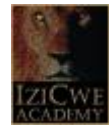


Internal Branding



THE IZICWE CODE
Dr Nikolaus Eberl & Herman Schoonbee

Critically Reviewed by President Thabo Mbeki in
"The Letter from the President: The New South Africa"



1. THE INTERNAL BRANDING IMPERATIVE

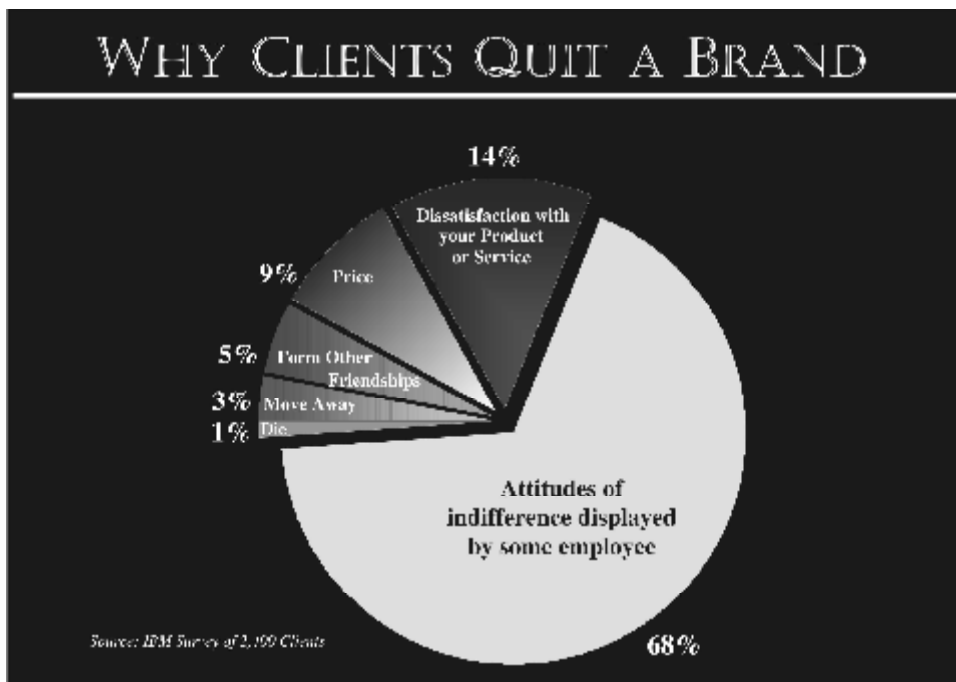
“Companies are becoming painfully aware that sending the right message to their employees is just as important as making a good impression with customers, vendors and investors” (The Wall Street Journal). Internal Branding™, aligning Employee Commitment with Your Brand Image, has become central to Strategic Planning.



Research at over 1,500 corporate companies representing more than four million employees has shown employee commitment to average at 3.4 – between reluctant compliance and apathy.

Source: Hewitt Associates Employee Engagement Database

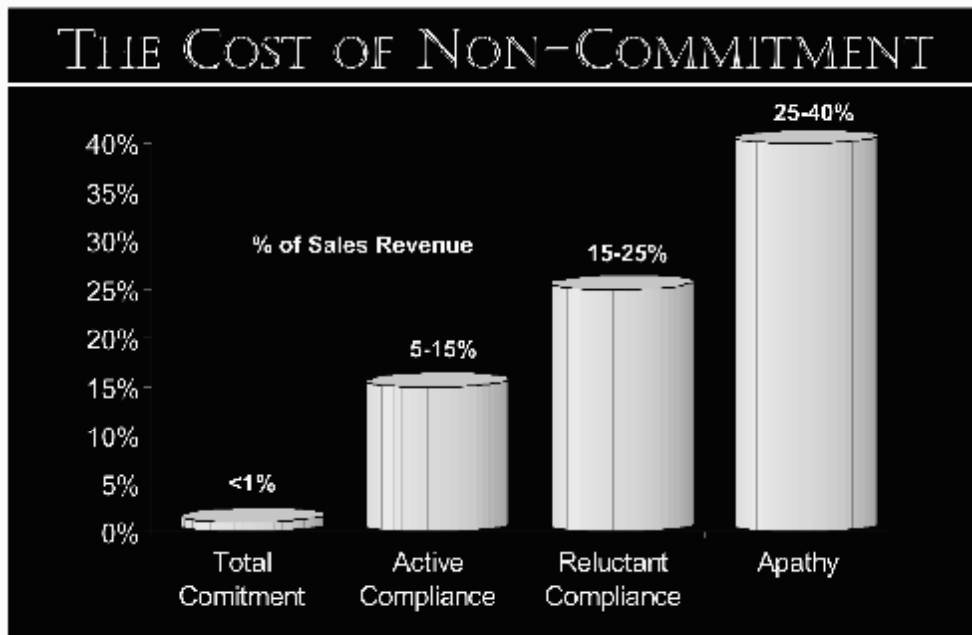
1.1 THE COST OF NOT BUILDING YOUR BRAND WITHIN



