

## Development of a Powerful Product: Evidence from Pakistan

**Fiza Sabir**

Lecturer, Department of Public Administration & Industrial Management,  
GC University Faisalabad. Email: [Fizasabir201@gmail.com](mailto:Fizasabir201@gmail.com)

**Hussain Tariq**

Lecturer, College of Commerce, GC University Faisalabad. Email: [Hussaintariq@gcuf.edu.pk](mailto:Hussaintariq@gcuf.edu.pk)

**Yasir Saleem**

M.Phil Scholar, Imperial College of Business Studies, Lahore Email: [Yasir\\_rana\\_86@yahoo.com](mailto:Yasir_rana_86@yahoo.com)

**Atta ur Rehman**

M.Phil Scholar, Imperial College of Business Studies, Lahore Email: [Atti7@yahoo.com](mailto:Atti7@yahoo.com)

**Muhammad Rizwan Kamran**

Lecturer, Department of Business Administration, GC University Faisalabad.  
Email: [Mrizwankamran@yahoo.com](mailto:Mrizwankamran@yahoo.com)

### Abstract

The development of a powerful product and the deliverance of recognized support quality are premised by staff's capability to provide on client objectives. No concern has been given, however, to knowing the 'added value' exemplified in an organization's product due to the operant sources (skills and knowledge) provided by the organization's individual investment. This research, therefore, examines the differential impact that internal focused projects have on an organization's individual investment and its following impact on the organization's product, from the worker's viewpoint. In-depth discussions were performed with workers across a variety of support sectors and the results provide a knowing into the development of worker product dedication. Furthermore, this empirical research provides a powerful foundation for upcoming research in this region.

**Keywords:** employees, brand commitment, internal branding

### Introduction

Edvinsson, L. (1978) highlighted that organizations, in modern competitive atmosphere, continue in their battle to define out their competitive market in the market. In many cases, this battle has demonstrated itself in the supply of remarkable support, regardless of whether the organization's primary product is an actual good or a support in its own right (Henkoff, R., 1994). Thus, we see a move in thinking towards the new major reasoning for promotion, one in which the support (as demonstrated through operant resources), in contrast to the supply of actual products (operand resources), is the foundation for financial return. Consistent with the supply of remarkable support, investment in the organization's product is regarded to be a ideal tool in the pursuit for an advantage over opponents (Vargo& Lusch, 2004). The development of a powerful product and the deliverance of recognized support excellent are premised by staff's ability to provide on client objectives.

Thus, adopting of internal-oriented projects, instructed at workers enhancing support excellent and providing the product to life, is endorsed. No concern has been given, however, to knowing the 'added value' exemplified in an organization's product as a result of the operant sources (skills and knowledge) provided by the organization's individual investment. This document, therefore, examines the differential impact that inner focused projects have on an organization's individual investment and its following impact on the organization's product. Moreover, this information is learned from the staff's viewpoint, rather than the widely used viewpoints of brand/marketing experts.

#### RQ1:

To what extent do employees understand what their organization's brand represents?

#### RQ2:

How do employees acquire organizational knowledge to help them carry out their roles and responsibilities in accordance with their organization's brand promise?

#### RQ3:

What factors are considered by employees to be necessary for them to successfully deliver their organization's brand promise?

#### **RQ4: How does the organization's internal market orientation impact employees' relationship with the brand?**

The expression of these research questions presents the essential guidance to recognize different organizational strategies to IMO and the succeeding consequences of such hard work. In doing so, more involvement to the accessible body of knowledge with admiration to internal brand management is recognizing.

#### **Literature Review**

The resource-based perspective of competitive benefits first showed up in the control literary works over 20 years ago with a well-known content (Wernerfelt, 1984). Essentially, these perspective supporters that it is the excellent sources and abilities of a firm that provides durability of competitive benefits. Resources are described as 'elements, information or aspects, from which the firm functions its activities' (Martin-de-Castro *et al.*, 2006). They are fixed by characteristics and, as such, they do not progress but rather they use out after ongoing use (Lovemann, 1998). Capabilities, however, occur from the mixture and synchronization of different sources and are included in organizational procedures or workouts. They appear via a system of public communications, which signify ongoing reviews between tacit and precise information. As opposed to sources, they occur from circumstances of doubt and complexness and, due to their powerful characteristics, they can stay the same or enhance through their use.

