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Service branding with multiple stakeholders: A corporate personality perspective

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Object :

- Literature review of service branding and the corporate approach.
- Role of symbolic aspects in service branding.
- Presenting a conceptual model of service brand personality's impact on consumers' loyalty through different stakeholders' related channels.

I. The three building blocks of service branding

1. Service experience (e.g. Berry 2000, Camélis 2008)

2. Employees' role (e.g. McDonald *et al.* 2001).

3. Brand consistency:

- **Promise vs. Delivery** (Berry 2000, King and Grace 2005).
- **Over time** (de Chernatony and Segal-Horn 2003).
- **Across stakeholders, internally and externally** (Burt and Sparks 2002, Davies *et al.* 2001, 2006, de Chernatony 1999).
- **Across branding elements (vision, personality, communication...)** (de Chernatony 1999, 2006).

II. The corporate approach (a)

1. Branding scope: addressing multiple and interacting stakeholders

- **Holistic and integrated** (Harris & de Chernatony 2001)
- **Internal-external balance** (de Chernatony 1999, Mitchell 2002)
- **Multidisciplinary** (Hatch and Schultz 2001, 2003)

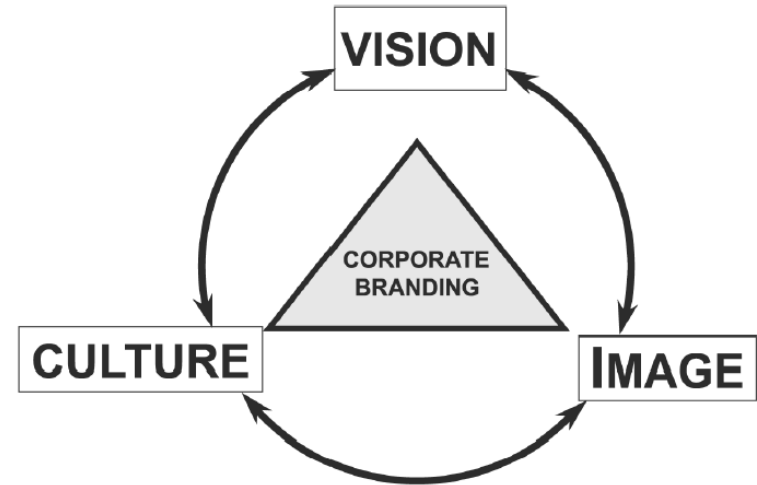
2. Aligning the employees with the brand

- **Employees as target of the branding process.**

II. The corporate approach (b)

The alignment perspective:

- **Porous organisational frontier** (Hatch and Schultz 1997, Christensen and Askegaard 2001).
- **Need to align internal and external perceptions** (de Chernatony 1999).



Hatch and Schultz (2001, 2003)
Corporate Strategic Stars

The stakeholder perspective:

- « **Role concept** » (Fiedler and Kirchgeorg 2007).
- **Empirical evidence for significant gaps** (e.g. Chun et Davies 2006, Davies *et al.* 2001, Helm 2007, Roper *et al.*, 2007).

