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INTERNAL FEATURES BRAND MANAGEMENT IN THE ORGANIZATIONAL CULTURE OF ENTERPRISE

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In the article features of internal brand management in the context of organizational culture. It is shown that the internal brand management – is part of the internal communications strategy aimed at forming a common system of values, attitudes and actions of employees that supports the development of brand enterprises of trade, and consequently improve the organizational culture. Found that the main purpose of the strategy of brand development is to achieve competitive advantage and competitiveness of the enterprise trade.

Keywords: life cycle, organizational culture, retail, business, trade, matrix, balanced.

General problem statement and its connection with significant scientific and practical tasks. The transformational changes, which are performed both in the brand management theory and in its practical implementation, intensify the need in the scientific research aimed to the production of theoretic and applied approaches for the internal brand management in the trading enterprises activities, and also its interconnection with the organizational culture.

The modern tendencies of macroeconomic stabilization, the national market saturation with products, the competition enhance, the development perspectives of the trading enterprises in the economic connections network, the Ukrainian economic subjects emergence in the world market determine the necessity of the internal brand management elements use in the organizational culture of trading enterprises [1, p. 1].

The internal brand management is closely connected with the notions of regulated organizational culture and trading enterprises' mission. As a rule, the personal charismata of one or two employees are not enough to make each of them realize the uniqueness and peculiarity of enterprise operation. Therefore the necessity of mission formation, the internal philosophy and organizational culture performing, emerges.

The internal brand management efficiency is manifested in the rise of the competitiveness due to the precise accordance of the product to the «brand promise», and, importantly, in the loyalty rise and perspective motivation of the employees, and even in enterprise and branch management system development. Such departments as Marketing and PR department, Personnel and HR department, department managers and, undoubtedly, the top management of the trading enterprises are engaged with the internal brand management issues, as well as organizational culture ones.

The analyses of the latest researches and publications in which the problem. The significant contribution into the study of the theoretic issues of the brand management development was made by the Western economists D. Aaker, T. Ambler, G. Armstrong, R. Batra, P. Doyle, J. Evans, J. Angel, P. Kotler, J.-J. Lambin, J. Myers, P. Miniard, H. Charmasson.

In Ukraine brand management is one of the insufficiently studied management objects in the system of the trading enterprises management culture. The realization of the necessity of the brand

creation and management has determined the need in new scientific researches. Among the Ukrainian scientists, who studied the topic, we should name S. Derevianko, A. Leonidenko, O. Melnikova, V. Pertsia and among Russian ones – G. Bagieva, N. Diachkova, V. Domnina, V. Ievlieva, I. Kachalova, I. Kirilova, M. Ianenko.

The essential number of scientific developments affirms the scientists' interest in the mentioned study branch, and internal brand management is becoming the organizational culture inalienable part more and more often.

The article aims formulating (the task statement). The aim of the article is the study of the theoretic and practical aspects of the internal brand management in the context of the trading enterprises organizational culture.

The study tasks are determined by: the lack of the developments concerning the support of the integrated brand management as an organizational culture formation factor; the lack of the criteria for branding and marketing ratio determining; the weak use of the present foreign brand management developments in the national practice; the weak development at the majority of the Ukrainian trading enterprises of the productive inter-organizational relations and of the organizational culture which facilitates the enterprise successful advancement in the competition circumstances and in the integration of the branding with the system which is forming the organizational culture; weak considering of the communicative processes which are observable within the trading enterprises and beyond its boundaries during the organizational culture formation, lack of the distinct criteria of the tasks solving and the function distribution for the optimization of the organizational culture between the PR service and personnel management.

The major study material statement with the new arguments of the obtained scientific results. Internal brand management is a part if the internal communications strategy of the trading enterprises, which is oriented for formation of the united system of the employees' values, relations and actions, which supports the enterprise's brand development [2]. In A.B. Kotliar's opinion, brand management – is an activity based on the strategic orientation of the enterprise and aimed for providing with consumers sympathy, the endurance of the competition positions and the long-lasting success of the enterprise. Its goal is a development and growth of the major immaterial asset of the enterprise – the

brand capital [3]. The organizational culture formation of the trading enterprise (that is actually the management of this culture development at the stage of the trading enterprise creation and the first steps of its organizational culture formation) here means the process of the combining and integration of different elements of the trading enterprise organizational culture, which must be conformed and, if needed, subordinate target goals of this enterprise's activity and development in the market in the short and long perspectives [4, p. 140]. Therefore it is important to mention that the internal brand management and the trading enterprise organizational culture are aimed for the implementation of the enterprise's strategy.

Before the description of the internal brand management formation service at the enterprise, we will examine in details this notion and its function in the enterprise's activity.

Markets research in relation to commercial studies shows a correlation between the company's image and the products among the employees and customers. In practical terms for trading enterprises which ignore internal brand management and do not associate it with the organizational culture a number of problems emerges. The main ones are the advertising budget surplus and the lack of opportunities to encourage consumers. To avoid this, the trading enterprise's personnel must believe in its brand to the same extend as consumers do.

The minimum conditions for the implementation of internal brand management at the trading enterprises, as well as for formation of an effective organizational culture are a mission statement, a business strategy availability, the consistency of the management styles to senior management and the satisfaction of basic needs of employees.

Thus, Internal brand management is important in organizational culture because it involves: the analysis of the elements of the management and organizational culture system; the examination of the trade and brand concept strategies; the formation of the factors which affect loyalty of the group, the mechanisms to increase loyalty and potential threats; initial image description of the trading enterprise, development, refinement of the concepts of the internal brand management with considerations of the strategy and organizational culture [2]. It should also be noted that the internal brand management and the organizational culture of trade enterprises have similar basic attributes, Fig. 1.

