Integrated Management
of an
Organization's Culture and Its Brand

Patricia B. Sikora, Ph.D.

Portion of Session Presented at the
Midwinter Conference
Of the
Society of Consulting Psychology
February 9-12, 2012 Pasadena, CA

THINKING ACROSS THE BOXES

MIDWINTER CONFERENCE
February 9-12, 2012
Pasadena, CA

INTEGRATING INSIGHTS FROM OTHER DISCIPLINES

THE SOCIETY OF Consulting Psychology

THINKING *ACROSS* THE BOX*ES*

Why look at integration of ***Culture*** and ***Brand***?

- Both are critical elements in organizational success

- In most instances <u>artificially</u> separated

- Separation emerging as driver of costly (and public) dysfunctions

- Two sides of the same coin

CULTURE OR BRAND?

Is it a Brand Experience or Culture Experience?

What is Integrated Management
# of an Organization's Culture and Its Brand?

- Conceptual Integration
  - What is Organizational Culture?
  - What is Brand?
  - What is the Linking Concept that Helps us Move Forward?

- Managerial Integration
  - How is Management of Brand and Culture Currently Accomplished?
  - What does Integrated Management of Culture & Brand look like?

WHAT IS ORG CULTURE?
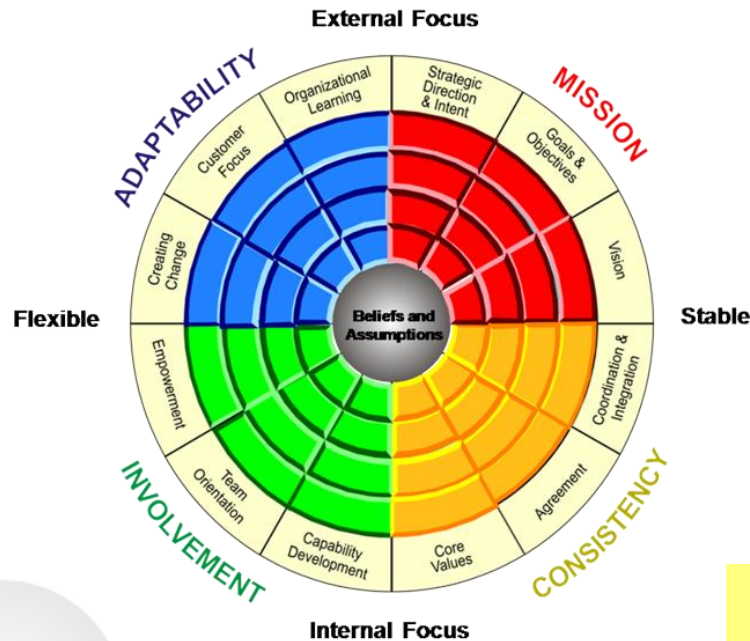
NUMEROUS FRAMEWORKS/METAPHORS
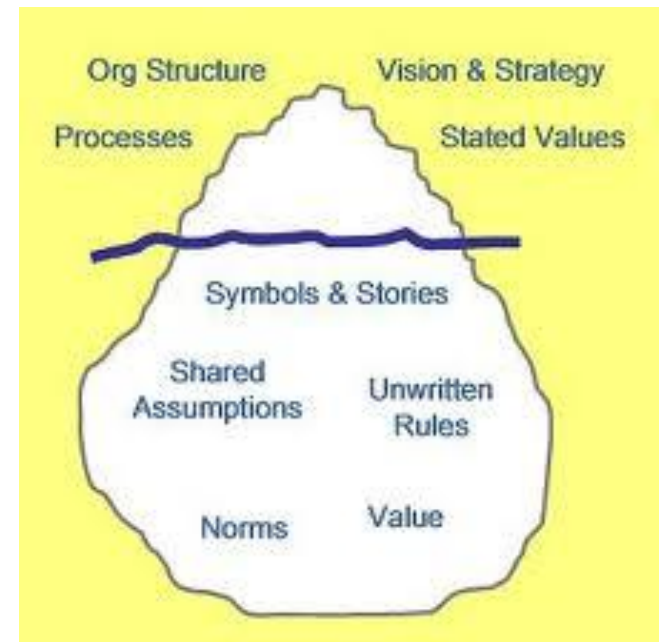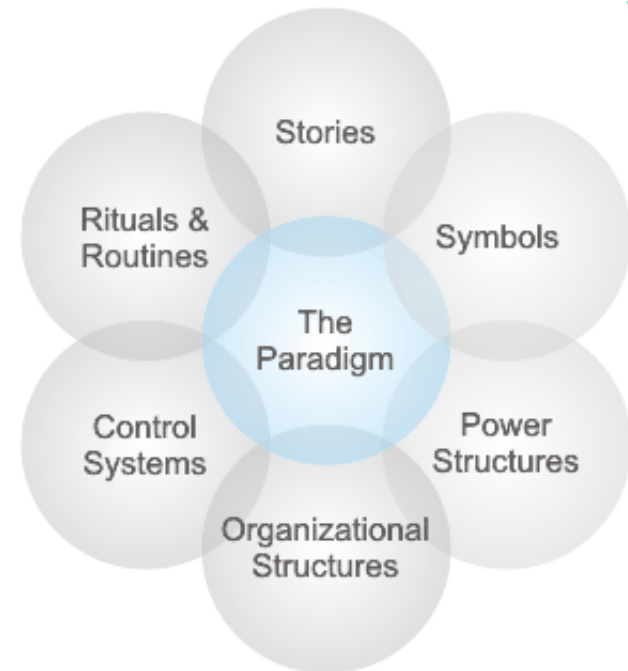
WHAT IS ORG CULTURE?