“The Primary Reason for Customers to Quit a Brand is not Price (9%) or Functionality (14%) but rather the “Attitude of Indifference of an Employee” (68%), according to a survey of 2,400 customers by IBM.

Source: IBM Rochester Survey on Brand Loyalty

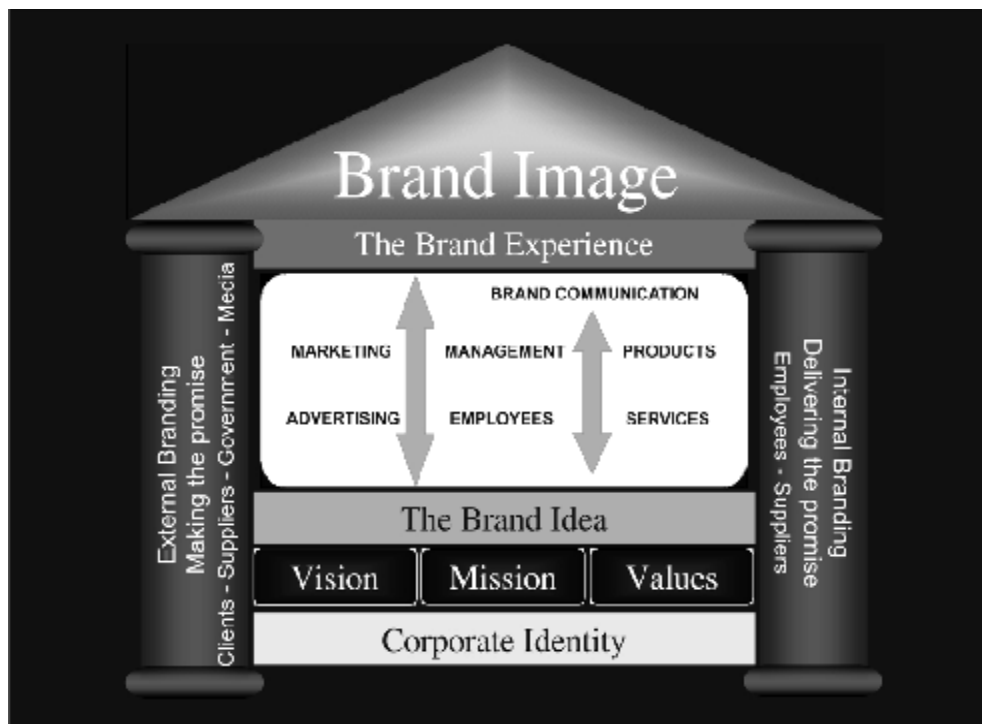
1.2 THE COST OF EMPLOYEE NON-COMMITMENT



This is why the cost of non-commitment, at the average of reluctant compliance, averages between 15 to 25 percent of sales revenue – not the 3 to 7 percent many believe it to be.

Source: Six Sigma Academy, New York.

