

Engage staff to embed brand

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Your 'HR or marketing: who gets staff on side?' feature (July 24) depicts these departments as though they were in conflict. Unfortunately true in many cases, and also true that they are both too often at the bottom of the decision-making pile, below financial and commercial departments.

Embedding brand internally is primarily an issue for the chief executive and managing director. So how do you embed brand within your company? Change the way you work.

Departments, silos and fiefdoms encourage individual behaviour with their own languages and ways of working. The ability to translate between marketers and HR professionals and to unite them with a common purpose is vital.

If organisations are to make this leap, then marketing, design and



Employees: are a company's greatest asset

brand agencies have a great opportunity to translate and unite HR and marketers to make it work for their clients. But they risk missing the boat because most agencies believe that embedding employer brands is mainly about internal communication.

Communication is important, but it isn't enough to sustain change or

an employer brand on its own. Employees are not the same as external customers – so if you treat them as such and just try to sell them messages without backing them up with action, you fail.

That's why many chief executives who tell employees they are the firm's greatest asset aren't taken seriously. You get better employee performance and loyalty by engaging them.

This requires a combined effort from line managers, supported by HR and marketing departments that are working toward the same commercial agenda.

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