

# 10

## Corporate Brand Orientation: What Is It? What of It?

*John M.T. Balmer*

### Introduction

This article advances the brand orientation notion as it applies to corporate brands *via* the introduction and explication of what the author calls *corporate brand orientation*. A corporate brand orientation represents a logical development, if not a logical *dénouement*, of the brand orientation notion introduced by Urde (1994).

A corporate brand orientation refers to a category of institution in which the corporate brand specifically acts as the cornerstone – and, moreover, the centripetal force – that informs and guides the organisation, especially in relation to its core philosophy and culture.

Whereas a *centripetal* perspective informs the corporate brand orientation perspective – where the corporate brand serves as an organisation's key touch-point – some organisations are likely to have a *centrifugal* corporate branding approach. In this instance, a corporate brand is viewed as *one* of several, albeit significant, organisational imperatives.

### Approach and rationale

Although the corporate brand and brand orientation literatures both date back to the mid-1990s – as various reviews attest (see Balmer and Gray, 2003; Balmer 2010; Evans *et al*, 2012; Urde *et al*, 2013) – to date, there has been an oversight in explicitly linking brand orientation to corporate brands within the annals of both brand orientation and corporate brand management. Within the brand orientation literature,

---

Reprinted from John M.T. Balmer (2013) “Corporate Brand Orientation: What Is It? What of It?” in *Journal of Brand Management*, 20 (pp. 723–741). With kind permission from Palgrave Macmillan. All rights reserved.

there are resemblances with the corporate brand orientation notion, as espoused in this article. However, the links between brand orientation and with corporate brands have, for the most part, been implicit and embryonic.

The main tenor of this article is to further shed light on the significance of the brand orientation notion, specifically, as it applies to corporate brands. In this article, the corporate brand orientation perspective *is* made explicit, *is* given intelligibility, and *is* afforded significance *via* the introduction and explication of the corporate brand orientation designation.

Another of its ambitions is to recognise and celebrate extant scholarship in the brand orientation field and, in particular, the seminal work of Urde (1994) on the eve of the twentieth anniversary, in 2014, of his groundbreaking work.

Coincidentally, 2015 marks the twentieth anniversary of the first major article specifically devoted to corporate brands (Balmer, 1995).

Curiously, brand orientation has only received intermittent attention in the *Journal of Brand Management (JBM)* – see Gromark and Melin (2011) – and it is hoped that this article will also rekindle interest in the territory among the readership of *JBM*.

The perspectives and viewpoints advanced in this commentary are primarily informed by the author's own reflections of the corporate brand orientation domain. For the sake of expediency, many of the references given in this commentary are those of the author and his co-authors.

Readers of this commentary will of course wish to apprise themselves of the literatures relating to brand orientation, corporate brands, corporate brand identification and corporate marketing. A list of further reading has been included to this end.

### **Corporate brand orientation: a logical development**

As such, the formal introduction of a corporate brand orientation doctrine not only broadens but, arguably, also adds a degree of nuance and significance to the brand orientation field.

For the author, the espousal of the corporate brand orientation – which explicitly links the brand orientation notion to corporate brands – represents an entirely logical development of the original brand orientation perspective articulated by Urde (1994) in his *Journal of Consumer Marketing* article entitled 'Brand orientation – A strategy for survival'.

This being noted, this article airs the author's assessment that the brand orientation as it pertains to corporate brands is qualitatively different from the brand orientation as it applies to brands *per se*.

In addition, the formal introduction of the corporate brand orientation notion may advance the general discernment of the brand orientation territory by providing sharper and firmer theoretical/instrumental bases for brand orientation at the corporate level.

### **Brand orientation perspectives**

Significantly, and building on the above, there is also a logic in categorising other brand orientation perspectives. As a first step towards this aim, the brand orientation nomenclature is seen to encompass the following:

- *Corporate brand orientation*  
(an organisation's centripetal force based on a corporate brand).  
(NB: A corporate services brand orientation will need to take cognisance of the particularly important role of employees).
- *Product brand orientation*  
(an organisation's centripetal force based on its product brands).
- *Service brand orientation*  
(not at the corporate level) (an organisation's centripetal force based on its noncorporate service brands).
- *Omni-brand orientation*  
(an organisation's centripetal force based on the firm's brands in their totality).

### **Corporate-level orientation perspectives**

It should be remembered that there are a number of possible orientations *at the corporate level*. These include corporate brand, corporate identity, corporate marketing and total corporate communication orientations. Such perspectives are not necessarily mutually exclusive and multiple orientations are possible.

