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Internal Brand Management Framework in Tehran Hotels

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Abstract

Statement of the problem: Internal branding can be considered as an important human activity for gaining competitive advantages. Repeatable experiences in hotels depend heavily on the consistent behaviors of human resources. Developing a native model and repeatability of customer experience in hotels is a practical and yet fundamental need for internal branding. Since no attempt has been made to introduce the native brand management model in Tehran hotels, the research question of the current paper includes: what is the model for the internal brand management of hotels in Tehran?

The purpose of the research: The present study seeks to introduce the model of internal brand management which has been obtained by using related data of Tehran Hotels from the view of experts with managerial and supervisory experiences.

Methodology: This qualitative research has been done by using the grounded theory method and an encoded interview for 18 experts. The experts of this research have an experience of over 12 years management in Tehran hotels and they have higher education degree in management or marketing that has made the theoretical saturation possible through using snowball sampling. Therefore, after the coding of the texts, 535 open code, 18 sub-categories and 6 main categories have been identified.

Conclusion: Results indicated that recruitment and training are the most important causal factors, manager behaviors and brand-oriented incentives are the most important strategic factors, and the consequences of employees and guests are the most important consequence factors. The manager as a fundamental element, and at the role of the brand translator, model and teacher makes possible the achievement of the internal brand.

The obtained model can be tested and revised in other service sectors, but it is recommended that these types of studies with emphasis on this field also be carried out in the other parts of Iran's tourism industry.

Keywords: *Internal Brand, Internal Brand Management, Brand Management, Tehran Hotels, Internal Brand Management Framework.*

Introduction and statement of the problem

In the era that customers are aware of services and products through using social networks and they

have free access to information, it is vital to have a comparative advantage and maintain it. Great challenges are caused by branding and relying on it. Brands claim and commit practically, but at the moment of the customers' contact with the product or service, the most important event takes



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place. Verification of the brand claims during having contact with the brand is the most important challenge of brands. Internal branding is actually formed to save service firms from this challenge. That is, the behavioral implementation of what the brand has claimed outside itself. Although there are no clear definitions of internal branding, this step is a managerial activity aimed at creating a consistent and continuous claimed experiences of the customers (Shafia, 2017). Therefore, internal branding is an action from the inside to out, with the aim of sustainable and continuous assuring customers and shaping the expected cultural and behavioral boundaries within the brands (De Chernatony & Cottam, 2006). A variety of tools for intra-organization branding have been suggested, but the so called diversity and variety have caused confusion among researchers. Attention to human resources management tools, emphasis on leadership abilities, the use of education and communication are among these (Ravens-Ocampo, 2014). Hotel sector as one of the most important subsystems of the tourism industry has undeniable effects on the experience of tourists. Some claim that guest and host in this industry are part of the services. Therefore, all mental measures that can ensure the perceived quality of service will be considered and emphasized (Imani Khoshkhoo, Pour Jam, & Nad Ali Pour, 2015).

Using models and developing the dimensions of businesses in the recommended directions can be a method for improving the flow of tasks. Since the models are dependant on the community and indigenous culture and examines the experience are highly dependent on the paradigms and on contextual issues, the construction of indigenous models is a fundamental requirement for the sustainable development of businesses. Since the history of international model construction has not a long experience for this sector, no model has been proposed in Iran. Since there is no internal model in this field and there are few relevant international models, this study investigates the existance of a model for managing the internal brand of hotels in Tehran. Due to the lack of literature, this leads the research direction to a qualitative study and provides the basis for making an internal model.

Theoretical framework

• Branding and internal branding

Branding is often confused with the graphic design or logo. Whereas in branding, mental concepts are dominantly relative to subjective concepts (Moshabaki Esfahani, Sadeghiani & Sadeghiani, 2015). Branding can be understood as all the experiences and interpretations of customers that distinguish the position of a business firm in comparison to the others (Shafia, 2017). The life is filled with urban noises which cause the buyers of the products and services not to be able to compare two products. Thus, brands as assurer signals, are assumed to play the role of a cross-cut and facilitator. Customers, trusting the brands, make differences between products (Neumeier, 2006).

The communicative and interactive tools of brands outside the service area are address the mindsets of the audiences. The synthesis of these mindsets with the shape and color, clarifies the brand concept. Therefore, brand audiences will be all those who will be in touch with this objective-subjective concept. All the efforts of branding programs are to convince customers to experience or repeat the product or service experience. Branding programs take a new form when it starts from within the organization. Instead of making a claim, the contextual infrastructure and claim covering behavior is reinforced. That is, the organization displays the brand from inside its behavioral and emotional harmony. Therefore, internal branding or intra-organization branding is the cultural foundation that produces brand behaviors and it is the sense transmitter of brand expectation (De Chernatony & Cottam, 2006). Internal branding is not an independent and linear action, but a dependent, non-linear and a combination of the organization's brand.