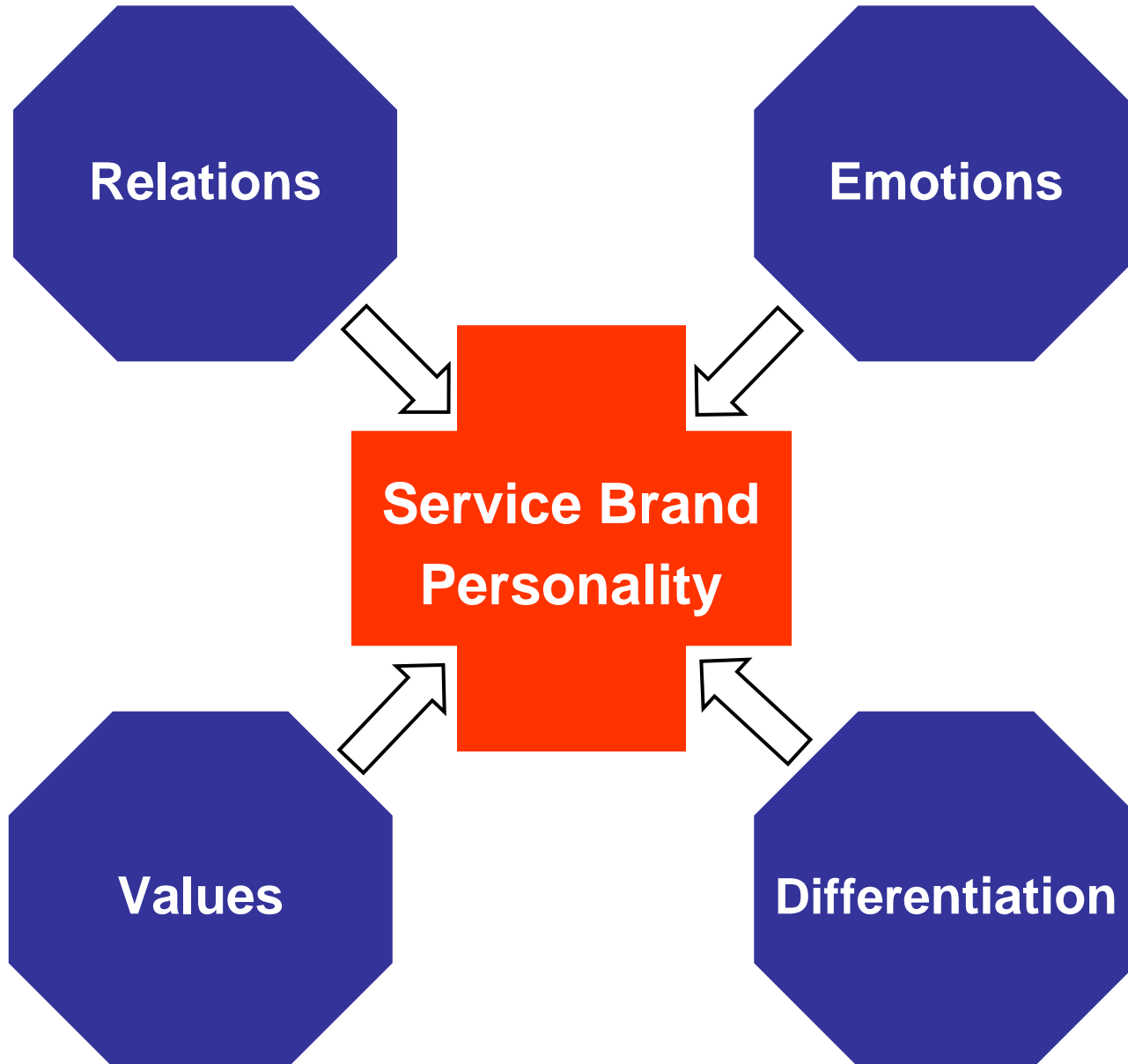
III. Corporate brand personality

- ❑ **Embodies the symbolic aspects of the brand** (cf. Park *et al.* 1987).
- ❑ **“The set of human characteristics associated with a brand”** (Aaker 1997).
- ❑ **“How a stakeholder distinguishes an organisation, expressed in terms of human characteristics”** (Chun and Davies 2006).

The role of brand-self congruity:

