EMPLOYEES AS A SECOND AUDIENCE: THE EFFECT OF EXTERNAL COMMUNICATION ON INTERNAL BRAND MANAGEMENT ON THE COMMERCIAL BANKS

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Abstract: External communication not only affects customers who are considered an external target group but also affects the employees as an internal target group. The effects of communications transmitted through external sources related to employees in managing the internal brand consequences remain limited in research of internal brand management. Accordingly, this study proposed to seek out the effects of external communication on internal brand management outcomes such as employees' brand knowledge, brand commitment, and brand citizenship behavior. The empirical study collected data from the 316 employees of commercial banks across Pakistan. The study indicates how organizations can address the stakeholders internally and externally and how it can increase the effectiveness and efficiency of external communication. Managers are the ones who can represent the promises of the brand effectively, which are communicated through external sources, make sure that the organization's actual values are aligned with the values which are being portrayed by the external communications.
Key words: Brand Management; External Communication Congruence; Brand Knowledge; Brand Citizenship Behaviour; Business Sustainability

1. INTRODUCTION

One of the most important concerns of employees is to accomplish satisfaction, belief, and maintain long-term relationships with customers to fulfill the organizational brand's promise [1]. Consequently, brand management employees are the one who shows the importance of the internal targeted group [2], [3]. Punjaisri [4] defined Internal brand management as "the means to ensure that employees' approach and behaviors are set to provide the brand promise." Internal brand management ensures the employees' proper beliefs and actions towards supporting the organizational brand [5].

With the 15 years of development in the internal management of the brand, introduces employees as stakeholders of the internal brand and propose the introduction of internal management of the brand at the level of employees by implementing the brand cognitively, effectively, and behaviourally[6]. To promote brand knowledge, give meaning, and obtain needed skills, the mechanisms of internal branding are used to deliver the brand promise [7]. Researches on internal brand management in the past mainly focused on employee-related outcomes that can affect brand understanding, brand commitment, brand-related behaviors, and managerial practices [8], [9]. The brand can support the employees by forwarding the awareness and concentrating on internal communications [10]. Prior researches have particularly focused on internal communication mechanism, and less attention has been paid to externally corporate

communications [11]. External communication helps to transform employees' brand value and develop brand equity.

Piehler [1] admires the significance of external communication as this is the source of brand messages in the employee's relationship with the public and word of mouth [12]. Activities related to the public are referred to as the prescribed source to generate the information of the companies that form the brand's image with diverse stakeholders. Word of mouth is to gather casual evidence of external groups.

To shape the clear image of the brand, external communication like advertising or public relation plays a vital role in making awareness, linking the identity of the brand, or making the assurance with employees who are considered external stakeholders. External marketing activities are helpful to build awareness about the organizational brand meant for the customers. These activities are helpful for employees to understand better and to acquire the values of the organizational brand, which strengthen them to deliver the assigned roles effectively. Significantly the main purpose is to regulate the brand's activities internally and externally. Besides the external possessions of the stakeholders, externally communicated communications have frequently ignored the effects on employees playing the role of internal stakeholders, which view external communication as a significant "second audience" [13]. External communication affects the employees with the strong impact of inspiration, identification, and consequent behavior and affects the customers [14]. In service organizations, this result is informed and committed frontline employees who are productive, satisfied, and capable of delivering a superior quality of service. An important subset of internal marketing is internal branding. A brand is a cluster of functional and emotional benefits [2]. Still, the functional benefits of a brand alone cannot sustain competitive advantage as they can easily be copied [15]. Many researchers, philosophers, and managers named internal brand management the future of marketing [16]. Easy accessibility to internal branding boosts the attitudinal and intellectual ability that configure the brand's promise and stimulate the brand's supportive behavior [17].

Employees possess skills and knowledge that are considered valuable to an organization. They represent the organization's operational resources that induce emotional benefits that provide the element of differentiation that a successful brand strives for sustainability [18].