- *Corporate brand orientation*  
(the corporate brand as an organisation's centripetal force based on a corporate brand's value and covenant/'promise'. This viewpoint informs this article).
- *Corporate identity orientation*  
(the corporate identity as an organisation's centripetal force based on an organisation's innate characteristics that define and differentiate an entity; Balmer, 2008).
- *Corporate marketing orientation*  
(the corporate marketing philosophy as an organisation's centripetal force based on a corporate-level marketing philosophy that regards

the organisation – including both its corporate brand and corporate identity – as the main interface with its customers and importantly its other stakeholder groups. See Balmer, 2011).

- *Total corporate communication orientation* (total corporate communications as an organisation's centripetal force/s based on the view that total corporate communication provides a critical and strategic lens grounded in the precept that everything an organisation says makes or communicates. See Balmer, 1995, 1998). Total corporate communications comprise primary communications – the communication effects of products, services, management, staff and corporate behaviour; secondary communications – the communication effects of controlled forms of communications such as advertising, PR and so on; and tertiary communications – the communication effects of communications given by third parties (see Balmer and Gray, 1999; also see Illia and Balmer, 2012).

The corporate brand and corporate identity orientations, for some, may appear to be comparable, but there are significant differences. It has been previously argued that both identity-based views of the firm and identity-based views of corporate brands (see Balmer, 2008, pp. 893–984) afford salient and legitimate, *but different*, corporate-level perspectives. This was explained as follows:

Whereas a corporate identity draws on the complex mix of institutional traits, the essence of corporate branding is to be found from the values which are associated with the (corporate) brand and which represent an informal contract (sometimes called a covenant) between the institutional brand and its various stakeholders. (Balmer, 2008, p. 894)

As such, an orientation grounded in a corporate identity focuses on the organisation's *raison d'être*: what it does, its ethos, operating style, size, markets covered and mode of stakeholder engagement.

In contrast, a corporate brand orientation is grounded in the core promises and stakeholder expectations with which the corporate brand is associated.

Moreover, a corporate identity orientation is broader and more complex in scope than a corporate brand orientation. This being said, the two *are linked* as the promises and expectations linked to a corporate brand are delivered by the corporate identity. It is important to note,

however, that the corporate identity/ corporate brand orientation axis can be tightly, firmly or loosely coupled.

### **Corporate brand orientation and a corporate marketing logic**

Importantly, linking corporate brand orientation to a corporate/organisational marketing logic<sup>1</sup> is, from the author's perspective, a key tenet of the corporate brand orientation.

Whereas extant discussions of brand orientation (Urde *et al*, 2013) have been explored in the context of the traditional marketing logic (the latter, typically, has a customer focus and product/services foci), it has *not* been discussed from the perspective of a corporate marketing logic (this has a stakeholder and institutional foci).

Reprising the key points of this introduction, the author holds that Urde's (1994) brand orientation perspective is especially salient apropos corporate brands. As such, this requires a new approach to brand orientation: *corporate brand orientation*.

## **Brand orientation and corporate brand orientation: Progress, problems and prospects**

### **Progress**

Recent, insightful reviews of the brand orientation canon have advanced the general comprehension of the domain. This includes the elucidation and comparison of various brand orientation and marketing perspectives (Urde *et al*, 2013) and the identification of philosophical, behavioural and hybrid approaches to the field (Evans *et al*, 2012).

### **Problems**

Significantly, Evans *et al* (2012) note that within the brand orientation canon there has been a failure to build on extant work on the territory. As a consequence, this has impeded the development of the brand orientation construct.

These authors (Evans *et al* 2012) also observed a lack of clarity in terms of the focus of brand orientation. To reiterate, sometimes the notion appears to refer to the corporate brand and at other times to brands in their totality. Clearly, an organisational-wide philosophy and culture grounded in a corporate brand is markedly different from a philosophy and culture that focus on brands *per se*.

Consider the following explanations of brand orientation that, respectively, reveal the lack of clarity in terms of whether brand orientation

should refer to the corporate brand or, more generally, to a company's brands in their totality:

*(brand orientation is)* 'the degree to which the organisation values brands and its practices are oriented towards building brand capabilities.' (Bridson and Evans, 2004, p. 404)

*(brand orientation is)* the extent to which organisations regard themselves as brands and an indication of how much (or how) little the organisation accepts the theory and practice of branding. (Hankinson, 2001b, p. 231)

## Prospects

For his part, the writer has noted four opportunities through which the brand orientation can be advanced:

- the efficacy in explicitly linking the brand orientation notion to corporate brands/ the corporate brand literature *per se*;
- the efficacy in clearly linking brand orientation to the literature on corporate marketing;
- the efficacy in fully linking brand orientation to the literature on corporate brand identification, especially as it relates to employees/ organisational members;
- the efficacy in fully discriminating between corporate brand orientation categories  
*(this has already been detailed earlier).*

## The brand orientation canon

Today, the brand orientation notion has, unquestionably, become a conspicuous *leitmotif* within the branding canon. The notion that organisations should orient themselves around their brands (or as the author advances in this article their corporate brands), can be viewed as pervasive and powerful perspectives.

