reliability tests were done in this study, one for each measure variable. The result above shown on table 1 indicate that all the cronbach alpha is greater than .7 $\alpha > 0.7$, according to Hair et al (2007), the acceptable number for (α) is > 0.7 . This means that, the scale are therefore considered reliable and the results of data extracted therefore are valid.

4.2 Correlation Analysis

To be able to determine the relationship between internal branding initiatives and brand promise delivery a correlation analysis was used. This study investigates how brand promise delivery is influenced by employee brand commitment which is a measure of internal branding. The table below shows how the two variables correlate with each other.

Test of hypothesis 1

H1: The higher the employees' brand commitment, the greater is the influence on brand promise delivery (customer satisfaction, customer loyalty).

Table 2: Correlation analysis showing the relation between employee brand commitment and brand promise delivery.

Type	variable	statistics	Employee brand commitment	Brand performance
Spearman's rho	Employee brand commitment	Correlation Coefficient Sig (2-tailed) N	1.000 185	-.725** .000 1845
	Brand performance	Correlation Coefficient Sig (2-tailed) N	.725** .000 185	1.000 100

*Correlation is significant at the 0.05 level (2tailed)
Source: SPSS 15.0

The Table 2 above, shows how the two variables correlate with each other. The relationship between employee brand commitment and brand promise delivery have a positive correlation of 0.725 (72.5%), it is considered to be a strong relationship. Meaning that the two variables actually do have a strong relation and that to a great extent explains the relationship that is stated in the hypothesis of the study.

Test of hypothesis 2

H2: The higher the employees' brand awareness, the stronger is the effect on brand performance delivery.

Table 3: correlation analysis showing the relation between employee brand awareness and brand promise delivery.

Type	variable	statistics	Employee brand awareness	Brand delivery
Spearman's rho	Employee brand awareness	Correlation Coefficient Sig (2-tailed) N	1.000 185	.628** .000 185
	Brand promise delivery	Correlation Coefficient Sig (2-tailed) N	.628** .000 185	1.000 185

**Correlation is significant at the 0.01 level (2tailed)
Source: SPSS 15.0

In table 3 above it is shown how the two variables correlate with each other. The relationship between employee brand awareness and brand promise delivery have a positive correlation of 0.628 (62.8%). This is considered to be a fairly strong relationship. Meaning that the two variables has a strong relation and that to a great extent explains the relationship that is stated in the hypothesis. The correlation between the two variables is dependable, since it has a significant lower than 0.01. The positive sign of this correlation coefficient shows that employee brand awareness influences brand promise delivery in term of customer satisfaction and customer loyalty. We therefore accept the hypothesis.

Test of hypothesis 3

H3: The greater the employees' brand involvement the higher is the influence on brand promise delivery.

Table 4: correlation analysis showing the relation between employee brand awareness and brand promise delivery.

Type	variable	statistics	Brand involvement	Brand promise delivery
Spearman's rho	Brand involvement	Correlation Coefficient Sig (2-tailed) N	1.000 185	.162 .000 185
	Brand promise delivery	Correlation Coefficient Sig (2-tailed) N	.162 .000 185	1.000 185

**Correlation is significant at the 0.01 level (2tailed)
Source: SPSS 15.0

Table 4 above, shows the result of the correlation analysis on the relation between employee brand involvement and brand promise delivery. The spearman's rank correlation coefficient (r) = 0.162 (16.2%). This value is a clear indication that the relationship is very weak, therefore it shows that the involvement of employee in the brand is not a criterion for brand promise delivery. The weak sign of this correlation coefficient shows that employee brand involvement does not necessarily move consumers to purchase the brand. On the bases of significant 2-tail value (PV) = 0.000 < 0.025, the researcher therefore rejects the hypothesis which states that 'The greater the employees' brand involvement the higher is the influence on brand promise delivery'.

Test of hypothesis 4

Correlation analysis showing the moderating effects of brand orientation on the influence of internal branding and brand performance.

