Chapter 5
Findings & Conclusions
5.1) Demographic distribution of data

- The sample size for employee and customer survey was equally divided between the three cities; namely Ahmedabad, Surat and Vadodara.

- Three Private sector banks, HDFC, ICICI and Axis Bank were considered for the purpose of data collection. Public sector banks were excluded because they have a security factor (image of being a government bank) which works to their advantage. In case of private sector bank, it is purely the service aspect which keeps the customer glued to the business.

- Tenure of the employee in the industry as well as in the particular organization was considered. In addition to that the formal educational training undergone by the employee before starting their career was also considered. 12 per cent and 80 per cent of the employees have undergone formal training in bank and hotel survey respectively. This factor was given significant importance during the data analysis.

- In case of banks and hotel customer survey, customer division on basis of purpose was given prime importance during analysis. In case of banks, more respondents were using services for personal purpose and in case of hotel; more respondents were using it for official purpose.

5.2) Hotel Customer and Employee

The data was collected using the Likert scale rating from 1 to 5. Along with median as the measure of central tendency, Top-Box and Top-Two Box scoring were used to analyze the data. Following are the major findings of the same.

1) For hotel customer, variables related to perception of the customer about employee behaving in sync with the brand promises, cloaked a higher rating of around 15-20 per cent for Top box. For
statements related to factors accessing the rapport between the customer and the employee, higher rating was registered for low box. Net Top box calculation was -1.00 (Refer table 4.6.1 part 1). Rest all factors related to the impact of employee’s brand consistent behavior on the commercial aspect of business got a very high rating of around 15-18 per cent for the top box. For the same set of variable, the net top box calculation was +9.15 (Refer table 4.6.2 part 2). It can hence be concluded that there is a strong impact of employee’s brand consistent behavior on the consumer buying behavior. In case of around 15-20 per cent respondents, there was a strong bias evident towards this phenomenon, measured by top box analysis.

2) For hotel employee, the questionnaire was divided into two sets of questions. The first set was pertaining (refer table 4.6.3 part 1) to the employees perception about his understanding of the brand and his behavior according to the same. The understanding was accessed through criteria like brand identification, commitment and loyalty. In most of the cases the top box registered a very high score (as high as 74 per cent). The net top box score was +27.28. Hence it can be concluded that most of the employee perceived that they understood the brand very well and hence it is also getting reflected in their behavior which is consistent with the promises of the brand. There could be a bias in these responses as the employee themselves were registering their opinion about their understanding and work. However, it can also be concluded that if the employee understands the brand very well, he is likely to display the same in his behavior. In case of second set of questionnaire, which was related to the 13 factors which allows the employee to develop a better understanding of the brand promises, a wide variation in responses was registered. The net top box score was -3.28 showing a balance between extremely positive and extremely negative responses. This is understandable as out of 13 factors there would be some factors which the employee feel are very important and few others which they feel are not very significant in helping them to understand the promises of the brand. It can be observed from the data in table 4.6.3 part 2, that factors related to formal management control (statement no. 27 to 30 and 33) registered higher percentage on the low box. Whereas the factors related informal management control (statement 32, 34 and 35) registered an extremely high score on the top box. It can be concluded that there was a strong empirical evidence to suggest that many employees strongly believed that informal means were more effective than the formal means of communicating about the brand to the employees.
3) Kolmogorov-Smirnov and Shapiro-Wilk Test were applied to test the normality of the data. The data was found to be not normal for hotel customers as well as hotel employees. Mann-Whitney U, Wilcoxon W and Levene’s F and T test for equality of variance were also applied in case of hotel customers to check if there is any significance difference in the perception of the respondents depending on the purpose for which they use the services of hotel. Purpose was classified as personal or business/official. On basis of table 4.8.2 to 4.8.9 for hotel customer, it can be concluded that there is no significant difference in the perception of the respondents depending on basis of the purpose for which the respondent is using the service. Similar tests were also conducted for the employee data. On basis of table 4.8.20 to 4.8.27 for hotel employee, it can be concluded that the data is not normal and on application of similar statistical test it was found that there is no significant difference in the perception of the employees who differed on basis of their formal training in the hotel industry (i.e. Formal Educational training/courses done before entering the industry). Hence it can be commented that employees who are formally trained in the hotel industry do not tend to understand and imbibe the values of the brand in their behavior more effectively. This can be attributed to the fact that formal educational trainings are more job specific and general. They don’t tend to focus and equip employees in understanding the nuances of the brand and displaying brand consistent behavior.