• Internal brand management

If internal branding is identified as a task-oriented process for shaping behavior and culture (Pswarayi, 2013), then management practices that systematically integrate intra-organizational decisions, practices, and behaviors are "intra-organizational brands" (Punjaisri & Wilson, 2007). Therefore, intra-organization brand management as a managerial-psychological mechanism is a complementary of branding programs and makes

the service aspects more effective and permanent. The meaning of service aspect is all human and non-human elements in which services are produced and exchanged. Depositary or punctuality cannot be created in a spontaneous act, but requires a continuous management system with the cooperation of senior managers and the attraction of the employee's emotions that are institutionalized within the time and the culture of the organization (Shafia, 2016). For this reason, intra-organizational brand management requires continuous controls, targeted corrective actions, and individual and social development tools.

• Internal brand management models

The term "model" refers to an image, a form, an example, a template, and a translatable model that presents a theoretical and simple representation of the real world. Therefore, the model can be described as a way of expressing the complex world and a method for interpretation of phenomena. It is important to note that when talking about the model, rather than discussing the approved and solid mathematical relationships, the relationships and facts existing within a single phenomenon are more likely to be the goal. Few studies have attempted to build models for the intra-organizational brand management concept. One of the reasons is the applicability of the discussion field and keeping secret the interests of internal models. Likewise, the multiplicity of the field-related studies with internal branding has led to each group to consider a part of the relevant managerial topics. The existing models of internal branding can be categorized into two main clusters of theoretical bases, inter-disciplinary and those obtained from successful experiences (Shafia, 2016). The first category refers to the models that have been achieved through the field of management, marketing and organizational behavior. Models constructed of brand special value structures, organization leadership and motivational-behavioral foundations that have the basics of management and marketing disciplines.

The second category model includes the background and field experience with its emphasis on communication and education. In practice, in these models, practical tools and experiences have been a baseline instead of a theory. That

is, the first category of the field data have to be used and the model could be based on the facts of successful business. The emphasis on internal communication and attention to employees as the early customers of the organization, attention to communication channels and organizational knowledge flows, and the emphasis on practical tools of human resource management in such models are more than other factors (Pswarayi, 2013). In a more developed sample of such models, achieving a comprehensive attitude and having a systemic look is observed. Hence, the comprehensiveness of this model has only been claimed by the model developer and cannot be regarded as a reason for its comprehensiveness (Shafia, 2016).

Therefore, the existing models can be attributed to the theoretical bases or experiences acquired in practice. Although there is no clear boundary between the two, the interpenetration of these two views cannot be ignored. Since the internal brand management models do not have extensive theoretical background and these studies in hotel industry lack theoretical depth, the recent study is designed to generate the theoretical model using a qualitative approach. The method used for producing theoretical bases and new theoretical models, though being really deep in nature, has a limited range.

• Tehran Hotels

Hotel industry is considered as one of the most important sectors of income in ourism industry (Dehdashti Shahrokh, Salehi Sedghiani & Harandi, 2011). This part of the tourism service has a great impact on tourism processes due to the fact that in addition to accommodation, it provides other primary food and security services at tourists' disposal. The scientific documentation indicates that the hotel industry is regarded as one of the important factors in the quality studies of tourists' life. The importance of this factor is so high that after the end of the trip, its qualitative effects on the quality of the lives of tourists is still examinable and influential (Shafia, 2016). Many managers have claimed that hotels' customers are not easily turned to loyal customers and the chance of returning them to these places is very low. Therefore, the subject of branding is one of the topics that has been considered to penetrate into the minds of hotel customers and it is an alternative for managing the mindsets and

mentalities of the customers (Dehdashti Shahrokh, Salehi Sedghiani & Harandi, 2011).

Tehran metropolis, as the political, social, cultural and economic hub of Iran, is one of the most important tourism destinations in the country, which has more than 258 official residential centers. The importance of examining the hotel industry in this city is so high due to the fact that, along with the provision of accommodation for tourists, it makes the cycle of economic activities and intercultural interactions possible. This industry can also act as a basic stimulant in the urban economy and provides the activation of other follow-up parts (Ziaee & Ranjbar, 2012).

Literature Review

The construction and introduction of the model on the internal brand management is the subject of this study. The researches of the current study were divided into two groups; Persian and English. Evidence suggest that the pattern and model construction for internal brand management does not have much background. Most of the Persian studies have been done with the emphasis on

non - native models. This kind of research has had more aspects of assessing and evaluating the existing status on the agenda (Kheiri, Sheikhesmaeili & Abdoli, 2014; Bonyadi Naeini, Kamfiroozi & Dehghan Mashtani, 2015; Asna Ashari, 2011; Toorani, 2014). The only study related to the tourism and hotel field had investigated the internal branding relationship and the concepts of brand loyalty and brand identity, though it had not discussed the modeling subject. (Hadizadeh Moghaddam, Jamali & Rezaee, 2012). As represented in the theoretical foundations, the models in the literature can be divided into two categories. Table 1 summarizes the studies of relevant and irrelevant modeling studies of the hotel in English.