The new service-centered major reasoning of promotion, marketed by Vargo and Lusch (2004) essentially, is depending on a similar line of resource-based thought. Vargo and Lusch (2004) make a clear difference between operand and operant sources. Operand sources are 'those sources on which a function or act is conducted to generate an effect' (Vargo & Lusch, 2004). Operant sources, however, are sources that generate results. They are intangible and often demonstrated as the firm's main expertise or procedures. These inimitable sources, imbedded with an organization's culture and abilities, required an ideal concentrate if competitive advantage is to be noticed. As such, operant sources, in contrast to operand sources, are suggested to be the main device of a promotion return and source of financial development via the application and return of specialized abilities and information. This is reinforced by the control literary works where it 'has been acknowledged for years that financial prosperity comes from information resources perceptive investment and its useful application'.

#### **Operant resources**

People have abilities, information and encounters and, therefore, are of considerable financial value to organizations. As these abilities, information and encounters improve efficiency, they signify investment that is too useful to be missing. In fact, Ramlall (2006) pressures how important it is to acknowledge the dedication of people to the firm as well as offering an atmosphere that is one in which people select to stay. Thus, organizations must make an atmosphere that facilitates its perceptive investment through the efficient transmitting of information. Failing to do so may well result in the loss of useful individual information that has been designed through the duration of the service. 'This strong information is what many believe will help to fulfill the needs and objectives of the clients and to make and maintain a competitive advantage within the international financial system in which organizations are competitive in today' (Ramlall, 2006). One way to effectively make use of information in order to fulfill client needs is through efficient product control.

#### **Branding**

From an exterior market viewpoint, marketing includes the development of mental elements that help the potential viewers to arrange their information with regard to that particular product/organization. In doing so, the potential viewers are able to explain their making decisions with regard to that product/organization and, in turn, this process provides value to a firm through enhanced client buying routines. Branding, however, is not only a probability to form clients' views with regards to the organization; it is also a probability to form worker views as well. In fact, according to Jacobs, an item symbolizes the connection a firm has with its workers just as much as it symbolizes the connection that it has with its clients.

In the viewpoint of genuine services, it is the actual encounter with the item that rules client item views, of which workers play a big part. As such, regardless of how well the item is provided, nothing will save a poor item encounter. In the same way, in regards to the marketing of physical goods, it is the workers who must understand what the item means, and how it provides value to customers, in order for its concrete and intangible

elements to be developed and provided accordingly. It is for this primary reason that inner item management is seen as a significant ideal organizational effort. There is a natural power in having informed employees that is both able and dedicated to providing the item guarantee. Without such item information, workers cannot convert the item perspective into the item reality.

### **Internal brand management**

At a beginning, Webster (2007) claims that 'human systems' or workers require 'glue' a main concept upon which the worker can shape their behavior so as to be constant with client and organizational objectives. In the insufficient such a connection broker, workers may be directionless, being affected by understanding when, how and to whom to direct their initiatives (Burmam & Zeplin, 2005). In comparison, organizations that apply an employee-oriented service culture or 'internal service' are able to favorably affect client assurance as a result of workers healing clients with greater regard. This is linked to workers themselves feeling better known and valued within their workplace.

Therefore, one can determine that a main element to handling a client's encounter with a product and their following views is to successfully handle staff's encounters within their own firm. Through the internalization of the product, workers are better prepared to satisfy the precise and implied guarantees natural in the product and, therefore, predicted by clients (Devlin & Azhar, 2004). This is because the preferred product principles, methods and behaviors are resolved and described, offering a clear route for all organizational initiatives. Without such internalization, the ability for workers to provide the appropriate client encounter is unlikely. In circumstances such as this, any exterior brand-building program is likely to be failed (Burmam & Zeplin, 2005). Without such product knowledge, workers cannot convert the product perspective into the product reality.