4) Factors affecting application of Employee Branding

The major area of the research was focused on how managers can get the employees to understand the brand values and promises and how to make an impact on the behavioral aspects of the employee so that his behavior mirrors the brand values and promises. On basis of the literature review, 13 variable were considered. 13 Variables were broadly categorized in four sections depending on the literature review.

1) Formal Management Control
   a. Official Printed Material
   b. Display Messages
c. Job description
d. Formal meeting with managers
e. Informal interaction regarding performance

2) Informal Management Control
   a. Informal meetings with managers
   b. Senior executives as role models
   c. High degree of initiative allowed

3) HRM
   a. Induction Training
   b. Appropriate Recruitment
   c. Honoring Psychological contract

4) Mass Media Congruence
   a. Mass media awareness
   b. Consistency of internal and external communication

Responses of the employees were recorded on a scale of 1 to 5; 5 being most useful and 1 being least useful as per the perception of the employee in helping him to understand the brand values and promises. Median and standard deviations were calculated to analyze the responses of the employees.

Table 4.10.1 provides insights for the responses of the hotel employees. The data suggests that the employees perceived that informal management control (i.e. informal meeting with managers, role model type behavior displayed by senior executives on the field and high degree of flexibility and initiative allowed while dealing with customer) and Mass media congruence (i.e. employees being made aware of the external communications done to the customers and consistency between the external communication and internal communication and processes) were the most important factors which allowed the employee to understand the values of the brand and imbibe it in their behavior. Mass media congruence is significant because if the
employee is not aware of external communication then it simply means that he does not know what promises are being made. Secondly if the internal communication or process is not matching or equipped to deliver the external promises made, then also employee branding cannot take place. Role of informal management control is also very easy to understand. Most of the front line employee (especially in case of hotel industry) are neither highly educated nor experienced and hence well equipped to understand the nuances of branding and customer experience. The fancy words use for branding is not only difficult for them to understand but extremely impossible for them to translate them into any meaningful change in their behavior. They are not in the position to understand what kind of behavior will be expected by the customer and how it will translate into a better brand consistent experience for the customer. Due to this inability of the front line employees, it becomes imperative for the senior management to stand on the ground and demonstrate a behavior which is in sync with the brand promises made and expectations of the customers. The employees are not expected to understand and analyze the behavior. They are just expected to blindly follow what was demonstrated by the top executives. This is the best way to transmit the desired behavior pattern to the employees. This is easy to understand and can be readily imitated by the employees while dealing with the customer. Over a period of time, the imitation becomes the second nature of the employee and hence the brand values are imbibed in the behavior. This is evident in lot of practical examples of CEOs of multimillion service industry companies who spend a lot of time on the ground interacting with the customers.

Factors like HRM (induction training, apt recruitment and honoring psychological contracts) were rated average in terms of being useful tools for employee branding. The idea is that at the time of recruitment itself, if an employee is selected who has his basic behavior matching to the brand consistent behavior then employee branding becomes easier. However, it may not be practically possible to have a large number of employees who have a similar and desired pattern of behavior. Secondly, it may not be practically possible also to understand and judge the behavior of the employee, given the current tools of recruitment. Even if it is possible to judge the behavior of the employee, it needs a lot of time to be spent during selection process. Given the quantum of recruitment at the front line position, using HRM as an effective medium for employee branding does not seem too feasible. Induction training also suffers from time
constraint. Time factor does not allow induction trainings to focus on change in behavioral aspects to the new employees. Honoring psychological contracts does help in getting more commitment from the employee. If the employee feels satisfied and committed, he will tend to put more effort to understand brand values and try to imbibe it in his behavior while dealing with the customer.