The immediate results of the internal brand management introduction are the formation of

the clear ideas about the brand in the staff's conscience, which define their relationship to the trading enterprise and products, the belief in their value and appropriate behavior aimed at strengthening the brand [2].

In this regard, it is possible to argue about significant long-term effects of the internal brand management system introduction. In particular, internal brand management allows to: create a common understanding of goals, values and competitive advantages of the trading enterprises; enhance the image, increase motivation, the activity value and the pride of achievements; involve the employees in work, determine the responsibility for the outcome; consolidate departments and employees; move from fragmentation to unity, from declarations to actions, from violence and coercion to cooperation and understanding.

The significant component of the trading enterprise internal brand management is the development and implementation of PR-program on the creation and strengthening of positive corporate image with a stable reputation of the enterprise, including such important areas of PR activities, as relations with staff, shareholders, investors, governmental and non-governmental organizations, management of crisis or problem situations [7, p. 8].

The PR department employees accomplish a routine interaction with the media: answer phone calls and requests of journalists, organize interviews with management, convene a press conference or briefing on the occasion of the major events in the enterprise's history, implement press tours and press breakfasts on particularly important topics and manage the communicatory campaigns in the mass media.

Such tasks as regular preparation and distribution of key information papers and fashion PR-documents, like press releases, press-kits, press statements and sponsored articles, background reports, presentation of advertising and image brochures, annual reports, to the mass media and internal and external target audiences are assigned on the corporate personnel of the PR department. The internal brand management, as well as the organizational culture, is necessary for all the aspects of the trading enterprise and its internal elements activity. Thus, an effective internal brand management does not mean an additional advertising budget for employees and customers' loyalty formation, but it is the process of acquiring enterprise's identity and peculiarity. Therefore, the aforementioned factors and causes of the internal brand management are essential in the trading enterprise organizational culture formation, moreover, they complement it.

Finally, it should be noted that the brand strategy of internal management, as well as the organizational culture, begins with the understanding of its brand by the trading enterprise. What is the brand? What is the mission and the vision of the brand? Who are the key customers and consumers, and what values does the brand bring to them? What are the competitive advantages? The realizing of the answers to these questions can help com-

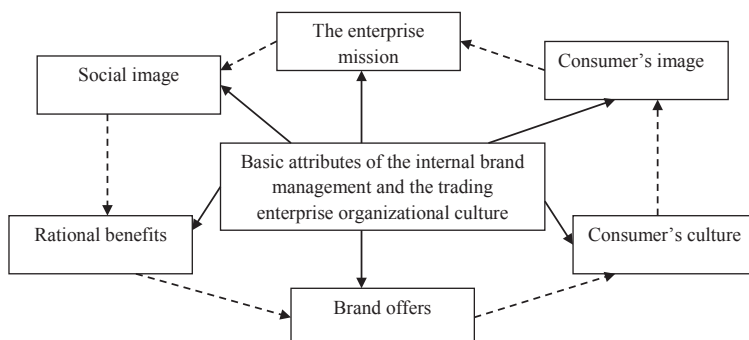


Fig. 1. Basic attributes of the internal brand management and the trading enterprise organizational culture

panies to understand the true nature and potential of the brand, to picture the strategies for the brand development that will provide high brand positions in the market and customer loyalty [5].

Conclusions drawn from the study and recommendations for further researches in this direction. Considering all the aforementioned, it is possible to draw the range of conclusions. The internal brand management, as a set of measures for branding formation, concerns directly not only a specific task of creating the brand, but also the trading enterprise organizational culture.

Marketing communications for improvements in the creation of the brand and the organizational culture formation are integrated not only with each other (PR, advertising, sales promotion, direct marketing, in-house promotion), but also with the methods of effecting the consumers and the channels of communication. In addition, the organizational culture undergoes the integrative process with the consumption culture, which serves as a

specific filter through which all types and forms of communication and understanding about the company, products and brands are displayed.

The internal brand management is not just the prerogative of the marketing and management, but also of the entire personnel. The association of people around the enterprise culture must be skillfully utilized in order to unite them around their brand within and beyond the company. The internal brand management focuses the enterprises on their performance goals, including the formation of the organizational culture.

The new approaches to the creation, development and management of the internal brand management are based on combining the objectives of the organizational culture formation and the brand management. In order to achieve optimal levels of the consumers' satisfaction and loyalty it is necessary to apply new technologies, and not to forget the modern cultural and social needs of the personnel, partners and customers.

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ОСОБЛИВОСТІ ВНУТРІШНЬОГО БРЕНД-МЕНЕДЖМЕНТУ В КОНТЕКСТІ ОРГАНІЗАЦІЙНОЇ КУЛЬТУРИ ПІДПРИЄМСТВА

Анотація

Розглянуто особливості внутрішнього бренд-менеджменту в контексті організаційно культури. Доведено, що внутрішній бренд-менеджмент – це частина стратегії внутрішніх комунікацій компанії, спрямована на формування єдиної системи цінностей, відносини і дій співробітників, що підтримує розвиток бренду підприємства торгівлі, а відповідно і вдосконалення організаційної культури. Встановлено, що головною метою формування стратегії розвитку бренду є досягнення конкурентних переваг та забезпечення конкурентоспроможності підприємства торгівлі.

Ключові слова: бренд, життєвий цикл, торгова марка, імідж, якість, ефективність.