1.1 Significance of Study

The suggested model will contribute to the existing literature on internal brand management as it will explain how external communications affect employee outcomes. This study will also contribute to the literature in three distinctive ways. First, the contribution of this study in the literature of management regarding internal brand practice is how brand knowledge can be used as the mechanism that describes the outcomes of external communication congruence and brand citizenship behavior. Second, the commitment of brand explains the effects of external communication congruence and brand citizenship behavior.

Finally, the research will provide understanding and guidelines to the banking sector on how these variables affect our employees' internal customers. To increase economic development worldwide, the banking sector plays a crucial role by providing services, which are considered vital in the growth and progression of businesses and countries. Unlike various service businesses that deal with finance are facing the challenges of curious nature like fluctuation of trends in markets, advancement of technologies, trouble to make predictions of economy, intense rivalry, and increased customer demand. These factors have forced the service industries to adopt the latest marketing techniques to understand how to satisfy the customers [19].

1.2 Purpose of the research

- To examine how external communication affects the outcomes of employees like brand knowledge, brand commitment, and brand-related behaviors associated with management of the internal brand.
- To discover the facets which are associated with the internal management

of the brand with external communication.

- The study will bring the practical importance that exhibits the single practices of an organization can address to it

2. LITERATURE REVIEW

2.1 External Communication Congruence and Brand Citizenship Behavior

External communication congruence directly affects brand citizenship behavior. Social learning theory proposes that behaviors are learned with the observation and consequences of particular behaviors performed by the other people's [20], which depict effects of external communication congruence on the practices of employees. External communication can represent the desired behavior of employees and the possible outcomes of such behaviors. Consequently, these outcomes give a role model to employees. If the external communication attributes are as per the desire of employees' behaviors and positive customer feedback towards employees or the brand, employees may engage with the brand. This is the result of the stimulated and indirect effects of reinforcement [21]. Still, suppose the appropriate behaviors are transported or unrelated promises that they make with the organization. In that case, they will not deliver the value they are obliged to deliver, and they will not live the values. Moreover, the conflict in roles arises from the lack of external communication congruence that may negatively affect brand citizenship behavior [22].

Therefore, external communication congruence directly affects the brand citizenship behavior, such as

H1: External communication congruence has a positive effect on brand citizenship behaviour.

2.2 Mediating Role of Brand Knowledge

Brand knowledge is the foundation based on this concept [23]. Similarly, in the essence of employee's brand knowledge, this is admiringly significant in internal branding efforts to raise the employees' brand-based brand knowledge.

Moreover, both views equity based on consumers regarding brand and equity-based on employees regarding brand contribute to intrinsic significance towards the organizational brand [24]. Anyhow, equity-based on employees regarding brand defines the distinguishing outcome of brand knowledge, which generates the impact on the workplace environment of employees [25].

Over the association with brand knowledge, the massive role ambiguity can be decreased, hindering employees' performance. Subsequently, the unrelated and unclear understanding of the organization's brand source will undoubtedly lead employees to transfer unclear brand promises for the customers, which may cause to destroy the brand equity of the organization. Employees who have comprehensive and correct knowledge regarding the brand can get strong brand knowledge and hold the brand promise for customers in the long term. Without a thorough knowledge of the brand, employees cannot convert the vision into reality. So, the managers of the banks the promise of the brand has the same meaning for all the employees to deliver reliable messages to the customers. Another essential prerequisite of brand citizenship behavior and its features is brand knowledge. Brand knowledge provides a vital framework, which increases the role clarity and empowers the employees to be involved in the significant behaviors.

In contrast, employees who lack brand knowledge cannot show the behaviors that give strength to the brand [26]. Internal and external communication aims to develop the employees' brand knowledge, which is the important dimension of branding events. These communication efforts help the employees better understand how they use brand knowledge to build the positive image of the organizational brand. Brand knowledge can be tested with brand commitment, understanding, awareness, image, loyalty, satisfaction, perceived quality, and values in the different sectors. At the same time, little attention is paid to the outcomes of brand knowledge in the context of the brand. Recently scholars claimed that brand knowledge as a mediator could be discussed. This study aims to examine brand knowledge as a mediator;

very few studies focused on investigating brand knowledge as the mediator that may impact external communication congruence and brand citizenship behavior. According to Piehler, brand understanding and brand citizenship behavior are second-order constructs interlinked but separate. Each aspect has a different background. Future research may determine the different effects of external communication on the particular aspects of brand citizenship behavior and brand understanding.