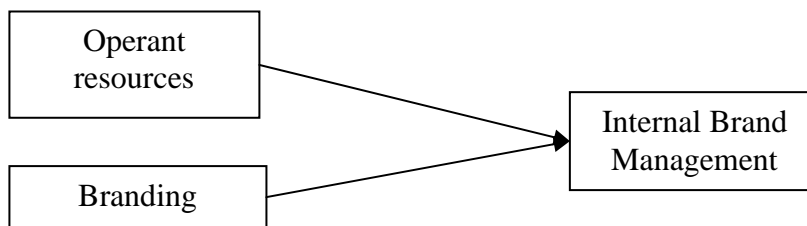
Realization of human investment that is product aware but, furthermore, able to provide the product guarantee requirements the growth of a workplace that encourages inspiration as well as an admiration and knowing of the organization's workers. In fact, O'Reilly III and Pfeffer (1995) claimed that efficient technique execution not only needs the fascination and storage of great people but furthermore, the growth of a culture and a system that allows such workers to use their abilities. Furthermore, such an atmosphere helps organizational make use of worker information, knowledge and knowing that is necessary for improved organizational making decisions. Effective management, therefore, of workers, needs an IMO, in the same way that handling the organization customer connection needs an exterior industry alignment.

According to Lings (2004) 'IMO includes the creation and distribution of intellect of information associated with the wants and needs of workers, and the design and execution of appropriate reactions to meet these wants and needs'. Such an inner way to promote alignment has appeared from the on the outside focused industry alignment literary works (Narver & Slater, 1990; Kohli & Jaworski, 1993). Given the focus placed on the worker industry in the realization of organizational objectives, growth of the industry alignment idea to integrate inner, as well as exterior marketplaces, is considered to provide for a more natural modern marketing design. As a result, realization of an IMO results in the growth of worker product information that allows the fascination and storage of, as well as inspiration for, workers to provide the product guarantee.

According to Reichheld and Rogers (2005), 'getting the right individuals on board—and then all happily taking in the right direction has bedeviled organizations since enough time of wood made delivers, when the most well-known way of inspiration remaining eyelash marks'. Despite the harshness of such a inspirational strategy, the substance of the act, that being to, figuratively discussing, 'kick someone in the trousers (KITA)', as created by Herzberg (2003), is considered not to cause to inspiration, but rather to activity. Such activity is not maintainable, nor does it cause to the much-coveted competitive benefits.

In comparison, O'Reilly III and Pfeffer (2000) enhance interesting workers in the firm as a substitute to ruining their power, information and skills due to 'KITA'. Such a strategy needs motivating workers through establishing obvious objectives that are well articulated, commonly distributed among the firm and act as the base upon which the organization's competitive benefits is designed. Given that inner product control is suggested as being such a source that involves and motivates workers to provide the product guarantee, and, therefore, provide competitive benefits, several analysis concerns are presented to further comprehend how organizations engender an IMO. Furthermore, though, such discovery will manage higher understanding into the effect of these activities on the employee–brand connection.

## Model and hypothesis



### Hypothesis

1. Operant resources has significantly positive impact on internal brand management
2. Branding and Activities has significantly positive impact on brand management

### Methodology

The population targeted for this study is the two multinational dairy product brands and the organizations which become the part of sampling frame is the Nestle and sample collected from the production and marketing department employees in the upper, middle and lower management.

The data is collected through the questionnaires and five point Likert scale is used to measure the agreeableness and disagreeableness of the respondents. The 350 questionnaires were distributed after pilot testing and 220 of them were filled properly according to the requirement.

The SPSS and AMOS version 20 is used to analyze the collected data and reliability of the questionnaire items was first checked and is within the prescribed range.