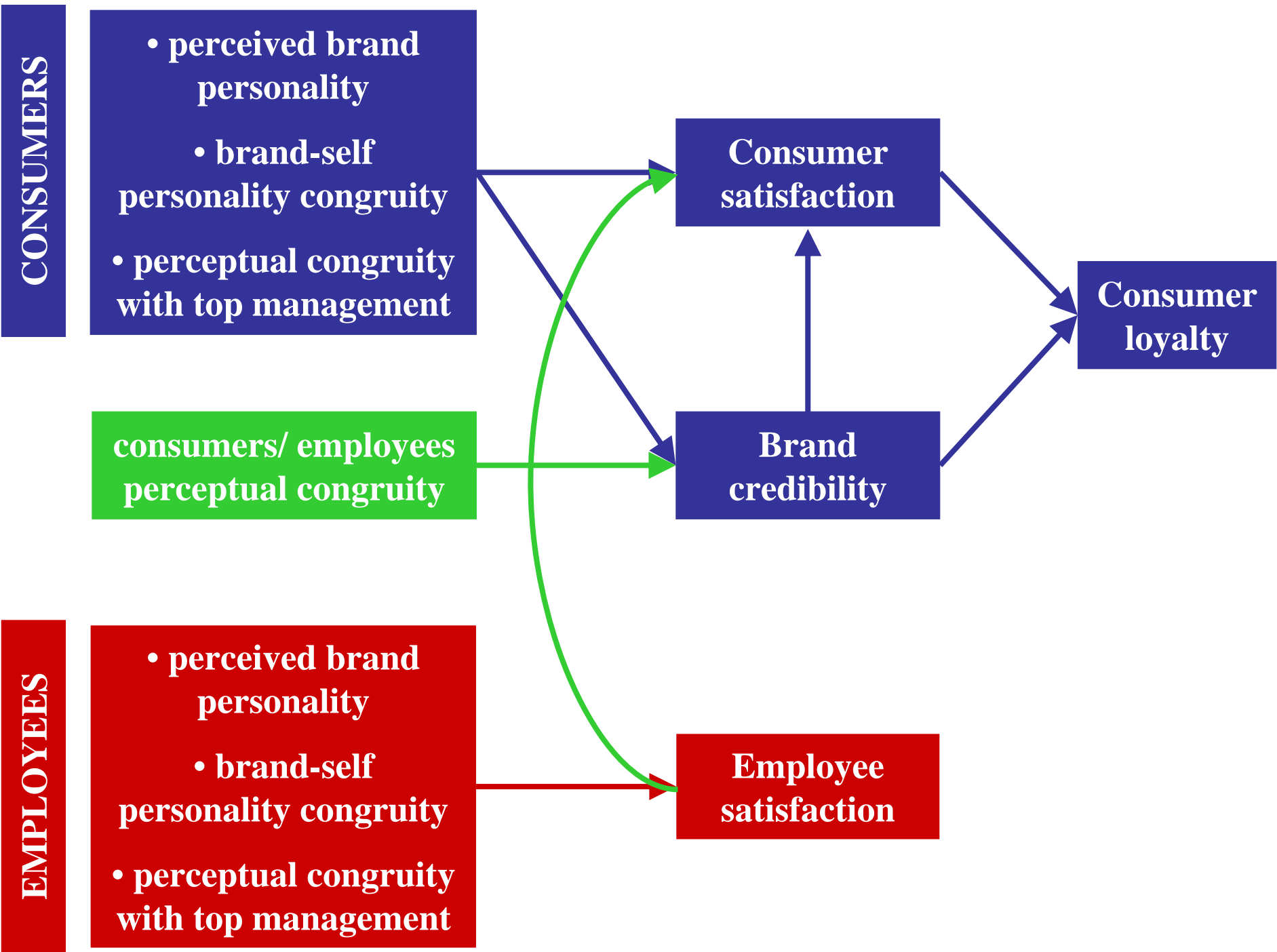
- ❑ **Brand-consumer self congruity** (e.g. Sirgy 1982, Kressmann *et al.* 2006).
- ❑ **Brand-employee self congruity: Person-organization fit** (e.g. Bowen *et al.* 1991, Kristof-Brown *et al.* 2005).

IV. Brand personality for services



V. Service brand personality's impact on consumers' loyalty

- ❑ Direct impact through consumers' perceptions**
- ❑ Indirect impact through employees' and managers' perceptions**
- ❑ “Stakeholder multiplicity” (Neville and Menguc 2006):**
The impact of “multiple, conflicting, complimentary or cooperative stakeholder ” perceptions.



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THANK YOU FOR YOUR ATTENTION

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