But the issue of modeling in the hotel sector has covered a very limited part of the studies. Table 2 presents a sample of these models, broken down by the type of model, sample, and model characteristics.

The study shows that none of the researches have used field methods and field data. Therefore, the available models have not considered the host community culture issues and its effects on internal brand management. Elements such as brand's specific value, meetings,

Table 1. classification of internal brand management model. Source: Authors.

Types of Models	Model title	Description	References
First category	Models made of brand special value (triangular, looking at employees, with behavioral look)	Models that evaluate the impact of internal brand management by increasing the components of the brand's specific value. These models are generally used for measurement.	(Zhang & Niu, 2015) (King & Grace, 2010) (Bataineh, Alfalah, Falah & Idris, 2017)
	Models with the emphasis on leadership (mediation, charismatic behaviors)	Models that address the role of verbal interpretation and the behavioral effects of the leader in educational mechanisms.	(Vallaster & De Chernatony, 2006) (Terglav, Konečnik Ruzzier & Kaše, 2016) (Liu, Chapleo, Ko & Ngugi, 2015)
Second category	Communication and training	The models that focus on training and intra-organizational relationships. The goal is to develop awareness, change attitudes and behavior with their emphasis on different types of interaction and knowledge sharing.	(Cox, Gyrd-Jones & Gardiner, 2014) (Miles & Mangold, 2004) (De Chernatony & Cottam, 2006) (Punjaisri, Evanschitzky & Wilson, 2009) (Pswarayi, 2013)
	Comprehensive	Models that depend more on an approach or mindset than a multidimensional, subjective, and sample-based look.	(Burmam & Zeplin, 2005)

Table 2. Internal brand management studies at world hotels. Source: Authors.

Model characteristics	sample	type of model	Researcher
Emphasis on brand's specific value at all levels	Hotels (unspecified)	Non-field	(Zhang & Niu, 2015)
Emphasis on meetings, training to achieve brand performance	Thailand hotels	Non-field	(Punjaisri, Evanschitzky & Wilson, 2009)
Leadership, communication and education to achieve brand-oriented behaviors	Spain hotels	Non-field	(Buil, Martínez & Matute, 2016)
The emphasis on brand special value and its impact on hotels	Thailand hotels	Non-field	(Kimpakorn & Tocquer, 2010)
The Impact of Brand-oriented Leadership on Psychological Contracts and Commitment achievement	European hotels	Non-field	(Terglav, Konečnik Ruzzier & Kaše, 2016)
The impact of employee brand alignment on employee behavior and attitudes toward brand	China hotels	Non-field	(King, So & Grace, 2013)
The effects of brand motivational and educational factors on brand performance	American chain hotels	Non-field	(Xiong & King, 2015)

training, communication and leadership effects are the most frequent elements of these models that are specified in Table 2. Studies in Thailand, Europe and Spain show that different destinations have produced their own models. For instance, in the American study it was found that motivational factors affect brand performance. Therefore, classification of employees based on motivation is one of the needs of internal brand management models. The diversity of international brand management models and the lack of emphasis of these models on the hotel sector reflect the importance of doing work in the hotel sector with the emphasis on field data.

Methodology

Since the lack of literature to make an internal brand management model for the hotel sector of Tehran city was considered, this qualitative research is followed by a fundamental orientation and the exploration of a new model using grounded theory. Although there are various models in the hotel industry of the world, no contextual and yet native model has been proposed with regard to the cultural and social structure of Iran. Thus, using interviews with experts and using coding the possibility of extracting the proposed quality model by Strass and Corbin was on the agenda. The method of grounded theory provides the possibility of providing new and novel models with the emphasis on the collected data of the first category (Strauss & Corbin,

1998). In this study, through using the snowball method, each expert introduces the appropriate people to obtain a theoretical saturation. 20 experts were interviewed that 18 interviews were selected to analysis. In the meantime, 535 codes and six main categories were identified. The basis of the selection of primary experts was the inclusion of higher education related to the fields of management, marketing or related fields, having more than 10 years of managerial experience in the hotels of Tehran and the familiarity with human resource management processes. Therefore, three first people were identified by the researcher, and then at the end of each interview they were asked to introduce the person with these attributes to the researcher. There was no change in the research categories from the interview 12 onwards, but another six interviews were collected to confirm the saturation. The method of analyzing the triple, open, oriented and selective coding is to extract concepts and categories and ultimately to identify the connection between them (Khaki, 2013). Open coding means breaking the texts into the smallest components of meaningful and valueable. The classification of open codes and linking them to one another is the pivotal coding stage. With more analytical measures and attempts to link up the obtained categories, the central category is known as phenomenon. This stage is known as selective coding which causes the development and explanation of the theoretical model. Since the constructors of the grounded

theory, constructed their own model based on six major categories of causal, context, phenomena, intervener, outcome, and strategy, at the end of each interview attempts were made to classify the sub categories in terms of attributes and characteristics accordingly. The desired result of this method is the introduction of a six-part paradigm model (Khaki, 2013).