### Findings and Results

Table - 1 show that brand management is dependent on operant resources and branding activities. All these variables were measured through primary data. Primary data is shows the positive and key role in effecting the brand management which shows that these constructs relay contributes in internal management of brands of any organization in good manner. Reliability if these constructs were also exceeding the 0.7 which is empirical evidence that these items contributes brand management. Moreover, the reliability of operant resources, branding activities and internal brand management .788, .712 and .736 respectively.

**Table – 1: Reliability of the Variables**

Variables	Reliability
Operant resources	.788
Branding Activities	.712
Internal Brand Management	.736

Table – 2 shows the hypothesis testing and signifies the beta estimates which shows the impact of variables as mentioned in the hypothesis and p values which shows the significant values at p value less than 0.05. The first hypothesis stated that Operant resources has significantly positive impact on internal brand management. The table mentioned below shows that the operant resources has 88% impact on the internal brand management. This signifies the strongly positive relationship among the operant resources at workplace and internal brand management. It further shows that if there is 1% change in operant resources it will result in 88% change in internal brand management.

The second hypothesis stated that branding activities has significantly positive impact on internal brand management. The table mentioned below shows that the branding activities has 73% impact on the internal brand management. This signifies the strongly positive relationship among the branding activities at workplace and internal brand management. It further shows that if there is 1% change in branding activities it will result in 73% change in internal brand management.

**Table – 2: Hypothesis Testing**

Path	Estimates	P-Value	Supported
OR → IBM	.880	Less than 0.05	Yes
Brand → IBM	.728	Less than 0.05	Yes

**Figure – 1: Model Testing**

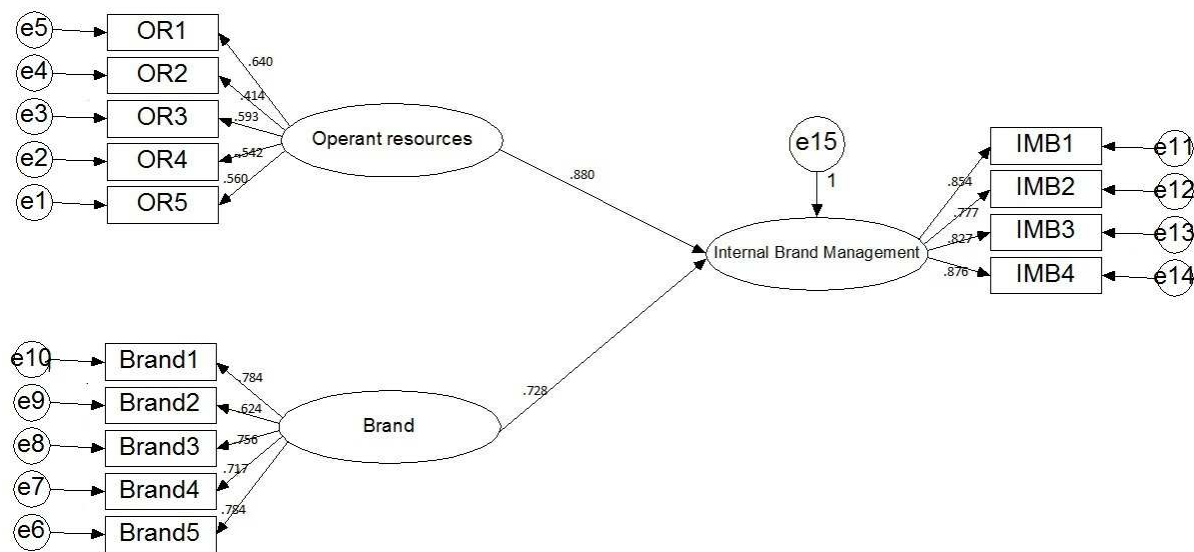


Table - 3 shows the model fit indices on which the model is authenticated. The value of chi square ranges between 0 to 5 and hence the smaller values showing better fit (Joreskog and Sorbom, 1993). The model shows the value higher than 5. Chi square is a quintessence to test the significance and it is sensitive to the sample size. Research or study done with the larger sample size almost always rejected when chi square is applied to test their significance (Bentler and Bonnet, 1980; Jöreskog and Sörbom, 1993). In case of smaller sample size used to generalize the population chi square failed to discriminate amongst the good and bad fit models (Kenny and McCoach, 2003). Various indices other than chi square statistics can be used to assess the model fitness those could minimize the impact of sample size on model.