- It isn't just the mission or vision statement posted on the wall – the "espoused" culture.

- Culture is a "network of shared meanings" that provide a framework for desired employee behaviors and outcomes, including engagement, productivity, and advocacy to others (recommending as a place to work or shop).

- Values and vision set the stage, *but day-to-day experience* cements the reality of culture. Employee **touchpoints** with the firm are critical in the same way that the customer touchpoints are critical

  - The day-to-day experience of employees within the context of organizational norms, beliefs, and assumptions about what matters and "how we do things" here creates the "enacted" culture.
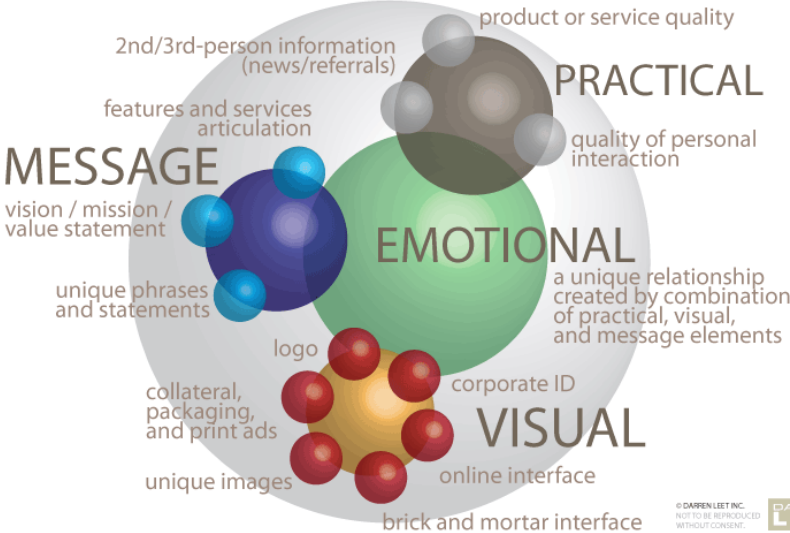
WHAT IS ORG CULTURE?

BOTTOM LINE IT'S
A SHARED UNDERSTANDING
OF
WHO "WE" ARE
And
WHAT (REALLY) MATTERS
HERE

WHAT IS BRAND?

AGAIN, NUMEROUS FRAMEWORKS& METAPHORS

WHAT IS BRAND?

- It isn't just the logo or colors or latest jingle.
- It is the totality of cognitive, emotional/affective, behavioral associations formed by ***day-to-day interactions*** with the product or organization – can be direct/enacted (touchpoints) or indirect/espoused (press, social media).
- The brand promise: What customers and partners should expect from every interaction.
- Evaluation of brand performance *relative to the promise* results in approach or avoidance behaviors (customer engagement): loyalty, purchase, and advocacy which ultimately impact revenues.