The main research question is “what kind of model is designable for managing the internal brand of hotel in Tehran?” To answer this question, the six categories of causal, phenomena, intervener, strategic, contextual and consequence should be introduced which will be asked as the six questions from the experts. Therefore, the description of the six categories is the answer to the research question.

Findings

Following the analysis and classification of categories to achieve the 6-part model of the grounded theory, 18 sub-categories were identified. In Table 3, these categories including the weight of the sub-categories and their rank based on the repetition are observed. In the following, the main categories will be investigated separately.

• Causal conditions

Selection and brand-oriented recruitment categories, periodical meetings, training and development were identified as the triple structure of causal conditions. In the process of recruiting and selecting, targeted and brand-oriented screenings are proposed that are system-driven. Paying attention to apparent characteristics (beauty), age (certain ranges for occupational groups), skill (priority on education), mental status (being extrovert), education (related), and the way of thinking (service-oriented) are emphasized at this stage. To achieve these properties, written, oral and psychological tests are used. The familiarity period or presence of the employee before hiring in the hotel is the most important factor of selection and brand-oriented employment that is why the opportunity to observe in the long term gives the employee behaviors of hotel management. As the interviewees say: “At the first look, he should be suitable for your post, be smiling, speak well and be proper, that is, the physical components...”; “After that, we have a psychological test, which is 360 degrees, through which we identify the issues

of introversion and extraversion of the person...”; “We also defined boundaries for these employees, in terms of age, experience, and etc, so that we tried to conduct additional interviews and actions to attract suitable employees ...”

Training and development as the second principal of internal branding, creates the possibility of change in the knowledge and attitude of employees so that employees may face infrastructure and behavioral changes. These trainings can be carried out uninterrupted and continuously based on local and topical needs, based on mandatory programs, in service, prior to service, based on individual weaknesses, on an organizational basis. The repetition of training is one of the most important features in this study, since the hotel industry is associated with the high redeployment of employees and new employees need new training. The organizational culture that stands for the hotel brand is also a good tool to reduce the educational costs and socialization of new employees. The salient point is the need for classification and categorization of employees based on individual characteristics that causes different levels of education. The hiring of inexperienced staff is a high cost strategy in skilled jobs, so they require repetitive training and instruction, whereas hiring unskilled and inexperienced staff requires specific and dynamic training. The experts' opinion in this case is as follow “The training that is designed with respect to the needs of each sector in a purposeful and continuous manner, leads to the creation of behavior in employees...”; “Training should be based on requirements. They held the English language courses, and they all took part in it...”; “This organizational culture and the hospitality subject that has been gained through training has been passed generation to generation and time to time...” Holding periodic meetings means the formal and informal gathering of the employees and managers, exchanging views, giving feedback, and sharing the knowledge. This issue helps both the intellectual proximity and the sense of companionship and organizational cooperation. In these meetings, brand goals, current problems, employees' opinions about the dimensions of work and other items are considered. Monthly or seasonal courses are recommended for such meetings: “we make decisions about all the things that I determined in the monthly sessions, we spend time for that, advertise, and remind...”; “Business meetings

Table 3. Sub Categories and the Main Categories of the Research. Source: Authors.

Order	Sub categories	Main categories	Number of open codes	Relative weight in the main category	Rank in categories
1	Brand oriented selection and hiring system		58	0.51	1
2	Holding periodic meetings	Casual conditions	6	0.05	3
3	Training and development		49	0.43	2
4	General issues	Contextual conditions	10	0.28	3
5	Hotel location		14	0.4	1
6	The life difficulties in Tehran		11	0.31	2
7	Work-oriented management		25	0.16	4
8	Brand-oriented persuasion		40	0.25	2
9	Employee oriented management	Strategies	39	0.25	3
10	Manager behaviors		51	0.32	1
11	Becoming brand-oriented	The main phenomenon	47	1	1
12	Management problems	Intervener conditions	27	0.32	2
13	Executive errors		14	0.17	3
14	Social-cultural problems		41	0.5	1
15	The outcome of the hotel		29	0.28	2
16	The outcome of the family of the employees	Outcomes	4	0.03	3
17	The outcome of the staff		41	0.39	1
18	The outcome of the guest		29	0.28	2

add well to the knowledge. These employees know points that we should use them. If of 10 sentences 9 are trivial, the latter is definitely applicable...”

• Contextual conditions

General issues (economic instability and foreign policy issues), the position of the hotel and the difficulties of life in Tehran are contextual conditions. This means, these factors have an ignorable influence on the business environment, but they are out of management control. Therefore, their long-term effects are accepted as the basis of other branding elements.

