Index

Abercrombie & Fitch 10
aesthetic economy 7, 124
aesthetic labour, meaning of 7
Aqua-Tilt
approach for attracting the right employees 95–6
brand and organizational values 97, 103
brand identity, regulation and resistance 101–5
brand logo 101
consumer sovereignty and self-government 97–9
cultural techniques 90
culture development process 91
customer perfect order (CPO) 98
‘DISC’ behavioural scale 97
employee branding, regulation and control 92–4
ethnographic investigation of 90
Filter magazine 99
internal décor and artefacts 99–101
international sales operating 91
methodology for analysis of work place culture 94–5
organizational structure and ‘team roles’ 91
priorities of recruitment 96
problem-solving activities 98
process of employee branding 90
recruitment advertisements 95
Team Camp Guide 94, 97, 98
training and development practices 97
‘World Aqua’ scheme 100
Arvidsson, Adam 5, 24, 44–5, 50
attraction-based recruitment 123
attraction–selection–attrition model, of recruitment processes 110
authenticity, branding of authentic identities 46–7
management of
development of managerial discourse 44–6
workplace culture 42–4
meaning of 35–7
‘win–win’ scenario 43
authentic organization, politics of 49–54
Avatar Corporation 77–8
brand essence 78–81, 86–7
characteristics of 80–81
strategic importance of 79
financial targets 81–2
parent–subsidiary budgetary exchanges 81
shareholder relationship 81
Avatar Ireland
brand essence in
implementers of 83–5
purveyors of 82–3
recipients of 85–6
financial targets 81–2
Bass and Company 9
Benjamin, Walter 51
‘best practice’ unitary discourse of commitment 86
brand
consumers relationship with 9–10
employee–brand relationship 58–62
employees as 48–9
financial importance of 20
history of 8–11
implementers 77, 83–5
as indicators of authenticity 50
lifestyle 10
management 22, 45, 108, 110
organization as 47–8
purveyors 77, 82–3
recipients 77, 85–6
visual symbolism of 10
brand-based organizations 35–6, 44–6
brand citizenship behaviours, importance of 110
brand commitment and identification 123
importance of 110
brand equity 11, 18–21, 158
vs. brand value 21
building of 23
co-producing 23–5
monetization of 22
of products and services 26
of YouTube 24–5
brand essence 78–81
adversarial reaction from employees 85
implementers of 83–5
pursuers of 82–3
recipients of 85–6
resistance to 85
rhetoric–reality gap 85–6
usage of 86
brand identity 35, 37–8, 47, 49, 71, 92, 121, 123, 148, 172, 174–5
branding campaigns 19
customers’ attention and loyalty 19
financialization and 25–6
human agency and structure 132
internal 59
phases of 19
schematic history of 18–21
significance of 18, 28
branding authenticity administrating and 40–42
meaning of 35–7
brandization concept of 22–3
capital contribution to capital asset 23
brand lifestyle 10
brand managers 20, 23
brand name 8, 18–22, 27, 58, 99
brand portraits, analysis of 64–70
brand royalties 20
*Brands: The Logos of the Global Economy* (C. Lury) 17
brand value 19–21
vs. brand equity 21
calculation of 26–7
capitalization to market
corporate branding 17, 58, 71, 131, 132, 136, 168, 171–2, 174, 177, 193–4
corporate identity 59, 148, 172, 179, 195
corporate social responsibility (CSR) 169, 177–8, 181
cultural carries of brand image 190
cultural intermediaries, concept of 190–191
Customer Opinion Survey 99
customer-orientated discourses, role of 90
corporate branding 17, 58, 71, 131, 132, 136, 168, 171–2, 174, 177, 193–4
consumer sovereignty 94, 97–9, 106
de Botton, A. 7–8
de Chernatony, L. 58–9, 104, 148
decision-making 13, 25, 27, 80, 83, 122, 149, 180
‘DISC’ behavioural scale 97
division of work 8
Edwards, M.R. 14, 170, 177–8, 191
emotional labour 7, 46, 152
employee–brand appropriation 132
Edwards, M.R. practices followed by IKEA Group
brand as ‘Constant Trial’ 138–41
brand as ‘My Home’ 136–8
employee–brand identification
brand portraits, analysis of 64–70
classification of philosophies 68
employee–brand relationship 58–62
in organizational context 57–8
research methodology for 62–4
three-phase interview process 63
visual and verbal representations 64–70, 71
employee branding 48–9
case studies of 11–14
concept of 90, 129, 190
as cultural carries 190–192
‘culture-as-control’ perspective of 188
development of internal marketing into
forms of 187
empirical data on IKEA Group 144
importance of 6–8
and internalization of organizational
values 106
meaning of 5–6
and organizational culture 187–90, 192–3
practices of 4
programmes associated with 94
regulation and control at Aquatilt 92–4
in service of organizational
objectives 186
strategies for development of 3
theories of 129–32
employee–brand relationship 58–62, 63
‘employee engagement’ strategy 3, 130, 181
employee recruitment practices 5
employees, as brand see employee
branding
employer branding 168
case study 77–8
concept of 75–6, 129
conflict with diversity 174–6
approaches to reduce 176–7
diverse group of employees as
stakeholders in 178–80
empirical data on IKEA Group 144
growth of 169–70
HR vs. marketing 173–4
role and impact of 77
social responsibility and stakeholder
engagement 177–8
theories of 129–32
varieties of 170–173
employee–employer relationships 129, 131–2
Employers Skills Survey (ESS) 109, 111
employment relationship 1, 3, 5, 51, 76, 108, 187
Ethel Austin 150, 151, 157–9, 161–2
ethical economy 24
ethical surplus 24
Ethico, brand identity of 36, 46, 51
accessing the workplace 37–8
administrating and branding
authenticity 40–2
arriving at the authentic
workplace 38–9
branding authentic identities and value
of life 46–7
commitments outside of work 47
picking and packing authenticity, in
warehouse 40
Fascist politics 51
Fat Face, branding authentic
identities 47
Filter magazine 99–100
financialized capitalism 22
Fleming, Peter 36, 43–4, 49–51, 53
Fontainebleau hotel
class and gender implications 120–121
Employer’s Skills Survey 111
organizational brand practices and
proprietary systems 111
recruitment and skills demand 1
15–17
skills deficits and turnover 112–13
staff selection methods 117–20
tradition and formality, service
brand 115
Ford, Henry 35
front-line service work (FLSW)
case study organizations 150–152
customer–employee interaction in
148
customer service delivery 163
forms of 149
managerial control strategies, branding
and routinization 158–60
mobilization theory 154
service brand values 155
awareness by employees 157–8
methodology and methods for engagement with 155–7
staff training 158
tensions in 152–5
vulnerability of brand values during union organizing campaign 160–163