On the other hand, brand confidence and brand knowledge might be measured empirically during the training sessions [27]. Certain aspects of brand citizenship behavior can be objectively measured using supervisors, colleagues, subordinates, and customer observations. Accompanying the self-reported measures with the other measures would increase the neutrality of the results and lessen the probability for the single source of partiality [26].

H2: Brand knowledge mediates the relationship between external communication congruence and brand citizenship behavior.

2.3 Mediating Role of Brand Commitment

Brand commitment is the concept of human resource management and psychology literature. Employee's commitment is the main attribute in the literature of high-performance workplace which is examined as the mediating factor linked to various types of human resource management and practices of employees, which are helpful to enhance the performance. Researchers argue that organizational commitment has a major influence on the organizational culture. The innate role of the brand's employer is to "give" and "get," which is directly needed to align not only to the brand commitment but also to the culture [28]. With this understanding, the organization's culture will automatically increase employee commitment. When the employees get involved with the brand, they consider themselves the important part of human resources, which leads to employee happiness, which increases the productivity in their commitment to remain consistent with their brand performance. Employer brand is related to the physical and psychological working environment and cares about their employees.

As a result, employees will exhibit a better image of the brand [29]. Earlier literature suggests that internal brand practices make the consistent brand behavior of employees, consisting of organizational strategies which are the part of HRM. The literature on internal brand management mostly focuses on internal communication and training and is considered the influential factor affecting the employee's behaviors towards the organizational brand. In the past, most studies link brand commitment with brand loyalty, satisfaction, retention, attitudes, and identification.

Brand commitment is based on social learning theory because employees adopt brand values when they are motivated. They internalize the organization's strategic planning, which binds them to remain with the workplace in which they are working. The arguments claimed in social exchange theory [30]. It suggests that it is the outcome of the exchange process, as human relations are shaped by giving and taking or comparing alternatives. In the case of brand commitment, employees feel obliged to the organizational brand and respond in a good way to make sure that they share an equal balance of exchange. Once the employees become satisfied with their exchange relations of desires and opportunities, they start to build positive, long-lasting, and collaborative common interests and also acquire" proband attitudes [31].

In context to brand citizenship behavior and brand commitment, many kinds of research contribute to finding out how brand commitment leads to the extra-role behavior of employees. In contrast, little attention is paid to external communication. When the employees are passionately committed to the brand, they obey the rules and instructions of the brand and avoid damages. The employees who involve in extra-role behaviors represent the brand positively, endorse it to the capable employees and customers, behave in a defensive way, expand their expertise, take part in training, flourish new ideas, engage in extra duties and responsibilities, and tale part to improve that how to improve the brand experience of customers [6]. Many authors postulate brand commitment increases brand citizenship behavior which builds up the strength of the brand. Researches explain that brand commitment leads employees to wish to

go beyond the miles [22]; intellectually connect them to the brand [9], [22]. How employees have communicated affects the commitment of the brand. External communication congruence can directly affect the commitment.

Overestimation of promises makes the employees frustrated, and they less trust the brand. As a result, commitment and identification with the brand decreased [32]. On the other hand, if the employees commit to the brand, they will feel pride and recognition when the external communications are accurate [32]. Ambiguity regarding the roles can negatively impact the commitment [33].

H3: Brand commitment mediates the relationship between brand communication congruence and Brand citizenship behavior.