Public issues refer to international interactions and national economy problems. International sanctions, changes in foreign relations, inflation and movement towards the recession are factors that are uncontrollable but are the contextual causes of internal branding. The experts quoted these factors as follow “The conditions of society are not of course in control of me and you. Suppose the dollar price is changing just now. I can’t change my employees’ salary by 30 percent. The money that I get from my employees is the one that we are paying now...”; “What happened in the previous

years, such as the economic instability of Iran, forced me to use card for a little purchase! The instability inside the hotel had also created a problem...”

The position of the hotel is a subjective-objective category shaped by the nature of the hotel. The multi-story claim of hotel, provides a ground for a different perception of the hotel. Customers have expectations and analyze the services in a different way. It is worthy to mention that the class of guests for whom the hotel serve, also affects the type of behavior and future interactions of the employees. Thus, the subjective nature about the hotel has a contextual role in the transactions of employees and guests. This mentality that working in a hotel is a low-level job is another case in the labor market, because service jobs in the public mind is judged to be a low-level jobs. This affects the nature of the employees of the hotel sector and undermines all internal branding processes. “The culture of our guests can be said to be effective on the culture of our staff. That is to say, our high class guests, both foreign and international have also influenced our behavioral models unconsciously...”

Tehran as a city where employees of its hotels live and travel, affects the quality of life and atmosphere. Tehran’s endless pollution, daily and night heavy traffic, the state of employment, the distrust, and the swallowing of hosting behaviors due to the current problems are among the contextual issues. According to the interviewed managers: “Air pollution causes boredom and creates insensibility...”; “Distances of the work place play an important role. Waking up 2 hours before working hours makes us tired and stressful in the work place...”

• Strategies

Work-based management, brand-oriented persuasion, employee-oriented management and manager behaviors are among the categories that include internal branding strategies. Attention to the tasks alongside paying attention to employees show the bilaterally of these strategies. Therefore, internal branding is not only meant to pay attention to the human factors but also to the organizing tasks. Work-based management emphasizes the definition of executive minimums, using formal and informal means to manage the employee efficiency. That is how and in

what way works can be done in the best possible way. The managers said “when everyone knows what the framework is, everyone knows what kind of action is troublemaker. Everyone knows that they will be in trouble for such a mistake. That is, the transparency of the framework determines which direction the employees move...”

Brand-oriented persuasion means using formal and informal means to stimulate employee motivation in line with brand values. Being reinforced by rewards, these values can make behavioral crystallization. Therefore, the employee evaluation system is directed toward attention to customers and brand identity. The flexibility of the assessment system and the emphasis on the different motivational levels of the employees and the arrangement of the motivators based on it is one of the characteristics of the system. “An example can be creating a system for evaluating personnel by guests. If the staff gets a positive vote, he should be encouraged...”; “The financial reward is the introduction of a good employee of the entire hotel, introduced by the administrator, and the competition between all units is conducted...”; “But the evaluation is done by the manager every 3 months, which is called the right of service...”

Together, work-based management and employee -based management indicates that both strategies consider the attention to employees along with the attention to work as a supplement. Employee-based management is based on the root of attention and affection for employees. That is, the hotel is going to pay attention to staff not because of their efficiency but of their humanity. The motivational architecture of the jobs and the work atmosphere together with the attracting employees ‘ participations makes the place suitable for employee-based works. That jobs have the form which employees receive personal identity and enjoyment from their daily activities, that job atmosphere allow for peace and security, and that decisions on levels of management are made in a collaborative mode, enables the employee-based work. For example, it was said: “material and nonmaterial needs get them to the high levels of self-knowledge, an employee who has been planned precisely according to his needs, will undoubtedly be satisfied with your planning and will feel satisfied with his work environment. Therefore, planning according to the requirements of the employees can pave the way for organization to make the brand...”; “Our effort here is

to pay attention to the employees' families and to address the natural hierarchical needs that Maslow has also referred to..." The manager's behaviors refers to the scientific, charismatic, authority, interpretation, and effectiveness of the manager on the employees. As an objective translation of the brand, the manager can induce employees in business processes only by his behaviors and feedbacks. The desired image of the manager and the characteristics of people-fan, justice-orientation, and purity affects the system of executive affairs and employee perceptions of the brand. Therefore, as a behavioral strategy, the manager can facilitate the internal branding process, "I can say that the manager himself should be a behavioral model..."; "The manager of the hotel needs to consider himself a worker, so that others consider themselves a worker..."; "The hotel is a matter of service and shouldn't seat at the table. "The manager should supervise the staff and be active..."; "Respecting the employees is one of the most important tasks to be done..."; "When the manager intentionally interacts with you and you understand that he pays attention, you accept him well..."

