

Defining and enacting a corporate brand

[Business](#), [Marketing](#)



In order to successfully implement a corporate brand to the properties of Rosewood it can be suggested to use Chernatony's (2002) model: Defining and enacting a corporate brand. The model describes the process of defining, conceptualizing and running a corporate brand. The first four stages of the model have to do with creating the corporate brand concept: Vision The first of these is the brand vision, which consists of the future environment a brand wishes to bring about, its purpose and its core values. The future environment and purpose aspects of the vision provide indications about the promised brand experience.

Rosewood should build their corporate brand on a well-developed corporate identity to provide a clear vision which should have a justified set of internal core values. From the core values of the vision, guidelines are provided about the functional and emotional values (explained previously). The challenge for each of Rosewoods property-managers is to find ways of interpreting the core values for their employees, ensuring specific employee attitude, behaviour and sense of belonging as well as making certain that they understand the potential implications of their behaviour (Kayaman & Arasli, 2007).

Culture Interacting with the vision for the corporate brand is the organization's culture, which according to Chernatony (2002) can be conceptualized in terms of artefacts (paintings, posters, art etc.), values and mental models. The artefacts surrounding employees reminds them clues about the values underpinning the corporate brand. E. g. " Thus in an office environment where each office has a notable amount of glass, there would

be an inference among staff that one of the brand's values is transparency about all information” (Chernatony, 2002, p. 121). Objectives

Rosewood needs to transform their vision into concrete objectives for the brand with the use of a brand planning document (Chernatony et al. , 2011). It should include clear statements regarding individual brand objectives clarifying the criteria that the brand name must satisfy (O'Neill & Mattila, 2009). Brand-sphere Also known as the five forces influencing brand potential (Chernatony et al. , 2011) consists of five parts which combined determines the level brand potential: Corporation Businesses such as 3M and Microsoft have shown how brand and corporate culture are closely interlinked and affect each other.

Rosewood’s brand mission should focus on its core values which should be backed up by its corporate culture. The culture of a business strongly influences its brand. Therefore, Rosewood should consider the possible changes if they implement the corporate branding strategy since it can alter the culture and employee performance dramatically (Chernatony et al. , 2011). Rosewood needs to identify what its distinctive brand competences are and how well brand and culture match each other before a potential transformation since this will be critical for brand success.

Distributors A sound brand strategy cannot be formulated without regard for suppliers and vice versa as both parties rely on each other for a successful long-term brand profit evolved around mutual support. Furthermore, Rosewood should be aware of the strengths and weaknesses of each supplier and consider the implications of suppliers’ longer-term objectives, and their

strategy to achieve them. When working with a supplier, Rosewood should take into account whether it is striving to offer a good value or high quality proposition to the guests (Kayaman & Arasli, 2007).

It is vital that Rosewood picks suppliers that strive for high quality as it can be claimed that it will be far worse to e. g. serve food of lower quality than to charge a higher price. Rosewood needs to consider what would be the ideal characteristics for distributors of its brand and how well the current distributors match these criteria (Chernatony et al. , 2011). Consumers To some consumers, buying is a process of problem solving. However for guests at Rosewood it can be expected that the purchase decision has a lot more meaning than just problem solving.

The extent of the buying process varies according to purchasers' characteristics, experience and the products being bought (Chernatony et al. , 2011). Brands offer guests a mean of minimizing information search and evaluation. When recognizing a brand name which has been supported by continual marketing activity, guests can use this as a rapid mean of interrogating memory and if sufficient relevant information can be recalled, only minimal effort is needed to make a purchase decision (O'Neill & Mattila, 2009).

As a consequence of this, Rosewood should question whether they are presenting guests with a few high quality pieces of information, or whether they are bombarding guests with large quantities of information that ultimately only causes confusion. Success depends on understanding the way guests interact with the Rosewood brand and employ company

resources to match these needs (Chernatony et al. , 2011). Competitors Brands are rarely chosen without being compared against others. Although several brand owners benchmark themselves against competition, it often appears that managers misjudge their key competitors (Chernatony et al. , 2011). If the transformation is undertaken, Rosewood should carry out interviews with current and potential guests to identify those brands that are considered similar. Once critical competitors have been selected, they need to assess the objectives and strategies of these hotels as well as fully understand their brand positioning's and personalities. Research has shown that services with a bigger market share yield better returns than those with a smaller market share and businesses with strong brands are better in gaining market share than those without strong brands (Chernatony et al. , 2011). Microenvironment

Rosewood should examine their macro-environments repeatedly to identify upcoming opportunities and threats. In essence the challenge is to comprehend how the political, environmental, social, economic and technological environments might affect the brand (Chernatony et al. , 2011). The brand concept From these four notions (vision, culture, objectives and brand-sphere) are the brand concept created which is then enacted through the behaviour of staff and the systems that support their interactions with guests (O'Neill & Mattila, 2009). Employees Branding among service businesses is essential since it cannot be assessed on tangible attributes.

Services are intangible and heterogenic, and inconsistency occurs of service quality due to involvement of guests and the inconsistency of emotions and mood among employees. Furthermore, the production and consumption of services happens simultaneously and since it is perishable, the guests have nothing but the memory to take home which is often why souvenirs are common in service businesses. Brand development should be performed by all employees of Rosewood and should contain a thorough analysis of all aspects of interactions between guests and the company (O'Neill & Mattila, 2009).

Employees are Rosewood's most important assets since they represent the business in the guests' eyes and are often the only point of contact.

Employees can positively enhance the perception guests have of a service quality and their morale and mood might thus influence the guest satisfaction of Rosewood (Chiang, 2007). A well devised branding strategy can produce pride among employees thus making them even more committed to work hard and do their part in delivering a good service and thus developing and supporting the brand values.

All the goodwill generated by each of the individual Rosewood properties is connected through the corporate branding, thus giving all other properties benefits from the hard work each property do (Chernatony et al. , 2011).

Reservation system A significant aspect in Rosewood's corporate brand strategy is the implementation of a new central reservation system, which transfers all guest information onto one mutually accessible database accessible for all properties.

This enables each property to acquire a description of any guest that has already visited a Rosewood property including his expectations, preferences and requests (Chernatony et al. , 2011). Stakeholders & monitoring By regularly monitoring stakeholder satisfaction and any gaps between the claimed and delivered brand promise reviews can be initiated to satisfy the corporate brand objectives and create greater stakeholder satisfaction (Chernatony et al. , 2011).