

# Alan Morgan

## Early Stage PhD Work

DIT Aungier Street

June 20<sup>th</sup> 2016

# Background

- DIT Funded PhD Scholarship Offered May 2015
- Applied May 2015
- Application & Interview process (5 Months)
- December 2015 – Funded Scholarship Awarded
- PhD Research Commenced April 2016

# Working Title

- ***Internal Brand Management  
in the Internationalisation of  
Retail Operations***

# Research Proposal

- Original Proposal is based on the work of **Dr. Edmund O'Callaghan**, Head of the School of Retail & Services Management DIT Aungier St.

# Researcher Background

- **MBA Dissertation** (Liverpool John Moores University) (2007)
- **Based on Retail Brand Equity in the Independent Hardware Sector in Ireland.**
- **Post Graduate Award Achieved**
- **PhD Topic seemed a natural step from Masters**

# Research Background

- *According to Burt & Sparks (2002) there is a growing sophistication in international retail markets that the development of the brand internally within the organisation could and possibly should be viewed as a critical requirement for successful retail internationalisation.*

# Initial research Hypothesis

- What are the potential antecedents and outcomes of successful internal brand management in the internationalisation of retail operations?

# Research Objectives

- If we understand that employees are important for building and maintaining the brand-customer relationship (Piehler & Burmann 2014) within a retail organisation, then will managing employee behaviour and applying internal brand management concepts based on ***commitment, citizenship and cognitive understanding*** become a critical success factor in the internationalisation of the retail brand?

# Background

- Proponents of internal brand management argue that in a retail organisation all members, regardless of their hierarchical position within the firm are responsible for the delivery of competitive advantage through robust branding.

# Background

- Burmann & Zeplin (2004) discuss that the crucial role of employees in brand building is due to the fact that all sources of brand identity are based on the decisions and actions of employees.

# Background

- Sources of brand identity are based on the decisions and actions of employees focusing on brand citizenship behaviour which outlines what it means for employees to *'live the brand'* and brand commitment which explains the psychological processes that lead employees to show brand citizenship behaviour.

# A Gap in the Literature

- According to King & Grace (2008), minimal research has been undertaken investigating the input of human capital into corporate brand development.
- Mahnert and Torres (2007) explain that much of the literature on internal branding to date has been disparate and lacking in focus and definition

# The Research

- Internal branding seeks to achieve consistency with the external brand and encourage brand commitment and the possibility of brand championship among employees.
- It is the concerted, inter-departmental and multi-directional internal communications effort carried out in order to create and maintain an internal brand.
- Thus, internal branding can be identified as a specific tool and placed in the wider context of internal marketing.

# Main Goals/Objectives (April-Sept 2016)

## **Scoping the research**

This important stage will set the framework for the area of literature that will be focused on for the critical literature review.

Understanding and setting initial research objectives and questions

# Research Scope for Lit Review (example)

- Retailing; International Retailing; Retail Internationalisation strategy; Branding; Retail Branding; Internal Branding; Internal Brand Management; Internal Brand Culture; Corporate Branding; Corporate Brand Culture; Organizational Culture; Consumer behaviour; Retail Consumer behaviour; Consumer behaviour towards retail brands; Influence of culture on branding and consumer behaviour

# Towards a Working Paper

## ***Target: Journal of Retail & Consumer Services***

- An overview of the Internationalisation of Retail Operations over the past 30 years: Identification of key issues and trends.
- The Direction of International Retail Expansion 1985-2015

# Research Design & Methodology

- It is proposed to focus my research on one retailer that has already internationalised their brand.
- Initial contact has been made with two retailers but further investigation is required.

# Research Design & Methodology

- The research will be focused on a case study design.
- *According to Yin (2003) a case study design should be considered when: (a) the focus of the study is to answer “how” and “why” questions; (b) you cannot manipulate the behaviour of those involved in the study; (c) you want to cover contextual conditions because you believe they are relevant to the phenomenon under study; or (d) the boundaries are not clear between the phenomenon and context,*

# Research Plan for next Academic Year

- Working towards conference paper: Develop a Conceptual Framework
- (EAERCD Conference @ DIT 2017  
*(European Association for education and research in commercial distribution)*)

- Questions

- Thank You