BOTTOM LINE IT'S *CONSUMER* PERCEPTION OF WHO "WE" ARE and WHAT "WE" CARE ABOUT

CONCEPTUAL INTEGRATION

HR/ Culture

Marketing/Brand

"**Brand is the outward manifestation of a company's DNA and culture is the inward demonstration**" (Steelcase Whitepaper)

"**Corporate culture is the soul of a brand.**" (Yang, 2010)

"**Identity is about the truth of the brand.**" (Kapferer, 2002)

"**Corporate identity...resides in the values, beliefs, roles, and behavior of its members as well as in the shared symbols and other artefacts that they create – in particular, through branding.**" (Cornelissen, et al, 2007)

"WE" is KEY

Organizational Identity as a linking concept.

IF   **CULTURE = WE**   and   **BRAND = WE**

AND IF   **WE = WE**

THEN   ***CULTURE = BRAND***

– When ***CULTURE ≠ BRAND . . .*** Multiple identities . . .

schizophrenia

or, at best, confusion.

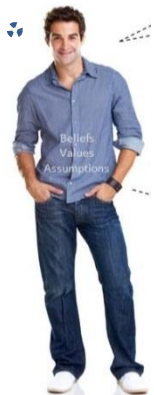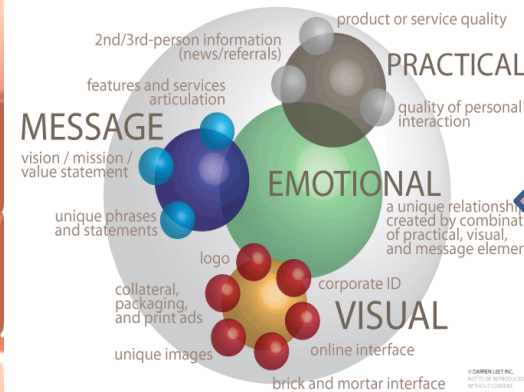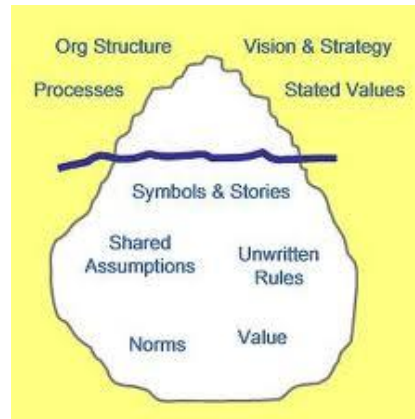# "WE" IS THE KEY

> WHO "WE" ARE - HOW WE DEFINE OURSELVES
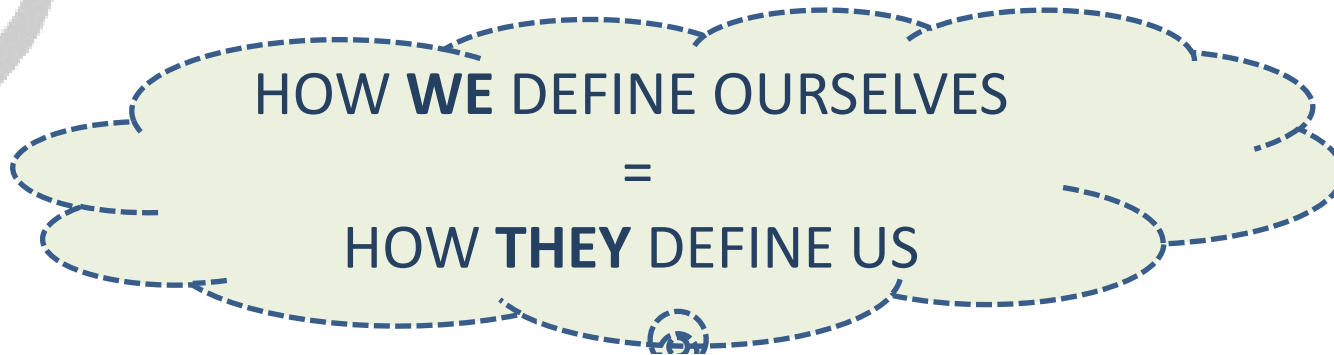
> WHO THEY THINK "WE" ARE - HOW THEY DEFINE US