Formal management control tools like official printed material, display messages in the premises, formal job description, formal meeting with the managers and informal interaction with the managers related to performance were rated least useful in terms of helping the employee understand the brand and change his behavior to reflect the values and promises of the brand. In light of the positive response towards informal management control tools, this points becomes easy to understand. Formal communications are too direct and rhetoric for the front line employees to make any meaningful sense out of the same. In addition to that, making any significant changes in the behavior on basis of the same is extremely impossible for the front line employees.

The implications for the managers/decision makers are that they should ensure that there is a lot of consistency in the internal and external communication. They should also ensure that the internal processes are created to facilitate the delivery of brand promises. If the internal process conflicts or restricts the employee from displaying a behavior consistent with the brand promise then it will not lead to effective employee branding. The top management should also lead from the front to imbibe employee branding. The desired behavior should not only be discussed but it should also be displayed and demonstrated on the ground by the top management. If the top management fails to do the same, employee branding just becomes a rhetoric and will not translate into any significant change in behavior and hence will fail to make any impact on the business.

Chi-Square test for Independence was also applied to understand the impact of employee demographics on the various factors that affect employee branding process. At 95 per cent significance level, following results were found on basis of hypothesis testing
a. For Hotel employees, perception about factors related to informal management control were found to be dependent on factors like location, work experience in the industry and tenure in the organization, formal training in the industry, income, age, gender and education. This can be explained in hotel industry as with experience, more number of years spent in the same organization and income, formal training and education and age, an employee is expected to be more mature and able to understand how the brand works and is also able to adopt to an apt behavior in sync with brand. The more number of years spent in the industry and having formal training would give the employee a perspective about how different brands vary in terms of their offerings. This sensitizes the employee towards the specifics of his company’s brand and behaves in a brand consistent manner.

b. For Hotel employees, perception about factors related to mass media congruence were found to be independent of having formal training in the hotel industry. It is human nature to understand the difference between two communications. Cues which affect the subconscious mind are also easily picked up by human beings. Hence having formal training is not necessary for employees to understand that there is a gap in the internal and external communication. The same responses were found to be dependent on location, work experience and tenure in the company, income, age, gender and education. The understanding of communication messages would naturally evolve with more no. of years in the industry and the company and also with age. Gender can also play a role in understanding communication in a different context. Hence the above factors were found to be having an impact on the responses of the employees.

c. For Hotel employees, HRM related factors were also found to be dependent on location, work experience, tenure in the organization, formal training, income, age, gender and education. Understanding of the selection process, induction training and how different companies have different HR policies and how they treat employees differently is a basic understanding that evolves with an employee spending more years in the industry as well as in the organization. With a formal
training in the industry, this understanding also evolves. Hence we can find the results are dependent on the above factors.

5.3) Bank Customer and Employee

The data was collected using the Likert scale rating from 1 to 5. Along with median as the measure of central tendency, Top-Box and Top-Two Box scoring were used to analyze the data. Following are the major findings of the same.

1) In case of Bank customer, statement related to factors of brand supporting employee behavior registered a top box score in the range of 15-20 per cent. A similar range of scores were registered for statements measuring the rapport (enjoyable interaction and personal connection) between employee and customer. Net top box score was +8.64 (Refer table 4.6.2 part 1). This suggests that a major chunk of the respondents are positively biased towards the impact of employee branding. Statements accessing the impact of employee branding on the consumer buying behavior also registered a top box score in the range of 16-19 per cent. The net score was +9.75 (refer table 4.6.2 part 2). This is ample empirical evidence to suggest that many respondents believe that if the employee behavior is in sync with their expectations of the brand, then it definitely culminates into better rapport between employee and customer and has positive impact on the consumer buying behavior towards the brand. Compared to hotel customer, rapport between customer and employee was found to be stronger in case of bank. This can be attributed to the nature of the business. Since banking products attract more involvement of the customer and due to more perceived risk (due to financial nature), rapport building becomes more important for both the customer as well as the employee. This may not be the case in hotel customer as the perceived risk is minimal and there is no major financial involvement in hotel products.