• The phenomenon

At the center of this research, brand - oriented phenomenon is located. This category has been developed with three sub-categories of operational brand, voluntary behavior and brand commitment. Brand orientation means the alignment of organizational mechanisms, behavioral and psychological environment within the hotel with the brand. That is, all that the brand needs is covered by staff and hotel managers, and brand knowledge is transformed from the surface to a deep state. Therefore, the phenomenon of research is not merely an individual or social change, but a systematic space that guarantees change in the brand. Therefore, the hotel management system is designed based on its brand and identity. The space of cooperation and participation forces employees in a way depending on the organization, where they work honestly, and are committed to it psychologically and practically. Employees' awareness of the brand does not remain in the level of knowledge and in all parts of the hotel, rather they consider themselves as a subsystem of the system as a whole and understand and cover hotel goals from the angle of their tasks. Hotel managers themselves are an example of a brand and their

actions are an educational and practical display of brand goals. Thus voluntary supports flow into the workspace and organizational goals are considered by managers and employees more than organizational jobs. The opinions of the interviewers about phenomena are as follows:

"That is, the transformation of training into something into their minds..."; "It is our honor to have one of our employees doing more than his duty and that is, we are higher than competitors. This means our employees are sensitive to customers and apply this sensitivity in a serious and formal manner..."; "Empathy between managers and employees clarifies this objective very well i.e. managers and employees are on the companionship in a common theme..."; "It's interesting to know that when I was sick and I was unable to work in the workplace, the managing director sent a message that things went better when you aren't. Because unit employees plan to compensate for their manager's absence and a kind of unity between them has made things perfect and better than normal..."

• Intervening conditions

Overall management problems (human resource management and manager behaviors), administrative errors and cultural social problems are factors that play a role in the brand-oriented system of the hotel. Management problems can arise from organization, non-equity-oriented of the decisions, managerial instability, overcoming informal relationships, unmanaged disappointments, ongoing human resource deprivation, and the causeless of the human resources. These problems can have a negative effect on all effective factors in the brand loyalty of the employees." The needs may be known, but not practical as we are in the public sector. The public sector has nothing to do with all aspects of work but limits itself. That is we know what we need, but we can't answer them all..."; Perhaps dissatisfied with the income they have at the hotel or the instructions that the hotel has given, these people don't feel justice and see the inequality between their labor and the income and do not do their work properly. I think that non-adequate salaries and income make employees not to do their jobs properly..."; "On the other hand, imagine the hotel has promised you a reward and every three months according to the hotel's benefit, you receive a reward. As soon as this amount is not paid,

the spirits of the people will be easily destroyed...”

Personal dissatisfactions, habits of life, far distance of employees, lack of appropriate facilities to perform tasks and human errors, are among the factors contributing to executive errors. The errors that arise from the individual and the desired result or the process of achieving the result will affect the internal branding.” It is enough that at the first stage, the person learn something wrong. So he went on with the same mistake...”; “I accept this claim that human resource has the highest importance. But, as far as we consider, the mood of the person is very variable, and human errors have a lot of changes...”

The dominant educational atmosphere in society which is non-functional and non-practical, family problems, female caretaker women, inappropriate characteristics and behaviors of some guests, attention to relationships rather than abilities are among the issues that due to the social and cultural characteristics of Iranian society, play the role of interventions. “Our job-seeker has been studying for about four years, but he does not know anything. Our university education is unfortunately non-practical. Internships are also non-practical and unhelpful...”; “The administrative directors and ethnicities directly affect the employment of ethnicities. The Turks and Northerners and ...have led a person to be recruited closer to the hired person. There is some kind of ethnic discrimination...”; “...The most important is the personnel themselves. An employee can easily make a positive employee negative. That is, entering a social environment of the poisoned work may be the most destructive element in the system. Of course, there are personal problems on the other side...”

• Consequences

At first glance, the main consequence of internal branding is to achieve value in human resources. But other dimensions such as the consequence of the staffs’ family, the outcome of the hotel and the outcome of hotel guests are the results of the internal brand management results. Employees may change attitudes in the initial stage, and move toward behavior change. But the positive effects of these changes on their families will continually contribute to the strength of the internal branding system. They understand the effects of training, feeling of attachment to the hotel and the value of their family members and feel good about the hotel.

This good feeling transfers to the staff and increases their dependence on the hotel. According to the experts, these concepts are remarkable: “If we transfer this peace to our employees, they also transfer it to their families. This calm is again transferred from the families to our employees and is returned to our business environment through the staff...”; In addition, the families of employees also have a role in this issue. Their positive perceptions of the hotel brand and their members’ activities in the hotel make them behave well and nice, and their positive effects on employees will make them work better and more efficiently...”; “Internal branding is to motivate coworkers to become internal advertisements. That is, our employees are committed to the organization and their activities with the conditions we have provided for them so that they act as advertisements and communication systems...”; “Productivity not material, personal health and calmness. These people come up with satisfaction in the morning. Leaving for absence is not calm for them. Working is calm for them. They don’t want to leave because the work environment is calm...”

As the most important and competitive advantage of hotels, guests receive more desirable service from employee satisfaction, and move toward a satisfied customer and brand value. So the chances of returning and experiencing new guests are higher. According to the managers: “It has occurred a lot that our foreign guests who have gone, introduced us to others. That is a sign of our good relationship...”; “In terms of income, there is a situation that more customers get involved in our system and my personnel do not change, and this personnel survival means more cognition of the customer...”