1.3 THE ROLE OF INTERNAL BRANDING™

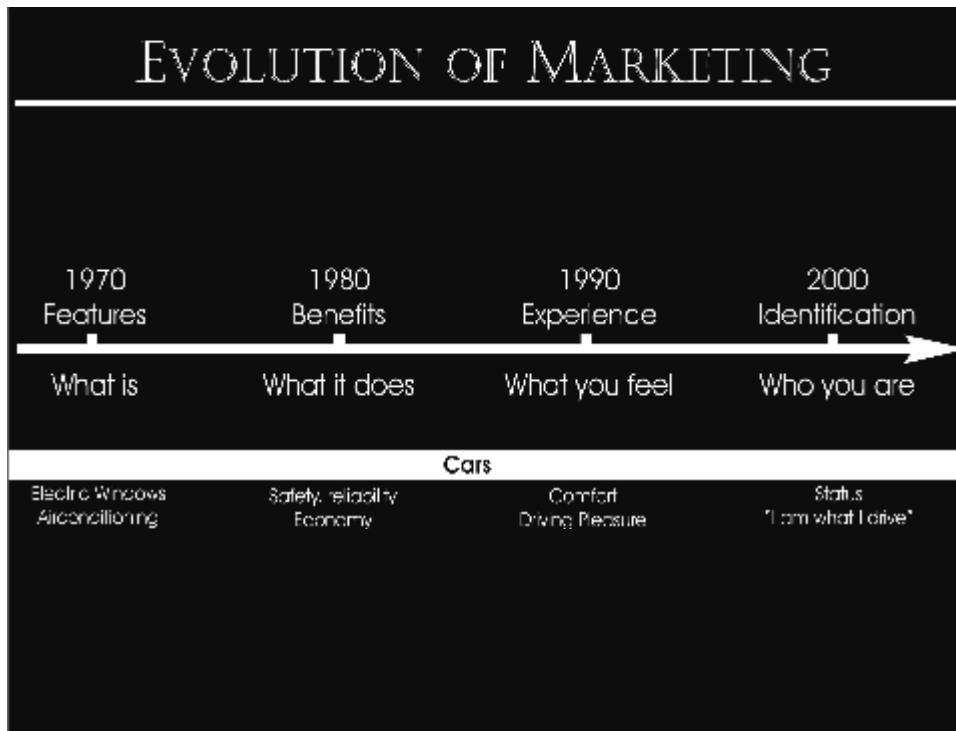


This is how your Brand Image is created: partly by what YOU say (“Making the Promise”), but more importantly by what THEY experience (Right Pillar: “Delivering the Promise”). No matter how much you spend on advertising your brand, ultimately your brand image

will depend on the level of commitment by your employees to deliver the brand promise.

This is why a Fortune 500 study found that more than 50% of the marketing budget in top US corporations is allocated to internal branding – the fourth dimension of marketing.