Control	Variable	Statistics	Employee brand awareness	Brand delive ry	NCCR
Spearman's rho	Internal Branding	Correlation Coefficient Sig (2-tailed) N	1.000 0	.824 .000 185	.605 .000 185
	Brand performance	Correlation Coefficient Sig (2-tailed) N	.824 .000 185	1.000 0	.620 .000 185
	Brand orientation	Correlation Coefficient Sig (2-tailed) N	.605 .000 185	.620 .000 185	1.000 0
Brand orientation	Internal branding	Correlation Coefficient Sig (2-tailed) N	1.000 0	.824 .000 1185	
	Brand performance	Correlation Coefficient Sig (2-tailed) N	.824 .000 185	1.000 0	

a. Cell contain zero-order (Pearson) correlation

The result in table 5 above reveals that there is a significant relationship existing between internal branding initiatives and brand promise delivery (r = 0.824, Pv = 0.000 < 0.05). by this output, it means that brand orientation which is brand culture serve as a platform for leveraging internal branding initiative (r = 0.605, Pv = 0.000 < 0.05) and internal branding implementation (r = 0.620, Pv = 0.000 < 0.05). The positive sign of this correlation coefficient shows that brand orientation as platform for leveraging internal branding initiatives in the fast food industry in Nigeria.

V. DISCUSSIONS AND IMPLICATIONS

In this study, we attempted to reduce the gap in literature in the internal branding domain, having seen that limited empirical study concerning the relationships between internal branding initiatives and brand promise delivery exist. We advanced the notion of internal branding initiatives, identified a set of initiatives that are relevant to employee delivery of brand promise in the fast food industry and tested their influence on brand performance outcomes. We conceived firm's brand orientation as providing a platform for leveraging internal branding initiatives. Our result indicates notable findings. Our results shows that significant relationship exists between employee brand commitment and brand promise delivery. It is earlier stated in literature review that there is a relationship between the two variables and this result supports the work of previous researchers within the internal branding area. The correlation analysis shows numbers that is satisfactory. The result was shown to be 72.5%. This is a strong number though there are still unexplained factors which influence brand performance outcome. The unexplored percent will probably be explained through other means. Except from what Pyazil and Smart's (2010) [posits that employee brand commitment is a factor influencing brand performance. Kimpakan and Tocquer's (2009) also propose three possible factors of employee brand commitment that influence brand performance. Apart from this factors other factors of brand commitment can as well influence performance when employee are very committed to the brand they will transmit this to the customers and the customers will be satisfied and remain loyal to the firm.

We argue that employee brand awareness or understanding of the brand is a prerequisite for a strong internal branding which in turn contributes to overall brand performance. Our results show that, as we hypothesized, the interplay between understanding the brand promise and brand performance is trustworthy. To understand the brand promise cannot be forced on the employees. They must be receptive to be able to embrace the meaning of the brand (Ind 2003 and khan, 2009). Also, according to the literature on internal understanding of the brand promise should be consistent in order to facilitate decision making and the daily work among service employees (Ind 2003; Burman and Zeplin 2009). A free and consistent understanding enables employee to feel emotional attached to the brand (Ahlberg et al 2012). A passionate bond of this kind makes it possible to perform aligned with the brand promise and be able to live the brand (Thomson et al 1999). The correlation result of (62.8%) strengthens the relationship which is already stated in the literature. Our results support the work of earlier researchers. We do not find statistical support for employees brand involvement and brand promise delivery, the results indicate marginal evidence (16.2%). Malno (1959) argued that the stronger the activation the higher the cognitive performance, until a certain level is attained, at which point cognitive performance starts to fall again. No matter the level will come when any further involvement will result to negativity. We therefore reject our hypothesis. This study deviate from the work of Celsi and Olson (1988), which posit that attention describe the willingness of an individual to absorb specific stimuli and that, this can be expected to be greatest when the brand has relevance for the employee: that is when there is a high level of brand involvement has a positive effects on brand performance. Based on the contributions of previous scholars as well as the output of our tested hypothesis, we believe that fast food firms have more work to do in the area of employee brand involvement and brand promise delivery. It is not only when there is a high level of brand involvement that employee will deliver brand promise to customers.

Finally, our study documents the moderating effects of brand orientation on the relationship between internal brand initiatives and brand performance. From table 5 zero order correlation = 0.605, controlled correlation = 0.620. the difference between the zero order correlation and the controlled correlation $(0.605 - 0.620) = -0.015 > 0.01$ hence we accept our hypothesis and conclude that brand orientation has a significance influence on the relationship between internal branding initiatives and brand performance in the fast food industry in Nigeria. Our study support previous scholars. Maggari (2010) posit that brand orientation is a culture focused on being responsive to brand needs and competitive activities and that its contributed to the creation of brand values and brand promise delivery, meaning that brand orientation which is a firm's culture provide a platform for leveraging internal branding initiatives. We therefore accept H4.