Finally, the hotel introduces Iran to other countries, i.e. public diplomacy. Attracting more guests and more credit, less hardware loss, better income and higher occupation are the results that the hotel will obtain from internal branding. Thus, the behavioral and commitment changes of employees are the ending results of the financial and economical benefits of the hotel. The hotel will eventually find a position to choose and select the type and style of the future guest. In the opinion of the experts, these terms can be quoted as:” The highest positive score is that the negative perceptions of foreign countries will lost to us. When a tourist comes and the

service is on time and he receives good behavior, his view and opinion changes about Iran...”; There were nights that all of our passengers were foreigner, and in some cases the occupied coefficient was 100%. We can say that these are the results of all these sayings...”

The paradigmatic Framework of research

As mentioned, the six-part model proposed by Strauss-Corbin is the basis for introducing the internal brand management models in the city of Tehran. In this causal model, the factors lead to the formation of the phenomenon, the phenomenon is the most important category that is associated with most of the categories. Strategy is the methods and paths that make it possible to reach outcomes. Interveners are disturbing and affecting factors that are problematic in achieving outcomes and the context is a platform that is beyond the control and power of internal branding processes, but the process is shaped in them. Figure 1 shows the model of this study.

Discussion and Conclusion

The present study seeks to extract the internal brand management model in the hotels of Tehran. This model showed that internal branding is not just an educational act, rather it is a management activity that its dimensions of control, organization and monitoring are continuously regulated according to the brand programs. Managers

in different behavioral and operational roles enable the enhancement and development of the brand. Tasks are as important as employees, but the arrangement of the tasks with respect to motivation and good sense of staff encourages the desired atmosphere or brand oriented organizational culture. Although the customer preconceptions about hotels affect the behavior and satisfaction of customers and employees, the main moment of contact and the frontline staff are the most important capacity-building sectors in this management process. After combining the findings of this study with previous studies, the Table 4 was extracted that shows the innovation of this study.

From the adaptation of the findings to previous studies, it is clear that the intervening conditions and the field that depends on the cultural and social factors of Tehran are not taken into account in any of these models. In addition, in the strategic factors, the two categories of work-oriented management and employee-centered management have been discussed for the first time. While the strategy of brand-oriented persuasion by Trauga and Punjuri and the strategic category of managerial behaviors by Boolean and Tragua had already been discussed.

The consequence of the family of employees has never been mentioned in any model. This outcome is considered as a major source for other outcomes and should be taken into consideration. That is, internal branding programs should focus on family feelings and attitudes and create

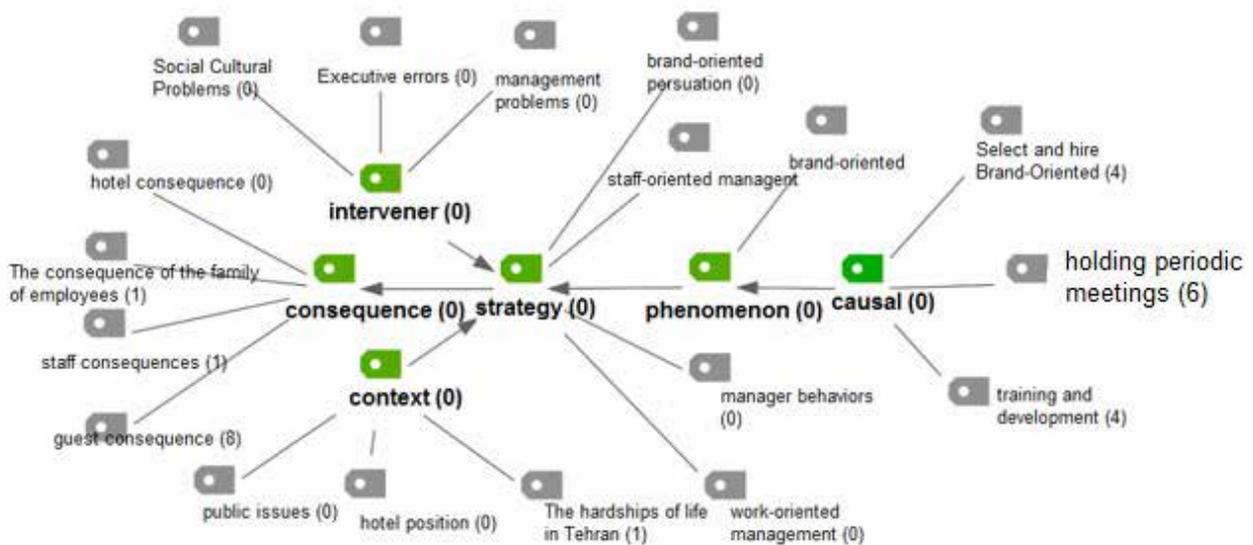


Fig. 1. The paradigmatic framework of research. Source: Authors.