2) In case of bank employees, for questions pertaining to employee’s understanding of brand and reflection of the same in their behavior (refer table 4.6.4 part 1) almost all statement cloaked a high top box rating, ranging from 13 to 54 per cent. This suggests that most employees believe that they understand the brand properly and it also gets reflected in their behavior. These responses can be
a bit biased also. But however the linkage between understanding the brand and reflection of the same in the behavior is established. For the other set of question related to factors helping in understanding the brand, It can be observed in table 4.6.4 part 2, that factors related to formal management control (statement no. 27 to 30 and 33) registered higher percentage on the low box. Whereas the factors related to informal management control (statement 32, 34 and 35) registered an extremely high score on the top box. It can be concluded over here that there was a strong empirical evidence to suggest that many employees strongly believed that informal means were more effective than the formal means of communicating about the brand to the employees. This is in sync with the findings of the data based on hotel employee’s responses too.

3) Kolmogorov-Smirnov and Shapiro-Wilk Test were applied to test the normality of the data. The data was found to be not normal for bank customers as well as employees. Mann-Whitney U, Wilcoxon W and Levene’s F and T test for equality of variance were also applied in case of bank customers to check if there is any significance difference in the perception of the respondents depending on the purpose for which they use the services of banks. Purpose was classified as personal or business/official. On basis of table 4.8.12 to 4.8.18 for bank customer, it can be concluded that there is no significant difference in the perception of the respondents depending on basis of the purpose for which the respondent is using the service. Similar tests were also conducted for the employee data. On basis of table 4.8.29 to 4.8.36 for bank employee, it can be concluded that the data is not normal and on application of similar statistical test it was found that there is no significant difference in the perception of the employees who differed on basis of their formal training in the Banking industry (i.e. Formal Educational Training/Course done before entering the Banking Industry). Hence it can be commented that employees who are formally trained in the Banking industry do not tend to understand and imbibe the values of the brand in their behavior more effectively. This is in sync with the findings of the hotel employees. However, in case of bank employees, there was a significant difference found in the perception of the employee related to the usefulness of informal management control factors in imbibing brand values in the employee’s behavior. This can be explained by the fact that banks are more professionally managed, managed as chain of branches and hence top management is very actively using informal management control factors to build proper culture of the organization.
4) Factors affecting application of Employee Branding

Bank employees were asked for ratings of how they perceived the usefulness of 13 different variables in understanding the brand and imbibing brand consistent behavior. Table 4.10.2 provides insights for the responses of the Bank employees. The data suggests that the bank employees perceived that compared to formal management control method, informal management control methods were found to be more useful in understanding the brand and imbibing brand values in their behavior. Formal tools like printed material, wall mounted messages, formal job descriptions etc. were found to be of not much significant importance to the employees. These factors look like fancy things which all banks in the sector will use. This is evident in the external communications also. If random advertising messages of few banks are taken, all of them would more or less convey similar kind of messages like better interest rates, faster services, customer friendly employees and experience. This cliché is broken when the top management interacts with the employees. Top management acting as role models gives the front line a clear signal as to how they need to behave while interacting with the customers. The flexibility and decision making authority given to the front line employees to take any step necessary to ensure customer satisfaction, gives out a very strong signal as to what the company intends the employees to do. These informal factors are very important and same was reflected in the responses provided by the bank employees. Mass media congruence factor was also found to be significant because if the employee is not aware of external communication then it simply means that he does not know what promises are being made. Secondly if the internal communication or process is not matching or equipped to deliver the external promises made, then also employee branding cannot take place.