EMPLOYEE   **ORG CULTURE**   **BRAND**   **CONSUMER**

"WE" IS THE KEY

HOW **WE** DEFINE OURSELVES
=
HOW **THEY** DEFINE US

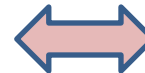**EMPLOYEE**   **ORG CULTURE**   **BRAND**   **CONSUMER**
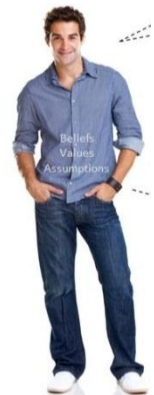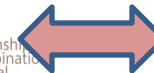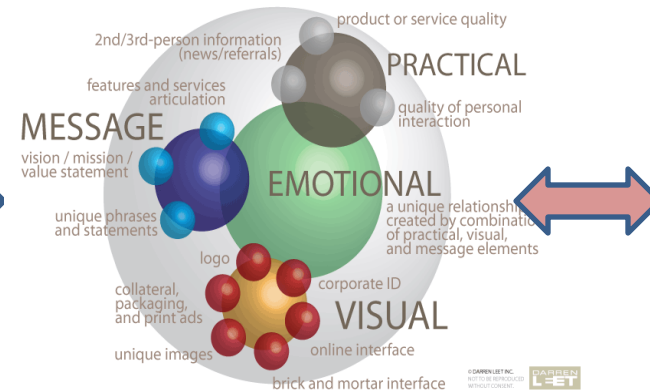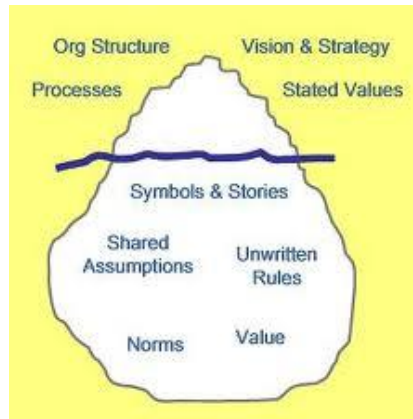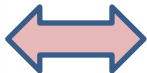
AN AUTHENTIC "WE"

- ## Authenticity is essential in this new era of transparency:

  - The brand must be true to the core.

  - The core of who "We" are must drive the brand. It will regardless of how much work is invested in creating a false self in the market place.

  - *There must be congruence* between culture and brand – enacted and espoused - lack of congruence is too readily apparent to employees and customers.

MANAGERIAL INTEGRATION
LET YOUR INSIDES OUT

"The corporate brand's truths must originate from within the company." (Kapferer, 2002)

- Integration starts from the inside out
  - Not HR "taking over" Branding – but conscious integration of the internal and external "We".
  - Leadership "walks the talk" of the promise.
  - Employees consistently experience the brand promise in day-to-day touchpoints within the firm (i.e., the Culture) resulting in behaviors that are consistent with and support the promise outside the firm.