Theoretical Implications : The study has presented some theoretical implications for measuring internal branding initiatives and brand performance in the fast food industry. Again, the universality of claim for the contributory interface between internal branding and brand performance depends on the model fit of the proposed association model as showed by previous scholars. Therefore, this study which used spearman rank and regression model in SPSS, version 15.0 to prove statistically the linkages between the fast food internal branding initiatives in terms of employee brand commitment and their brand performance indices in the industry studied has confirmed the findings by previous researchers. Like (Bergstrom et al 2002; Ind 2003; Burmann and Zaphlin 2005; Mahnert and Toores 2007; foster et al 2010).

Our study has added to the existing knowledge by coming up with an updated conceptual model of internal branding and branding performance relationship for firms in the fast food industry. This update viewed internal branding of the firms in a broader perspectives as against the narrower views of the previous studies. The conceptual model of this present study that led to the findings, conclusions and implications is consistent with the present research thinking and trend and could be used to advance research efforts in brand performance domain of the fast food industry. Furthermore, our study model could be used to develop questionnaire for both local and global survey of the fast food internal branding approach used for competitive strategies.

Managerial Implications : The discussion of the findings and their conclusions which have emerged as direct result of this study, suggests that it is important to develop different competitive advantage to reach the customers within this demanding business environment. The employees have become central in the brand building process and this is a competitive advantage to firm is it is better managed. Internal branding is a process to improve a valuable source, as the employee become more skillful in understanding and delivering of the brand promise. Internal branding commitment is an employee psychological attachment to the brand and it is a strong driver of employee attitudes and behavior. This committed behavior towards brand can influence other stakeholders and can thereby see as a strong brand externally. Since it is confirmed in this study that employee commitment to the brand is an important factor, it is the responsibility of the manager to make the employee to be more committed to be able to deliver the brand promise. It would result in higher brand performance. From the study, it was discovered that employee's brand commitment and brand awareness were the two factors that has a high relationship with performance. The management of the fast food firms whenever they are employing new staff into the company should take cognizance of these two important factors. They should ensure that new employees share the company's values from their first day in the company to enable them to be committed to the company brand promise. Finally, we recommend that managers when educating both new and existing employees internally about the company's brand promise, it should be a continuous process. It should be done continuously during the employees' entire work career. Since the environment and the brand are dynamic and always changing. They should continually keep the employee abreast.

Limitations and future research : This study adopted the concurrent paradigm triangulation for the investigation. By using this method, further studies should adopt the other method of critical realism that is multi-method approach. In this direction, this study encourages researchers in this study field to enrich their studies with more than one research approach. The area that has to do with internal branding initiatives is a complex concept that can be seen from many perspectives, such as the management, employees and other stakeholders. This study concentrates on the employees. Further work should look at other perspectives of internal branding. The pattern of findings exhibited in this study needs to be replicated in other hospitality contexts, such as in the hotels. It would be interesting to determine whether the internal branding initiatives vary from context to context. Therefore, the complete outcome of this study can be used as possible input in forthcoming similar research. It leaves space for further research in both depth and breadth. Further work should consider large sample size since our response rate was limited to only 41%. Finally, future work should consider a longitudinal design to delineate more clearly the causal attributions hypothesized in our model.