2.4 Theoretical Framework

Figure 1 shows a framework based on the internal brand management practices based on former literature. Additionally, brand commitment and knowledge are adapted from the internal management of brand and internal marketing literature. In contrast, external communications are derived from the marketing strategies to analyze how external communications impact employees who contribute to the organization. Brand citizenship behavior is considered as the central construct which increases the brand identity. The framework is shown below exhibits the relationship of research variables.
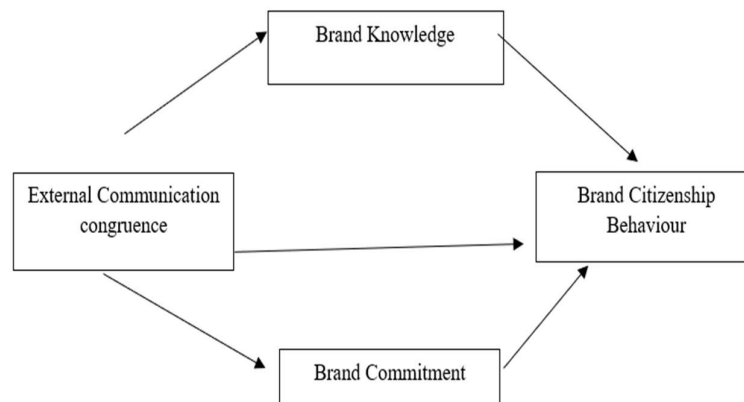

Fig.1. Study Framework

3. RESEARCH METHODOLOGY

3.1 Research Design

In this research, the deductive approach was used to test the theory with quantitative data. This study is explanatory research in nature which helps to explain the precise detail appropriately. The quantitative method has been adopted to determine brand citizenship behavior as an internal brand management practice to explain brand knowledge, commitment, and external communication congruence. The survey has collected data from the employees of different commercial banks, which are conducted in a short period that indicates the cross-sectional nature of the survey. This type of

data collection not only helps to save time but also minimize the loss of participants, which plays a crucial part in the research. A cross-sectional study is used to collect the data from bank employees. Primary data is collected from the employees through a questionnaire to get the required information because it is a useful and convenient method. Using this, the selected audience feels free to reply to sensitive and personal questions. Banks were approached by following the convenient sampling technique from where the participants were randomly selected. A self-administering structured questionnaire was used to collect data from employees, known as the delivery and collection method. Current research uses the targeted sample of 316 respondents.

3.2 Study Measures

The questionnaire is the most commonly used source to collect data in quantitative research. We adopted a five-point Likert scale (1=strongly disagree, 2=Agree, 3=Neutral, 4=Agree, 5=Strongly Agree) to measure all the variables to interpret and analyze data statistically [34]. The measurement instruments are divided into two parts. First is demographic variables, including questions regarding Designation, tenure, salary, and Gender. The second part contains items.

The five items of brand commitment are drawn from Meyer and Allen's (1994) affective commitment scale [35]. The scale of Thomson [36] and Burmann [9] is used to measure brand knowledge, the dimension of brand understanding.

The three items are used to measure. Van Dyne [37] and Burmann [9] scale is adapted from the brand citizenship behavior dimension for measures. The total number of items is 17, which helps in a questionnaire.

To measure the external communication congruence scale, items from Wolfinbarger and Gilly [32] are used, consisting of 3 items. External communication includes TV advisement, Relationship with peoples, radio advertising, print media, sponsorship, exhibitions, and websites) which delivered in the context of questions.

Control variables include designation, gender, experience, and salary. We controlled for tenure in the organization, reflecting work domain expertise [38].

4. RESULTS

In the current framework, there were four variables Brand Citizenship Behaviour (BCB), External Communication Congruence (ECC), Brand Commitment (BC), and Brand Knowledge (BK).

Descriptive statistics show the values of means, Standard Deviations of variables. The deviation is different for all the variables, like for ECC, the value is 0.66563, BK 0.68513, BC 0.64842, and BCB 0.54222. The value of N indicates the total number of respondents, which is 316 (as table 1).