Banks operate as a network of branches. Most of the leading banks have strong nationalized presence. This increases the demand for front line employees. The numbers in which recruitments are done (generally through written test and Personal interviews) does not allow the management with a flexibility to recruit candidates after understanding the nuances of the behavioral quality. Application of psychometric test becomes difficult due the size of recruitment. This rules out the factor of correct recruitment as an important factor of employee branding. Respondents rated it as average but using this may be an extremely difficult task for
the managers. Other two averagely rated factors were induction training and honoring psychological contracts. These are two factors where the management can definitely focus and work to improve the practices of employee branding. Properly designed induction training program can be very useful for the employees to interact with top management.

Chi-Square test for Independence was also applied to understand the impact of employee demographics on the various factors that affect employee branding process. At 95 per cent significance level, following results were found on basis of hypothesis testing

a. Demographics like work experience in the industry and tenure in the organization, income, age, gender and education were found to have an impact on the preference of employees towards informal management control factors. With longer tenure in the company and the industry, more education, age and maturity, the employee is expected to have developed better insights into how the entire industry operates. This allows the employee to understand the nuances of the brand and how the dynamics of branding works with the customer. This explains that the employees with more experience tend to appreciate the messages conveyed informally by the top management. And hence, it becomes easier for them to imbibe those values in their behavior with the customer.

b. Perception of bank employees were found to be dependent on the gender. A difference was registered in the responses depending on the gender. Employees perceive the usefulness of various factors differently depending on the gender. Managers hence need to develop different communication strategies to ensure that employees of both gender are able to perceive the brand appropriately. The formal educational training taken prior joining the industry was found to have no significant impact on perceived usefulness of mass media congruence factors. This implies that whether or not the employee has a formal training, they judge the consistency of internal and external communication in the same manner. Responses of the bank employees were also found to be dependent on work experience and tenure in the organization, income, age and education. This is in sync with the
findings of the hotel employees too where employees with more experience, age and income were found to have understood the brand more efficiently. By spending more years in the industry they gain a lot of perspective which allows them to understand what the brand offers and how their behavior has to be adjusted appropriately to give a fulfilling experience to the customer.

c. Like Hotel employees, in case of Bank employees too HRM related factors were found to be dependent on location, work experience, tenure in the organization, formal training, income, age, gender and education. Understanding of the selection process, induction training and how different companies have different HR policies and how they treat employees differently is a basic understanding that evolves with a employees spending more years in the industry as well as in the organization. Hence we can find the results are dependent on the above factors. This provides proof of similarity of responses between both the service sectors.

d. In case of bank employees, responses of the employees towards formal management control variables were found to be independent of the tenure in the organization, work experience in the industry, income and age. As discussed earlier, it is not difficult for anyone to notice the hollowness in the rhetorical claims made by the management formally about their own brands and companies. It does not need more age, experience or maturity to understand that what is communicated formally has not seeped into the DNA of the organization. Hence employees across different demographics can easily read this and their perception is similar across the board. However the same factors were found to be dependent on education, formal training and gender. We can believe that there could be an inherent difference due to gender which could lead to perceiving the same things in a different manner. Male and female employees could take the same formal communication and interpret them in different ways, to some extent. The education of the employee and formal training in the industry could also have led to developing a different perception about the formal communication. This could have led to the difference in the perception as captured in the data.
5.4) Employee Branding Model

A model was proposed for developing insights in the process of application of employee branding and understanding the impact of employee branding on the consumer buying behavior. The model is broken down in two main parts on basis of application and impact. Correlation analysis was used to provide empirical evidence and validate the model. Pearson and Spearman rank correlation were used for statistical testing.

a) Application of Employee Branding

An employee is expected to have understood the brand and adjusted his behavior in sync with the promises of the brand once he is recruited and has undergone the induction training. This was taken as the base for the study. Statement 1 to 26 in the employee questionnaire were used to assess this. Certain concepts and constructs were developed and adopted from the literature review for the same.