1.4 THE NEW DIMENSION OF MARKETING

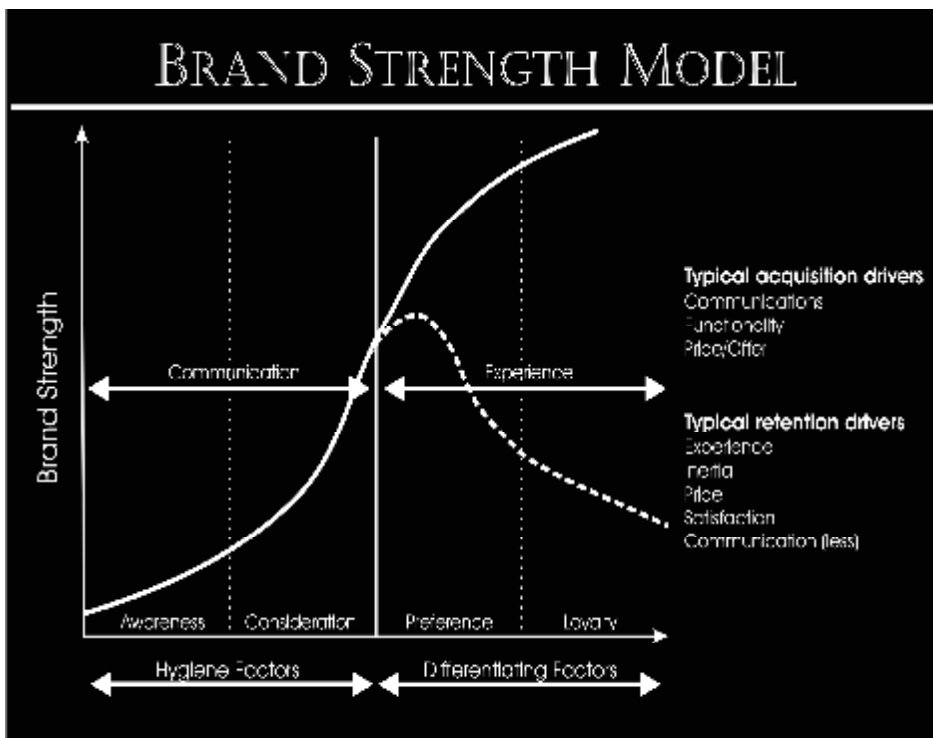


“It is not just above or below the line that creates the real differentiator in the market. It is behind the line where everything starts and too often stops. Increasingly the budgets for the internal client are driven by marketing, in partnership with HR”

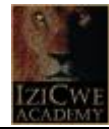
Source: Business Day, Management Review.

This correlates with the Evolution of Marketing over the past four decades which shows a shift from product focus (features and benefits) to brand experience and socio-economic identification (above).

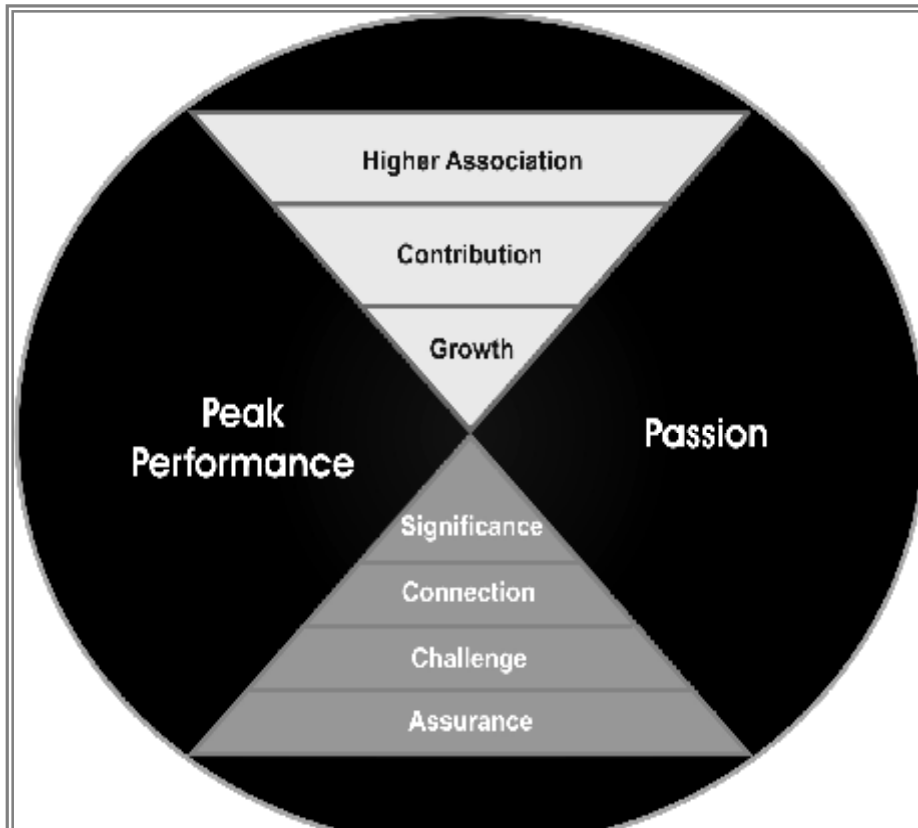
1.5 HOW STRONG IS YOUR BRAND?



“Nothing kills a poor product faster than good advertising”. Retaining clients over time requires not only that they have a positive experience with the brand, but also that they can identify with the brand character – being the people in the company and the degree to which they can be trusted to deliver the brand promise.