INTEGRATED MANAGEMENT

NOT

SILO'S AND PARALLEL UNIVERSES

SEPARATE BOXES

HUMAN RESOURCES DEPARTMENT	MARKETING DEPARTMENT
VALUES & VISION	STRATEGY & EXECUTION
↓	↓
ORG CULTURE	BRAND
↓	↓
EMPLOYEE ENGAGEMENT	CUSTOMER ENGAGEMENT
↓	↓
PRODUCTIVITY	REVENUE
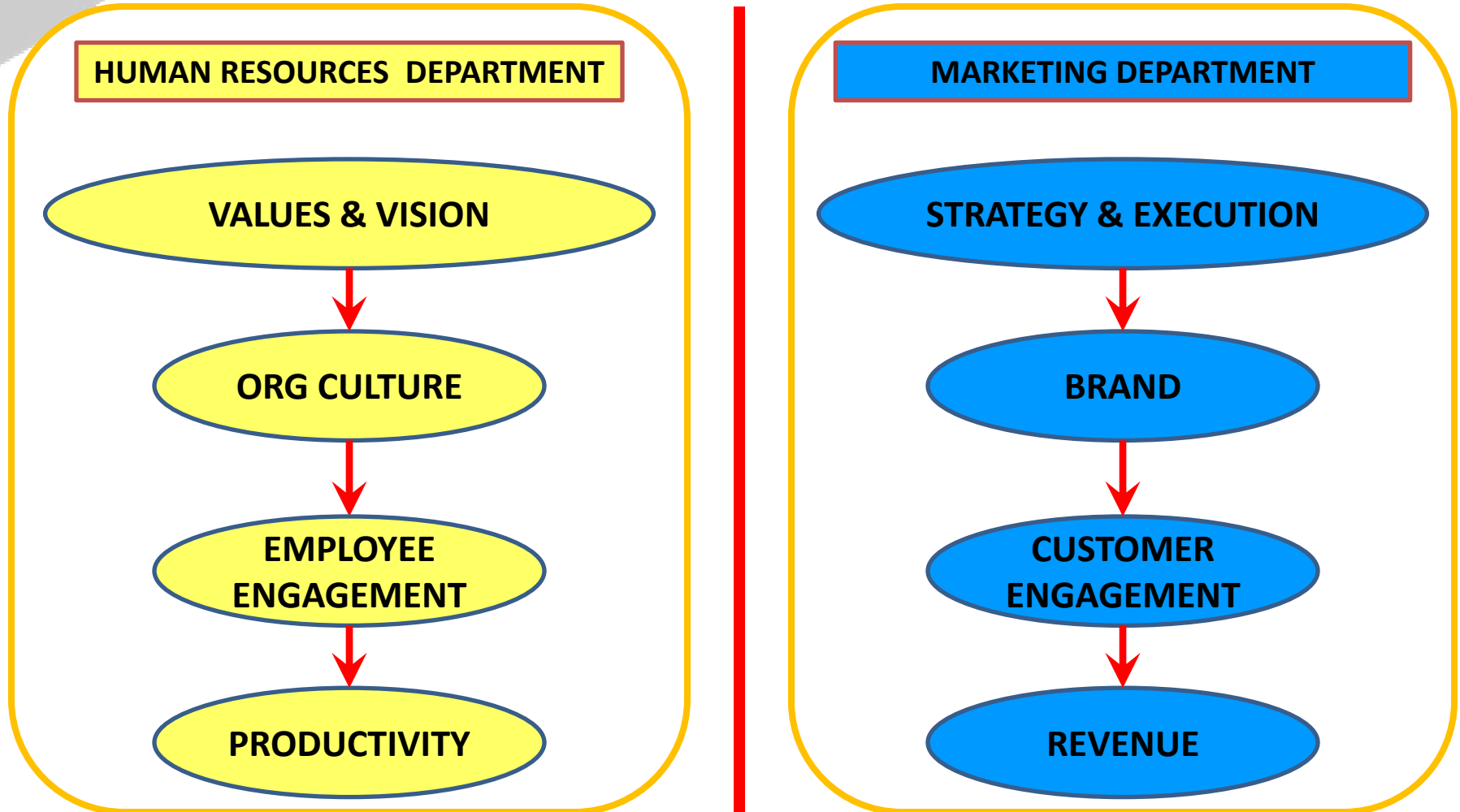
INTEGRATED MANAGEMENT
YES

CONNECTING THE BOXES

HUMAN RESOURCES DEPARTMENT	MARKETING DEPARTMENT

VALUES & VISION ⟷ **STRATEGY & EXECUTION**

COORDINATED AT THE HIGHEST LEVELS

ORG CULTURE **BRAND**

CREATING A UNIFIED "WE"