On basis of single bench marking decision cannot be predicted as there are other measures to evaluate the items of the variable which includes GFI, CFI and TLI (Jeremy & Hun, 2009). The goodness of fit (GFI) and adjusted goodness of fit index (AGFI) depicts statistical value 0.867 of .822718 and respectively. The value is in range and confirms the standard accordingly.

The statistics of comparative fit index (CFI) assumes statistical values ranges from 0 to 1 and close to 1 value depicts goodness of fit index (Hu and Bentler, 1999). The cut off criteria value is 0.90 is acceptable value and the CFI value if greater than 0.95 and is indicating goodness of fit index. NFI is statistical measure that is least affected by sample size (Fan et al, 1999). The table below depicts the statistics of comparative fit index (CFI) = .921. In addition to these NFI indicates value = 0.888. These values shows closeness to 1 indicates perfect fit (Bentler, 1992; Bonett and Bentler, 1987) and those which are not close to 1 indicates that sample respondents results based on field survey has some realistic field issues while getting response of the targeted population.

RMSEA is one of the most informative fit indexes in connotation with sensitivity to the number of its parameters in the model (Diamantopoulos & Siguaw, 2000). The statistical values ranges from .05 to 0.10 are depicting fair indexation fit and values beyond 0.10 are considered to be poor fitness index and values between 0.80 to 0.10 providing medium fitness index whereas the values below 0.80 shows good fit (MacCallum et al, 1996). The next set of fit statistics focus on the root mean square error of approximation (RMSEA) which is .081. Browne and Cudeck (1993) proposed that values less than 0.08 indicates good fit, and values is .071 represent reasonable errors of approximation in the population.

**Table – 3: Model Fit Indices**

ChiSqr	Df	Chi/Df	GFI	AGFI	CFI	NFI	RMSEA
94.16	22	4.28	.867	.822	.921	.888	.071

**Discussion**

In general, almost all members were able to communicate (in different degrees) what their organization’s product symbolizes. With regards to the members who could not succinctly communicate their product, there

showed up to is a concept that showed up from members who proved helpful in traditional, professional services such as education and bookkeeping. As was obvious in the above opinion, the respondent's description of the product was in fact the running factors of their career, which was seen as quite individual from the actual firm they proved helpful for. Cooperatively, though, many of the participants were able to communicate certain factors of their firm that give rise to its overall product image. The difference among the members was in the details offered. There was a clear difference between the amounts of substance offered, with several members releasing into a long description in contrast to others who offered a one-sentence reaction.

In regards to the way in which employees obtain organizational information for the objective of undertaking their tasks and obligations, the results exposed three powerful styles, that is, exercising, customer/market information and workplace (co-workers).

When discovering the content offered in the formalized services described by the members, it was apparent that 'technical direction' was the significant concentrate. In other terms, a very arranged, techniques and procedures-type strategy to information building was implemented, with the preferred result being sufficient ability proficiency. Training projects are seen as a means by which organizations can increase the reliability of the support offered, thereby improving their control over the support experience.

Despite the literary works indicating that workers without product knowledge cannot convert the product perspective into the product truth, proof offered here indicates that there is still an unreliable specialist strategy to the supply of employee-relevant product details. This is somewhat amazing, given that it is obvious from content offered by the members who were missing client or market details that worker fulfillment and their ability to efficiently carry out their tasks and obligations is negatively affected. Despite the speed with which firm choices need to be made these days in order to stay competitive, individuals within organizations are still not being given the support and skills they feel are necessary for them to reply successfully to the firm difficulties of these days.