1.6 THE DRIVERS OF EMPLOYEE COMMITMENT



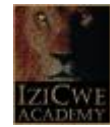
ASSURANCE
To feel certain about the Future
CHALLENGE
To attain a positive change from the daily routine; a new challenge
CONNECTION
To experience meaningful relationships with others
SIGNIFICANCE
To experience a sense of being needed, of making a difference
GROWTH
To be all that you can be; to grow both personally and professionally
CONTRIBUTION
To help others; to contribute to the community, to empower someone
HIGHER ASSOCIATION
The need to be part of a higher purpose; to join a movement

Twelve years of research on the drivers of human behaviour and the levels of employee commitment have revealed seven fundamental emotional needs that determine the degree of personal and professional fulfilment experienced by the employee in the corporate organisation

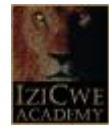
Every day of our lives, we endeavour to meet these EmotiVators™ in one way or another. In fact, the first four EmotiVators™ constitute survival needs, meaning that we have to satisfy these in order to function as emotional beings.

The next three EmotiVators, growth, contribution and higher association, determine whether or not we are feeling truly fulfilled and experience the sensation of peak performance and passion.

Source: Internal Branding™: The IziCwe Code, Academy Press 2005.

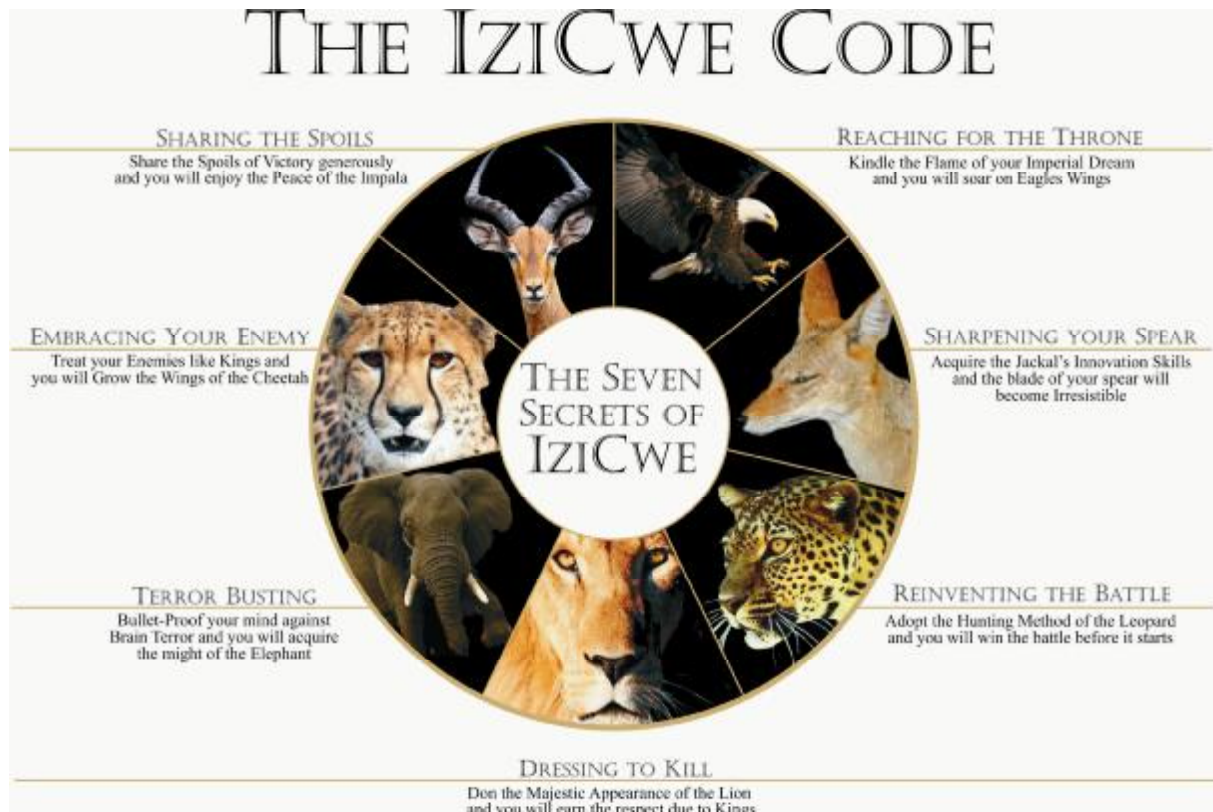


EXAMPLES OF SATISFYING YOUR HUMAN NEEDS	
Constructive	Destructive
Assurance	
Obtaining additional qualifications to ensure your marketability in the workplace	Becoming a slave to daily routine; turning into a control freak
Challenge	
Signing up for gym to shed ten kilograms; Learning French and Explore West Africa	Seeking challenges outside work during office hours; Moonlighting
Connection	
Adopting an open-door management style; Joining the social club to meet new people	Forming a clique; excluding colleagues from joint activities
Significance	
Writing the book that you always wanted to. Speaking up at meetings	Engaging in office politics
Growth	
Enrolling in a MBA program to qualify for a senior management position	Applying the PhD Syndrome: Pulling him/her (others) down to your level
Contribution	
Assisting a colleague in mastering a critical task	Excessive involvement in NGO activities to the detriment of job requirements
Higher Association	
Joining an organisation because you believe they have a noble cause	Worshipping celebrities; getting caught up in destructive ideologies; ganging up against management



1.7 ENABLING THE SEVEN EMOTIVATORS™ PRO-ACTIVELY

Great Brands (such as Weigh-Less, Southwest Airlines, Wal-Mart) have enabled the Seven EmotiVators™ through establishing a clearly defined Employee Code of Brand Virtues. One such Brand Code was established by Emperor Shaka, within his IziCwe Regiment (The Royal Guards) and later throughout his entire organisation. Today, Internal Branding Codes drive employee commitment in leading organisations and enable consistent delivery of the brand promise.