Table 1

Descriptive Statistics

Variables	Mean	Standard Deviation
ECC	3.7194	.66563
BK	3.9662	.68513
BC	3.5158	.64842
BCB	3.7383	.54222
Valid N	316	

The reliability test describes the consistency of the variables. Table 2 shows the reliability values of the variables such as BCB Cronbach's Alpha is .832, BC .763, BK .862, and ECC .785.

Table 2

Cronbach's Alpha Reliability Coefficients

Variables	No. of Items	Cronbach's Alpha
BCB	17	.832*
BC	5	.763*
BK	3	.862*
ECC	3	.785*
Total	28	-

Table 3 describes the positive association of BC and BK on Independent variables, external communication congruence with the significant p-value of 0.000 for both values.

Table 3

Independent variables to mediators

Model	Coefficients	Se`	T	p-value
BC	.3607	.0511	7.0625	.0000*
BK	.2938	.0557	5.2779	.0000*

Table 4 shows that mediators BC and BK mediate the positive relationship with the independent variable (ECC) and associate with the dependent variables (BCB). Hence, the hypothesis is accepted that BC mediates the positive relationship between ECC and BCB, BK mediates the positive relationship between ECC and BCB.

Table 4

Mediators to Dependent Variables

Model	Coefficients	Se`	T	p-value
BC	.0889	.0397	2.2379	.0259*
BK	.3100	.0365	8.5036	.0000*

Table 5 describes that ECC (external Communication Congruence), which is independent variable (IV) total effect on BCB (Brand Citizenship Behaviour), which is a

Dependent variable (DV) with the SE value of 0.0391 and a significant value of P 0.0000.

Table 5
Total Effect of IV on DV

Model	Coefficients	Se`	T	p-value
ECC	.4274	.0391	10.9229	.0000*

Table 5 of a direct effect of IV on DV shows that the first hypotheses are accepted because the significant value of P is 0.0000.

Table 6
Model Summary of Direct Effect

Model	Coefficients	Se`	T	p-value
ECC	.3043	.0374	8.1356	.0000*

T
able 6 shows the model summary of the DV models, which shows the relationship between the model and the dependent variables.

Table 7
Model Summary for DV Model

R^2	Adj R^2	F	Df1	Df2	p-value
.28	.44	84.63	3.00	312.00	.0000*

Table 7 shows the indirect effects of IV and DV through the proposed mediators: Brand Knowledge and Brand Commitment.
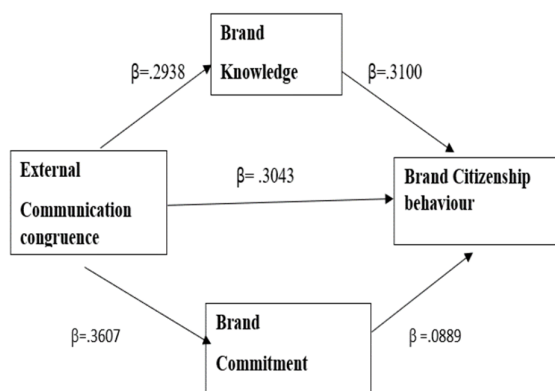

Fig.2. Theoretical Model

As shown in the above framework, there is a significant relationship among the independent variable (ECC) and dependent variable (BCB) with a beta value of .3043 and a significant value .000 that support H1. Path A shows the significant association of both mediators (BC and BK) with the independent variable (ECC) with the significant beta values of .2938 and .3607, respectively. Path B has a significant

relationship of both mediators (BC and BK) with the dependent variable (BCB) with the significant values .0889 and .3100, respectively, which support my hypothesis that BK mediates the relation among ECC and BCB, and BC mediates the relationship between ECC and BCB.