Brand supporting attitudes are believed to have led to brand supporting behavior of the employee. Brand supporting attitudes have been divided in three categories and then the responses have been measure. Brand supporting attitudes have been classified as

1) Brand identification (statement 1 to 5)
2) Brand commitment (statement 6 to 8)
3) Brand loyalty (statement 9 to 10)

The median of the responses to the grouped statements was taken for each respondent. The median represents the central value for the particular concept/construct. Similar measurements were taken for Brand consistent employee behavior (statement 11 to 19), Impact of employee branding on business (statement 20 to 24) and personal spending of the employee himself on the brand (statement 25 and 26).

These median values for all 75-75 respondents of bank and hotel employees and 150 joint data of all employees were correlated using Pearson and Spearman coefficient of correlation. The data
could not substantially support the model. The r value showed low to moderate positive correlation in most of the cases (Refer table 4.9.1). Following relationships could not be established due to not very strong correlated values

- Brand Identification to Brand commitment
- Brand commitment to Brand loyalty
- Brand loyalty to Brand consistent employee behavior
- Brand consistent employee behavior to impact of employee branding on business
- Brand consistent employee behavior to individual spending by the employee on the brand

This may be attributed to the nature of the study. Since the employees themselves were ranking them on the above parameter, there is a scope of bias entering in the responses. However, certain relationships were statistically significant. The key relationships were

- Brand identification and brand commitment for hotel employees only
- Brand loyalty and brand consistent employee behavior for hotel employees only
- Brand consistent employee behavior and impact on business for bank, hotel and combined employees data
- Brand consistent employee behavior and impact on employee’s spending on the brand for bank, hotel and combines employee’s data

These relationships can be taken up for further detailed study.

b) Impact of Employee Branding

The second part of the proposed model dealt with the impact of employee branding consumer buying behavior and commercial side of the business. The data was collected through Statement 1
to 37 in the customer questionnaire. Following major concept/constructs were developed and adopted from the literature review

- Brand Performance (statement 1 to 4)
- Behavioral branding in employee (statement 5 to 9)
- Enjoyable interaction for customer (statement 10 to 15)
- Personal connect between employee and customer (statement 16 to 20)
- Customer satisfaction (statement 21 to 25)
- Customer loyalty (statement 26 to 27)
- Referrals through the customer (statement 28 to 32)
- Extra spending by the same customer (statement 33 to 37)

Median values of all the respondents on the above based concepts/constructs were calculated and then correlated. Table 4.9.2 suggests that all the values of r were in excess of 0.764. This helps us to validate the model and the below mentioned relationships.

- Brand performance with brand consistent employee behavior
- Brand consistent employee behavior with customers having an enjoyable brand experience
- Brand consistent employee behavior with customers building a personal connect with the employee
- Enjoyable interaction of the customer with satisfaction of the customer
- Personal connect between employee and customer with satisfaction of the customer
- Satisfaction of the customer with loyalty intentions of the customer
- Satisfaction of the customer with the tendency of the customer to give referral business
- Satisfaction of the customer with increased spending from the customer.

All the above relationship were positively and very highly correlated, suggesting that if the employee behaves in a brand consistent manner, it leads to the customer having an excellent
rapport with the employee. Rapport was measured as 1) customer having an enjoyable experience and 2) customer having a personal connect with the employee. Since a customer walks in with certain expectations from the brand, he is constantly searching for signals which lead to confirmation to those expectations. If the employee has understood the promises of the brand and his behavior reflects those promises, then the customers gets the signals that he is looking forward to for confirmation. On confirmation the customer enjoys the experience and since the signals come through the employee (and this being service sector) the customer gets attached with the employee. For the customer, the employee now represents the brand/company. These two phenomenon lead to the customer deriving full satisfaction from his experience.

Satisfying a customer just for the sake of satisfaction does not make business sense. The time, money and energy spent in satisfying a customer can only be justified if a satisfied customer translates into commercial profit. The commercial profits can be increased either by

1) Increasing the revenue
2) Decreasing the cost

If a satisfied customer becomes a loyal customer, then the company need not spend any further time, energy and money on selling to the customer. The cost of acquiring a customer is totally eliminated in case of a loyal customer. Cross selling other brand and products of the same company also becomes extremely easy in case of brand loyal customer. In businesses like hotel and banks which are highly competitive and cost and perceived risk of switching is extremely low, it is a huge cost savings if the customer gets converted to a brand loyal customer. In cases of banks, this is even truer. Since all banks are expanding into to other financial products like general insurance, life insurance, stock broking, mutual fund, medical insurance etc., it becomes highly cost effective to convert one brand loyal customer to other group products.