FOREWORD TO THE BOOK

A nation without a sound sense of history is a nation without a worthy future. Leadership without reflection is leadership without vision. This is why it is so crucial for South Africans



to cast their minds back to significant eras gone by to derive lessons that are useful for present day challenges and informative to a planned future. Such lessons may be germane to corporate identity, planning or leadership.

This is why Nikolaus Eberl's and Herman Schoonbee's Internal Branding Book, based on lessons from King Shaka's IziCwe Regiment, is so informative and pertinent.

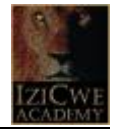
Seven lessons can be learned from this well-researched book. These include the imperative to set your sights on a compelling and beckoning goal. To do so with such zeal that the fire of determination in you is ignited and the resultant flames carry you like the wings of an eagle.

The second lesson relates to the need to be skilled and innovative. There is no substitute to this fundamental requirement. It is foolhardy to go to war without a sharpened quality spear and shield which can be wielded with expertise.

The third lesson is the ability to confound and outwit your adversary by reinventing the rules of combat and rearranging the battle-field. This is so important in today's highly competitive world where stale methods guarantee failure.

Lesson four emphasizes the importance of looking the part. In the battle-field of branding it is crucial that image mirrors identity. There should be no mismatch. If you mean to kill, don the majestic appearance of the lion and proceed to kill.

Lesson five advises that there is no place for fear for those who mean to succeed. Terror should be busted and the mind of the valiant warrior has to be bullet-proofed against brain



terror. Success is not for the weak-kneed. Internal branding should be as bold as it is determined.

Lesson six is a golden advice on cohabitation with your competition. It may appear to be a contradiction in terms. In reality a competitive environment with wholesome rules is healthy. Just make sure you are the pre-eminent player.

The final lesson relates to sharing the spoils of success. In practical terms, where internal branding is concerned, this is to do with behaving as a conscientious corporate citizen, investing socially.

Nikolaus Eberl and Herman Schoonbee have thrown down the gauntlet. It is up to us to take up the cudgels to unearth pearls of wisdom from the likes of Moshoeshoe of the Basotho, Mzilikazi of the Ndebeles, Ngungunyani of the Shangans, Magigwani of the Tsongas of Magudu and many more.

REUEL JETHRO KHOZA

Chairman: Nedbank
NEPAD Business Group
President: Institute of Directors

To order the Book "Internal Branding: The IziCwe Code", go to

WWW.INTERNAL-BRANDING.NET

To book a talk on "Internal Branding: The IziCwe Code", email

nikolaus@internal-branding.net

or call (27) (0) 83 270 6009