EMPLOYEE ENGAGEMENT ← *MEASURES IN SYNC* → **CUSTOMER ENGAGEMENT**

SO RESULTS ARE IN SYNC

PRODUCTIVITY **REVENUE**

BUSINESS SUCCESS
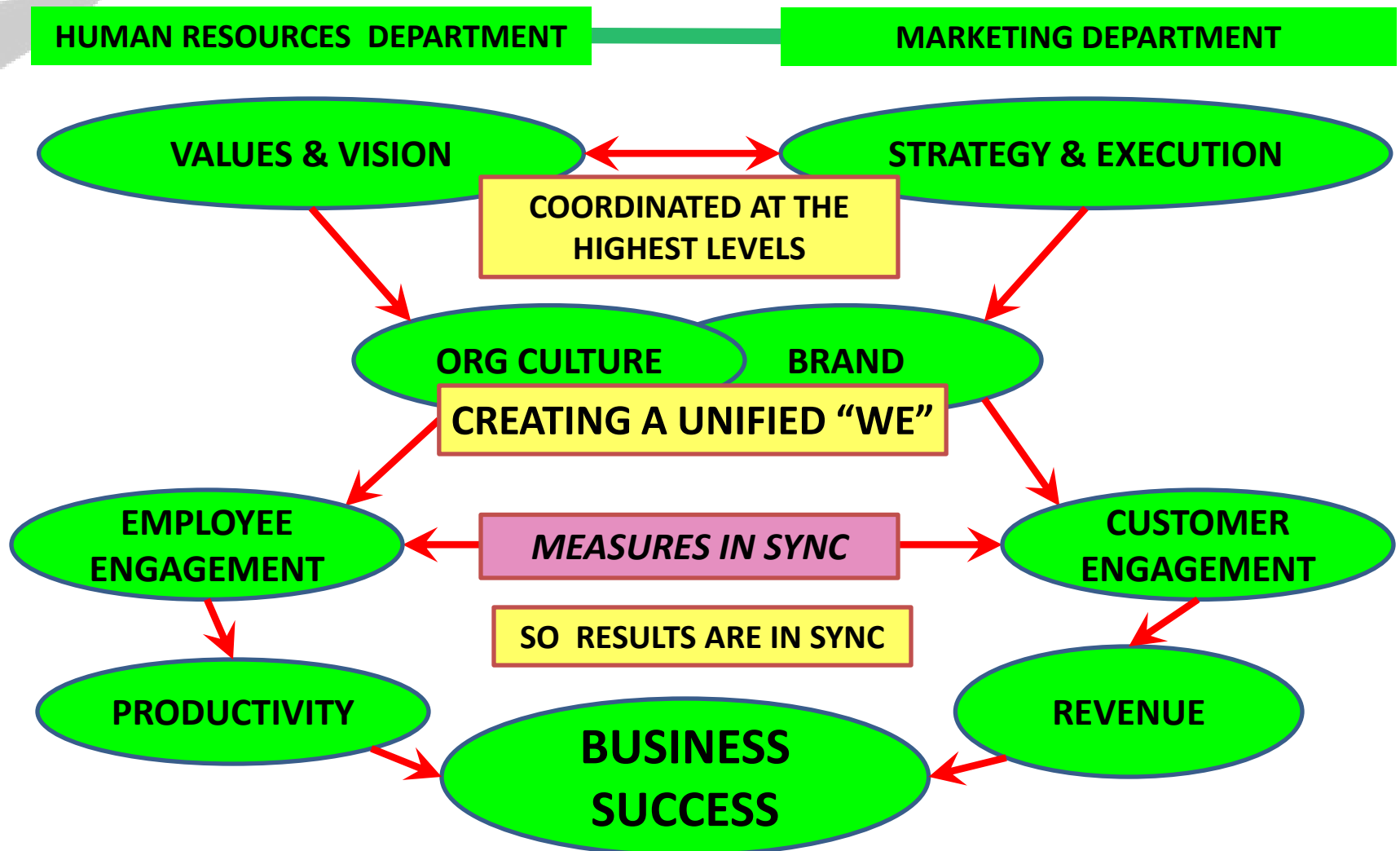
SUMMARY

- Trend Towards Integrated Culture & Brand
  - External Forces
  - Natural Internal Evolutionary Progression
  - Creative Destruction

- Increasing Need for Integrated Research
  - Cross-Silo Research Collaboration
  - Metric/Construct Consistency Across Groups
  - Sophisticated Multi-Group Multi-Metric Models

Integrated Management
of an
Organization's Culture and Its Brand

Patricia B. Sikora, Ph.D. (Pat)

Sikora Associates, LLC

www.sikora-research.com

Superior, CO

303 499-5723

Patsik@aol.com