A satisfied customer is also more likely to provide referral business. Getting referral business reduces cost of customer acquisition and also provides a lot of additional business to the company. In cases of banks and other financial products, the customer depends a lot on word of mouth due to high perceived risk. Services are intangible and hence hard to judge the quality and due to security reasons, referrals are a big source of business in banking industry. If a customer is satisfied
and vouches for the services and reliability of a bank, it becomes easier for other customer to adopt the new bank. People tend to go by referrals provided in this industry. This reduces cost and increases business. In case of hotels, intangibility makes it difficult to judge the hotels. In addition to that hotel industry is highly cluttered with similar offerings. Going by the website and pictures on the website of five different hotels, it would be impossible to judge the difference between the five hotels. In unknown locations for business travelers, it is also extremely difficult to personally visit and check each and every hotel in the vicinity to judge which one is better. In case of food also, it is impossible to judge the quality of the food before consuming the food. These two things make referrals the most crucial aspect in hotel industry. If a referral is provided about a hotel or a restaurant for better services, clean ambience or good food, it gets easily accepted. Hence in hotel or bank industry, referrals from satisfied customers do provide additional revenues and helps in reduction of cost of customer acquisition. Even if a customer is not expected to visit the same destination again, or open a 2nd account in the same bank, he can always provide more business through referrals.

Thirdly, a satisfied customer can also provide more business on personal level too. A satisfied bank customer will transfer more savings (in case of saving account) and business transaction (in case of current account) if he is satisfied with the services of the bank. He can spend more on cross sold products. In case of hotels, a satisfied customer will easily stick to the same hotel and provide more business. For leisure or business purpose, it is easy and relaxing for the customer to stick to the same hotel for stay instead of taking the pain to search for a new hotel every time. In case of restaurant, if the customer enjoys or relishes a particular variety of food, he is more likely to keep visiting the hotel frequently. This is the concept on which chains like MacDonald’s try to target kids. Once a kid develops certain taste buds for the food at early stage, he is more likely to stick to the same taste for long years. Thus a satisfied customer brings more business through more share-of-pockets from the same customer.

On basis of the data it can be concluded, that there is a positive correlation between satisfied customer and loyalty intentions, referrals and more spending from the same customer. Thus the model is validated and it can be safely concluded that if the employee behaves in a manner which is consistent with the brand values, it leads to building rapport between the customer and the
employee. The customer has an enjoyable experience and feels connected with the employee. The above two, leads to having a satisfied customer. If the customer is fully satisfied it leads to more brand loyalty form the customer, more referrals and more spending form the customer. These three leads to either generation of additional revenues or cost reduction. In either case, the profits go up and the business is positively affected. Thus it can be concluded that if employees behave in a manner which is consistent with the brand promises, then it has an extremely positive impact on the bottom line of the business.

5.5) Framework to relate Internal Marketing, External marketing, Branding, Employee Branding and Employer Branding

The following theoretical framework is proposed to give conceptual understanding of Employee branding as an organizational process and under what domain it lies. The below framework is proposed to show the linkages between Internal marketing, External Marketing, Traditional Branding, Employee Branding and Employer Branding. The model provides insights in the various domains and where the concept of employee branding fits in the same.

![Framework Diagram]

The model is expected to be helpful to the decision maker in understanding how the different concepts work together in the organizational dynamics, how they interact with each other and how
they can be used to the benefit of the organization at large. However, it can be concluded that employee branding blurs the line between HR and Marketing in today’s competitive service industry. It has to be a joint effort of the HR, Marketing and also the top management to ensure that employees are aptly branded and become a source of competitive advantage in the market place.