Table 8.
Indirect Effects of IV on DV through Proposed Mediators (AB paths)

	Data	Boot	Bias	SE
Total	.1232	.1237	.0006	.0277
BC	.0321	.0331	.0010	.0173
BK	.0911	.0907	-.0004	.0230
Bias Corrected Confidence Intervals				
	Lower	Upper		
Total	.0704	.1798		
BC	.0031	.0704		
BK	.0516	.1421		

5. DISCUSSION

By noticing the significance of employees who are the "Second Audience" and also the important pillar to achieve the brand promises, the effect of external communications on employees, the purpose of examining this piece of study is to find out that how internal brand management outcomes which are the essential outcomes of employees like brand knowledge, Brand citizenship behaviour and brand commitment are affected by external communication congruence.
The study explains the importance of the wise results of internal brand management outcomes includes brand knowledge, brand commitment, and brand citizenship behaviour. This study also confirms that the nature of these outcomes is based on emotions and behaviours. Accordingly, this study underlines that it is required to involve brand knowledge in employees' related management practices and should be investigated in terms of internal brand objective and be examined to develop the construct in the advanced studies of internal brand management. Regarding dimensions, the results of this study assisted the outcomes of IBM and estimated that BC is based on one dimension and BK and BCB are based on more than one dimension of concepts. In proportion to the hypothesis, ECC directly affects the outcomes of IBM, including brand knowledge, BC, and BCB. The study also

shows the direct relevance of external communication congruence on BCB.

Earlier studies of advertisement, marketing, and services management and management of internal brands suggest that external communication congruence can be used to benefit the actual and externally communicated products and services, values, and success factors [22]. Regarding congruence, the products and services which the organization offers should not make the overstated promises that are difficult for the employees to complete [13], [14], [39]. The congruence involves the representation of value accurately [40]. Suppose the results generated by external communications are as per the wish of the employees and customers. In that case, they encourage feedback to the organizational brand, involving employees in extra-role behaviours. This will happen when they have imagined and parallel support [21]. If the behaviour of the employees is not aligned with the magnified promise of the organization, this will lead to conflict, and they will not deliver the values. Moreover, role conflict arises from the lack of external communication congruence that can negatively impact employees' extra-role behaviour.

To analyse the variables, a different test is applied to find the association among the variables. For this purpose, the applied tests include validity, reliability, and bootstrap method used for the mediation. The validity test is applied to find the valid relation among the variables. Reliability is used to find out the consistency of variables. Table 2 shows the values of the Cronbach alpha test that describe reliable consistency of all the variables, likewise BCB .832, BC .763, BC .862, and ECC .785, respectively. To generalize the hypothesis bootstrap method was used to find the effects or variables either the hypothesis is acceptable or not. First, the test was applied to find the effect of the independent variable External communication congruence with both mediators, including Brand Knowledge with the significant value of .000 and beta value of .2938 and brand Commitment, which carries the significant value of .000 and beta value of .3607. The next Table finds the results of mediators to the dependent variables, which is brand citizenship behaviour. These tests also show the accepted association for the hypothesis with the significant value of Brand knowledge.000 and beta value of Brand Commitment .0889 and .3100 respectively over the brand citizenship behaviour. The last bootstrap test was applied to find the direct relationship between the independent variable (ECC) and the dependent variable (BCB). The test also shows a significant association, which supports my first hypothesis that ECC directly affects BCB.

Prior studies investigate the relationship of external communication congruence with different IBM outcomes [22]. Employees are the one who plays a crucial role to deliver the promise of the brand. Especially in the banking sector, the brand works to gain enough account and meet the employees' expectations. And most importantly, their major influence is the customers. When the employees are well aware of their external communication, which is as per their demand, this will increase the brand knowledge because their ambiguities about their work get clear. They assure that how to work perfectly they aware about everything. Our study suggests that when there is congruence in the services and products offered are adequately communicated, this enhances their level of knowledge and, in turn, increases the BCB [41]. It is important to convey the external promise of the brand to the employees of the corporate brand by the mean of management of the internal brand because they understand the brand, contribute to the ownership of the corporate brand, and determine the responsibilities of the brand [42]. The activities of IBM would increase the knowledge, expertise, and competencies of employees, which later increase BCB or inspire the employees to take extra roles other than their required duties. Similarly, when there is external communication unity, this would permit the employees to understand better that how to keep the promise. Having a clear knowledge of promise helps employees to their consequent behaviours to sustain the brand more than their actual duty.