Table 4. Matching research categories according to previous models. Source: Authors.

Main category	Subcategory	Direct & indirect references	Description of pattern innovation
Causal conditions	Brand-oriented selection and requirement	(Zhang & Niu, 2015) (Punjaisri & Wilson, 2011) (Terlav, Konečnik Ruzzier & Kaše, 2016)	This category is considered as the selection and requirement, but the brand-orientation identity and its guiding elements to brand-orientation was not considered in any model.
	Periodic meetings	(Buil, Martínez & Matute, 2016) (Lee, Kim & Kim, 2014) (Terlav, Konečnik Ruzzier & Kaše, 2016) (Zhang & Niu, 2015) (Punjaisri & Wilson, 2011) (Punjaisri, Evanschitzky & Wilson, 2009) (Punjaisri & Wilson, 2007)	This category is considered in other studies but it was not specified what form of sessions are required for hotel industry.
	Training & development	(Lee, Kim & Kim, 2014) (Terlav, Konečnik Ruzzier & Kaše, 2016) (Zhang & Niu, 2015) (Punjaisri & Wilson, 2011)	This category has the highest emphasis on the other models, and there was only a new innovation in the features in Tehran hotel industry.
	General issues		First introduced in this study
	Hotel position		First introduced in this study
Contextual conditions	The hardships of life in Tehran		Introduced for the first time in this study
Strategies	Work-oriented management		Introduced for the first time in this study
	Brand-Oriented persuasion	(Terlav, Konečnik Ruzzier & Kaše, 2016) (Punjaisri & Wilson, 2011)	Encouragement as one of the most commonly used tools for internal brand management has already been taken into consideration
	Employee-centered management		Introduced for the first time in this study
	Manager behaviors	(Buil, Martínez & Matute, 2016) (Terlav, Konečnik Ruzzier & Kaše, 2016)	This category has been considered in other studies as leadership behaviors. The nature of the business in the city of Tehran reduced the subject matter to management topics. The focus of this study on humanitarian behaviors and work behaviors clarified the type of expected behaviors of managers.
Main phenomenon	Brand-oriented	(Xiong, King & Piehler, 2013) (Buil, Martínez & Matute, 2016) (Terlav, Konečnik Ruzzier & Kaše, 2016)	This view have not been reported, and the phenomenon of research is highly innovative.
	Management problems		Introduced for the first time in this study
Intervening conditions	Executive errors		Introduced for the first time in this study
	Social Cultural Problems		Introduced for the first time in this study
Consequences	The consequence of hotel	(Punjaisri & Wilson, 2011) (Zhang & Niu, 2015) (Punjaisri, Evanschitzky & Wilson, 2009) (Xiong, King & Piehler, 2013)	So far, it has been quoted similarly in other studies.
	The consequence of the family of employees		This is the Innovation of the study, and it has been recognized as a supportive nucleus for other outcomes.
	The consequence of the staff	(Buil, Martínez & Matute, 2016) (Lee, Kim & Kim, 2014)	So far, it has been quoted similarly in other studies.
	The consequence of guest	(Zhang & Niu, 2015)	So far, it has been quoted similarly in other studies.

a relaxed atmosphere for employees from within the family. In the research phenomenon, brand orientation was introduced as an executive, behavioral and emotional mechanism that was introduced in the studies of Tragova, Zeign and Boolean with brand commitment and loyalty concepts. In these studies, brand-oriented subject was considered to be emotional and behavioral concepts and the mechanisms for its creation had been neglected.

Although the present model was introduced as an innovation, but it exhibited a combination of existing models, with this difference that is explained by the cultural context, system integrity and different layers of the consequence. The proposed strategies in hotels in Tehran show that there is no best way of managing the internal brand and that employee-oriented management models should be considered alongside the work-oriented management. That is, a balance between attentions to employees should be set aside from the attention to hotel work. Therefore, the architecture of human resources, along with the architecture of the atmosphere of the organization, should be considered with respect to the structure of the jobs and the responsibilities of the hotel. The findings of this study show that in order to manage the internal brand in hotels in Tehran, it is necessary to actively participate in human resources management units, marketing and senior managers.

Since no model has been developed and introduced in the management of the internal brand of hotel sector in Iran, it is recommended that researchers use this model and conduct quantitative and complementary tests to identify other communications between indicators. Since different industries' brands demand different models, similar studies are recommended in other parts of tourism industry. As one of the most important parts of the hotel industry, the food and drink sector needs to be investigated. Since research with grounded theory requires in-depth interviews with experts, the main issue after finding and setting up is confidence-making.

Endnote

1. From the perspective of Aaker the special brand value, includes a set of assets and obligations that are distinguished by the use of brand-related and brand names. From his perspective, these assets include brand awareness, brand loyalty, perceived quality and brand association. Brand identity as a set of brand associations in the customer's mind is very important, that it can be summarized to what the brand offers or the promises to customers (Aaker, 2009: 146).

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