Gala Bingo 152
Gala Casinos 151–2, 158, 159
Gala Coral Group 151–2

headcount resource management 87
*The Hidden Persuaders* (Vance Packard) 9
Hochschild, Arlie 46
hospitality industry
ad hoc approach to HRM 109
best practice 109
person–brand fit in 109–11
methodology for analysis of 111–12
qualities of recruitment and selection methods 109–10
research findings of Employer’s Skills Survey
alignment of recruitment and selection with the brand 115–20
class and gender implications 120–121
service brands 113–15
skills deficits and turnover 112–13
human agency and structure, concept of 132
human capital 131
human resource management (HRM) 3, 75
employer brand 108
notions of ‘best practice’ 87, 122
strategic 76

identity-based brand management 108
IKEA Group
background to 134
branding on a corporate level 133
case study method to explore the branding phenomenon 133
corporate brand as cultural schema 134–6
cultural mission 140
empirical data on employer brand and employee branding 144
employees’ appropriation practices
brand as ‘Constant Trial’ 138–41
brand as ‘My Home’ 136–8
global employee policy 133
*Read Me* magazine 135
stated vs. perceived values in respondents’ accounts 142
value proposition 141
Ind, Nicholas 44
*Living the Brand* 45
information and communication technologies (ICT) 2, 23
internal branding 59–60, 110, 174
internal marketing 59–60, 72, 129, 174, 186–7
job for life, concept of 6
joint venture 151, 161
‘just be yourself’ management style 49–50
Kamprad, Ingvar 134
Kornberger, Martin 6
Labov, W. 62
Legge, Karen 4
liberation management 35, 42–3
lifestyle brand 10
lifestyle marketing 10
*Living the Brand* (Nicholas Ind) 45
Manufacturing, Science and Finance (MSF) union 160
market capitalization 12, 18, 19, 21
cost-effective means of increasing 27
market segmentation 10
mass customized bureaucracies 152, 164
New-Age capitalism 37
*No Logo: Taking Aim at the Brand Bullies* (N. Klein) 18
Olins, W. 170
organization
authentic 49–54
as brand 47–8
employee branding 187–90
outsourcing 2, 19, 81, 84
Oxygen hotel
  class and gender implications 120–121
  Employer’s Skills Survey 111
  organizational brand practices and proprietary systems 111
  recruitment and skills demand 115–17
  skills deficits and turnover 112–13
  staff selection methods 117–20
  ‘style’ hotel, service brand 113–14

Patagonia 45–6
person–brand fit, in hospitality industry 109–11
recruitment and selection practices 111
methodology for analysing 111–12
research findings of Employer’s Skills Survey
  alignment of recruitment and selection with the brand 115–20
  class and gender implications 120–121
  service brands 113–15
  skills deficits and turnover 112–13
  value-based relationship 110
  polysemic brand readings 189
  product brands, development of 108

Read Me magazine 135
recreational labour 46
recruitment advertisements, Aqua-Tilt 95, 135
recruitment processes, attraction-selection-attrition model of 110
Royal National Institute for the Deaf (RNID) 151
royalties, brand 20

self–brand–organization 57
self-government 97–9
service-based organizations 110
service brands 113–14
  awareness 157, 158
values 148, 155, 164
  awareness by employees 157–8
  methodology and methods for engagement with 155–7
  service quality 149, 151, 158, 161, 164
  concept of 58–9
shareholder relationship 81
shift scheduling, in care homes 160–161
skills deficits, and turnover 112–13
soft skills
  for customer service 108
deficits 109–11
shortage vacancies 112
Southwest Airlines 93, 96
Spastics Society 150
Sunray 43

Taylor, C. 52
Time to Get Equal campaign 151
‘too nice to work day’ voucher system 49
Trade Mark registration Act (1875), United Kingdom 9
trade union 14, 150
  front-line service work see front-line service work (FLSW)
  organizing campaign 156, 161
  vulnerability of brand values during 160–163
transnational corporations (TNCs) 20
Typetalk 4, 150–151, 157–61

Unilever 22
  acquisition of Bestfoods 20
  United Biscuits 8

Vallaster, C. 58–9
value-based relationship 110
visual symbolism of brands 10
‘World Aqua’ scheme 100

YouTube, brand equity of 24–5

Žižek, S. 53–4