The research provides the empirical association of external communication congruence with brand citizenship behaviour with the mediating role of brand commitment among the employees of commercial banks. The result of the study

explains that there was a significant association between this mediating hypothesis. When the brands exhibit adequate brand knowledge, they become committed to the brand, which helps its success [43]. As the external communication congruence in the form of promise is involved, either the employees become more committed towards the brand or might their commitment decrease.

The commitment is based on the promise that brands make if the communication is congruent, then the employees become committed, which automatically increases the extra role duties. Previous studies argue that there is a valid relationship between BC and BCB. The studies point out the importance of effective results to strengthen the behaviour of employees.

6. CONCLUSION

The main purpose of this study is to evaluate the relationship among the IBM outcomes with the external communication congruence. Previous studies have used the outcomes like brand understanding, commitment, Brand loyalty, brand equity, etc. But very few researchers use brand knowledge as a mediator. The factors are used in the commercial banking sector of Gujranwala.

The relationship of variables has a significant relationship because of the latest researches. This study has used a survey technique to collect data from employees. Questionnaires are used to collect the response from the target group. After collecting the data from 316 respondents, SPSS is used to analyse the results. A different test is applied to check the accuracy of data. The results show the significance of variables. The result shows the association between the variables. This study will help or contribute to future research.

6.1 Limitation and Further Research

The previous studies find out that there is a sequence between the attitudes & behaviours of the employees, and they are based on the resources.

The atmosphere of the organization, which are considered the factors of the organizations [4], and these facets can ease or cause hurdles in the improvement of the outcomes of IBM, which can be added as the moderators in future research [39].

Moreover, the current study comprises the sole feature of External communication by the mean of a predecessor of IBM outcomes.

This study demonstrates that External Communication is an important antecedent. Still, the researchers can also inspect the other characteristics, which can be the quality or quantity in the context of external communication or can involve media categories like

Digital, Advertisement, print media or Radio and Television and another form of media content can be used which involve text, pictures, and videos concerning brand knowledge of employees.

Furthermore, future research can involve the indirect effects on customers by using external communications [14]. To conclude, other research should examine the outcomes of internal practices of internal brand management (like leadership related to the brand, Human Resource Management, and internal communication) in composing form with external communication on the outcomes of IBM.

Additional research can also investigate external communication's effects on the particular proportion of brand knowledge and brand citizenship behaviour. As brand commitment is related to emotions, this involves self-reported data, and Brand confidence can be measured more accurately during training.

The scope of brand citizenship behaviour can be examined empirically on supervisors, co-workers, subordinates, and the customers. For the current research, commercial banks are used to conduct the study, but future research can use different fields.

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ANGAJAȚII CA AUDIENȚĂ SECUNDARĂ: EFECTUL COMUNICĂRII EXTERNE ASUPRA MANAGEMENTULUI INTERN AL MĂRCILOR BĂNCILOR COMERCIALE

Rezumat: Comunicarea externă afectează nu numai clienții care sunt considerați un grup țintă extern, ci și angajații ca grup țintă intern. Efectele comunicațiilor transmise prin surse externe legate de angajați în gestionarea consecințelor mărcii interne rămân limitate în cercetarea managementului intern al mărcii. În consecință, acest studiu a propus să se caute efectele comunicării externe asupra rezultatelor managementului intern al mărcilor, cum ar fi cunoașterea mărcii angajaților, angajamentul față de marcă și comportamentul de cetățenie al mărcii. Studiul empiric a colectat date de la cei 316 de angajați ai băncilor comerciale din Pakistan. Studiul indică modul în care organizațiile se pot adresa părților interesate la nivel intern și extern și modul în care acestea pot spori eficacitatea și eficiența comunicării externe. Managerii sunt cei care pot reprezenta promisiunile brandului în mod eficient, care sunt comunicate prin surse externe, asigurați-se că valorile reale ale organizației sunt aliniate cu valorile care sunt descrise de comunicațiile externe.

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