Whether the firm was recognized to be cautious in the supply of details necessary for worker achievements, all members (with the exemption of one) shown on the value of their workplace in assisting them to do their job. The part of co-workers in assisting the organizational socialization procedure was considered to be considerable. In particular, creating the conversion from a new worker to an effective worker was very much reliant on the worker's workplace.

The achievement of valuable results (e.g. workers able to provide the product promise) by the firm is engendered through a return procedure between the firm and the worker. As such, it is only through the appropriate therapy of workers by the firm that such results are likely to be noticed. Therefore, as the past feedback indicate, basically providing workers details is considered to be inadequate to entice, maintain and encourage workers to be product winners. Rather, the growth of long-term, mutually valuable connections between a firm and worker is endorsed.

When discovering the impact that the various IMO projects had on the workers, all participants used the substance of dedication to describe how their organization's activities have affected them. In identification of the relational organization between the worker and the firm popular by the participants, as confirmed in the reactions to analysis question three; it is not amazing that dedication is determined as a major impact. In fact, the significance placed on such a connection from a worker's viewpoint is commensurate to the effort preferred to sustain it. In other terms, if the worker thinks the connection with the firm to be a positive one, ought to have keeping, then the worker have a high dedication level to the firm.

Commitment is regarded to be a key varying in identifying organizational success, as staff's feeling of that belong impacts their capability to go above and beyond the cod to experience the organization's objectives. This is reinforced continually within the results of this analysis as is confirmed in the above feedback. Failing to recognize the obvious linkage between the classifieds of IMO projects could result in a damaging circulation on impact beyond disappointed workers to disappointed, and eventually defected, clients.

## Conclusion and recommendations

As was premised in the literary works evaluation, financial commitment in an organization's human investment is a forerunner for following organizational achievements, especially in such a competitive international market. While conceptually this seems to be an affordable supposition, the scientific proof is restricted to the approval of the link between worker fulfillment and client commitment. In particular, inner product control has been determined as a means to engender such results (e.g. organizational achievements and worker satisfaction) and yet there seems to be restricted knowing as to the effect of such initiatives from a worker viewpoint. Without such knowing, achievement of a preferred level of worker fulfillment could be regarded associated to 'flying blind'. Furthermore, it becomes progressively complicated to rationalize such an inner financial commitment without proof of the effect such a financial commitment has on the firm as demonstrated in worker mind-set and behavior.

The Employee Brand Commitment Pyramid (EBCP) encapsulates the efforts of this research through illustrating the basis in developing employee deal with business. The base of the EBCP symbolizes rudimentary-level details such as specialized (or task-associated) details, which, at lowest, needs to be offered to workers in order for them to perform the projects associated with their projects. Employees having entry to sufficient and appropriate specialized details is likely to result in workers having deal with their specific projects but, at this point, nothing further. Employees who are then offered with appropriate brand-related details, however, move to the top of the pyramid as they create a powerful deal with business.

The level to which workers are reinforced by the firm in their development to the top of the pyramid may well determine the organization's continuous success and durability of a powerful brand. It is obvious from the results of this research that employee entry to brand-related details, moreover to the more conventional types of inner produced organizational details, led to a powerful allegiance to the firm. As such, the results of this research indicate that there is a concrete benefit, that is, employee brand commitment that accrues to a firm that successfully switches into an inner brand control viewpoint. Just as clients having information of the trademark is regarded to be the power of organizational advantages, as demonstrated in brand value, workers having information of the trademark is also to be regarded to be considerable in drawing considerable advantages for the firm.

## Future study

Given the challenge of providing product principles to front line staff and the increasing number of performance techniques demanding the support of HR, it would be valuable to provide extra analysis concentrating on the part of HR in inner branding projects. This may be reinforced with extra worker viewpoint analysis. While this paper has indicated an important part for inner branding activities on the development of product dedication within a SME system, future analysis should discover in higher level the characteristics of product dedication and address the fundamental question as to what creates or prevents product dedication within such a system of formerly separate suppliers. Issues that occur from the present analysis, include the essential facilitates for developing dedication, the impact of rewards and the characteristics of effective repetitive interaction processes for a developing vision and core principles.

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