

Brand & Internal Culture

Marketing

Why the brand promise fails if staff have not heard it.

Aligning the inside with the outside.

Where it breaks

Promise made without operational capacity

Frontline staff learn the campaign from ads

Incentives reward the opposite behaviour

Policy contradicts the stated values

What helps

Brief staff before the public sees it

Give frontline discretion to resolve issues

Align incentives with the promise

Recruit for the behaviour you advertise

Advertising a promise the operation cannot keep accelerates the damage: it raises expectation before the failure.