REFERENCE

- [1] Allen, N. J. and Meyer, J. P. (1996). Affective, continuance, and normative commitment to the organization: An examination of construct validity. *Journal of Vocational Behavior*, 49(3), 252-276.
- [2] Bergström, A. Blumenthal, D. and Crothers, S. (2002), "Why Internal Branding Matters: The Case of Saab", *Corporate Reputation Review*, Vol. 5, No. 2/3, pp. 133-142.
- [3] Burmann, C., and Zeplin, S. (2005), Building brand commitment: A behavioral approach to internal brand management. *Journal of Brand Management*, 12(4), 279-300.
- [4] Burmann, C. Zeplin, S. and Riley, N. (2009), "Key determinants of internal brand management success: An exploratory empirical analysis", *Journal of Brand Management*, Vol. 16, No. 4, pp. 264-284.
- [5] Bush, A. J., Smart, D., & Nichols, E. L. (2002). Pursuing the concept of marketing productivity: Introduction to the JBR special issue on marketing productivity, *Journal of Business Research*, 55(5), 343-347.
- [6] Celsi, R. L., and Olson, J. C. (1988), The role of involvement in attention and comprehension processes. *Journal of Consumer Research*, 15(2), 210-224.
- [7] Foster, C. Punjarisi, K. and Cheng, R. (2010) "Exploring the relationship between corporate internal and employer branding", *Journal of Product and Brand Management*, Vol. 19 No. 6, pp. 401-409.
- [8] Hair, J. F., Anderson, R. E., Tatham, R. L. and Black, W. C. (1998) *Multivariate Data Analysis*, Fifth edition, Prentice-Hall International, Inc.
- [9] Hankinson, P. (2001). Brand orientation in the charity sector: A framework for discussion and research. *International Journal of Nonprofit & Voluntary Sector Marketing*, 6(3), 231-242.
- [10] Homburg, C., and Pflesser, C. (2000), A multiple-layer model of market-oriented organizational culture: Measurement issues and performance outcomes. *Journal of Marketing Research*, 37(4), 449-462.
- [11] Ind, N. (2003) "Inside out: How employees build value", *Journal of Brand Management*, Vol. 10, No. 6, pp. 393.
- [12] Jaramillo, F., Mulki, J. P., and Marshall, G. W. (2005), A meta-analysis of the relationship between organizational commitment and salesperson job performance: 25 years of research. *Journal of Business Research*, 58(6), 705-714.

- [13] Keller, K. L. (1993). Conceptualizing, measuring, and managing customer-based brand equity. *Journal of Marketing*, 57(1), 1-22.
- [14] Khan, B. M. (2009), "Internal Branding: Aligning Human Capital Strategy with Brand Strategy", *Journal of Brand Management*, Vol. 6, No. 2, pp. 22-36.
- [15] Kimpakorn, N. and Tocquer, G. (2009), "Employees' commitment to brands in the service sector: Luxury hotel chains in Thailand", *Journal of Brand Management*, Vol. 16, No. 8, pp. 532-544.
- [16] Mathieu, J. E., and Zajac, D. M. (1990), A review and meta-analysis of the antecedents, correlates, and consequences of organizational commitment. *Psychological Bulletin*, 108(2), 171-194.
- [17] Mowday, R. T., Steers, R. M., and Porter, L. W. (1979), The measurement of organizational commitment. *Journal of Vocational Behavior*, 14(1), 224-247.
- [18] O'Reilly, C., and Chatman, J. (1986), Organizational commitment and psychological attachment: The effects of compliance, identification, and internationalization on prosocial behavior. *Journal of Applied Psychology*, 71(3), 492-499.
- [19] Punjaisri, K. and Wilson, A. (2007), "The role of internal branding in the delivery of employee brand promise", *Journal of Brand Management*, Vol. 15, No. 1, pp. 57-70.
- [20] Punjaisri, K. Evanschitzky, H. and Wilson, A. (2009), "Internal branding: an enabler of employees' brand-supporting behaviors", *Journal of Service Management*, Vol. 20, No. 2, pp. 209-226.
- [21] Riketta, M. (2002). Attitudinal organizational commitment and job performance: A metaanalysis.
- [22] *Journal of Organizational Behavior*, 23(2), 257-266.
- [23] Thomson, K. De Chernatony, L. Arganbright, L. and Khan, S. (1999) "The Buy-in Benchmark: How Staff Understanding and Commitment Impact Brand and Business Performance", *Journal of Marketing Management*, Vol. 15, No. 8, pp. 819-835.
- [24] Tosti, D. T. and Stoltz, R. D. (2001) "Brand: building your brand from the inside out", *Marketing Management*, Vol. 10 No. 2, pp. 27-33.
- [25] Trice, H. M., & Beyer, J. M. (1993). *The Cultures of Work Organizations*. Englewood Cliffs: Prentice Hall.
- [26] Urde, M. (1999), Brand orientation: A mindset for building brands into strategic resources. *Journal of Marketing Management*, 15(1-3), 117-133.
- [27] Vallster, C. and De Chernatony, L. (2006) "Internal brand building structuration: the role of leadership", *European Journal of Marketing*, Vol. 40, No. 7/8, pp. 761- 784.
- [28] Webster, F. E., and Keller, K. L. (2004), A roadmap for branding in industrial markets, *Journal of Brand Management*, 11(5), 388-402.