The brand orientation domain has an enviable and enduring provenance. Scrutinising the canon, it is clear that the field that has attracted the attention of a significant number of scholars (for example, Urde, 1994, 1999; Hankinson, 2001a, b, 2002; Bridson and Evans, 2004;

Ewing and Napoli, 2005; Reid *et al*, 2005; Wong and Merrilees, 2005, 2008; Napoli, 2006; Baumgarth, 2009, 2010; Gromark and Melin, 2011; Evans *et al*, 2012; Lanauze and Aurier, 2012; Urde *et al*, 2013).

### **The brand orientation canon in context**

Space does not permit a detailed overview of the literature. This being noted, the breadth and depth of the brand orientation domain in terms of its (i) disciplinary roots, (ii) breadth of foci and (iii) sectoral foci of the domain can be seen in Table 10.1.

In terms of the importance of brand orientation, scholars have variously noted its importance. This includes its role in affording corporate-wide interaction, market sensing and orchestration (Ewing and Napoli, 2005) and its conferment of organisational distinctiveness, functionality, augmentation and symbolism (Evans *et al*, 2012).

### **The brand orientation canon: symptomatic ‘schools of thought’ and brand orientation as a portmanteau term**

Within the brand orientation canon, a variety of perspectives can be discerned. These are characterised by the author as symptomatic ‘schools of thought’ (see Figure 10.1 and Table 10.2). The above being observed, the wide and, sometimes, indeterminate application of the brand orientation by scholars can sometimes, unwittingly, bestow a good deal of complexity to the territory.

As such, the brand orientation can be characterised as a portmanteau term.

### **Bases of corporate brand orientation**

By means of recapitulation, a key aim of this commentary is to introduce and particularise the corporate brand orientation doctrine.

The corporate brand orientation notion – in the author’s estimation – is, primarily, quadripartite in nature (see Figure 10.2) and marshals insights from the following literatures:

- a. *The brand orientation literature* (Urde, 1994)  
(the recognition of brand orientation as an organisational-wide culture and philosophy focusing on ‘the brand/brands’).
- b. *The corporate brand literature* (Balmer, 1995)  
(the recognition of the corporate brand as a distinct category of brand and one that is profoundly different from product brands on

Table 10.1 The brand orientation canon in context

---

**Breadth and depth of the brand orientation domain in terms of its (i) disciplinary roots, (ii) breadth of foci and (iii) sectoral foci**


---

*(i) Brand orientation: Disciplinary roots*

Behavioural economics and strategy (implicit)	Urde (1994)
Marketing and marketing strategy	Wong and Merrilees (2008)
Institutional-wide concern	Hankinson (2001a, b, 2002), Ewing and Napoli (2005), Evans <i>et al</i> (2012)
Economics	Gromark and Melin (2011)

*(ii) Breadth of foci*

Creation, development and management	Urde (1994), Ewing and Napoli (2005), Simoes and Dibb (2001) Wong and Merrilees (2005, 2008)
Internal importance	Hankinson (2001a, b, 2002)
Significance for institutional performance	Napoli (2006)
Economic and fiscal advantages	Gromark and Melin (2011)
Consumers attitudinal loyalty ( <i>perceived brand relationship</i> )	Lanauze and Aurier (2012)
Reflections on integrated marketing communication, market orientation and brand orientation	Reid <i>et al</i> (2005)
Reflections on brand orientation versus marketing orientation	Baumgarth <i>et al</i> (2011), Urde <i>et al</i> (2013)

*(iii) Industry/sectoral foci*

Multi-sectoral	Urde (1994), Urde <i>et al</i> (2013)
Charities	Hankinson (2001a)
International companies	Wong and Merrilee 2007, Evans <i>et al</i> (2012)
Museums	Evans <i>et al</i> (2012)
Not-for-profit organisations	Ewing and Napoli (2005)
Packaged goods	Lanauze and Aurier (2012)
Retailing	Bridson and Evans (2004)
Small and medium enterprises	Wong and Merrilees (2005)

---

many dimensions. Corporate brands can be viewed as a distinct identity type and also have an economic value applying the economic theory of the resource-based view of the firm; see Balmer and Gray, 2003; Balmer, 2010).

c. *The corporate marketing literature* (Balmer, 1998)

(the precepts of marketing are not only applicable to products and services but are also germane at the corporate level. As such,



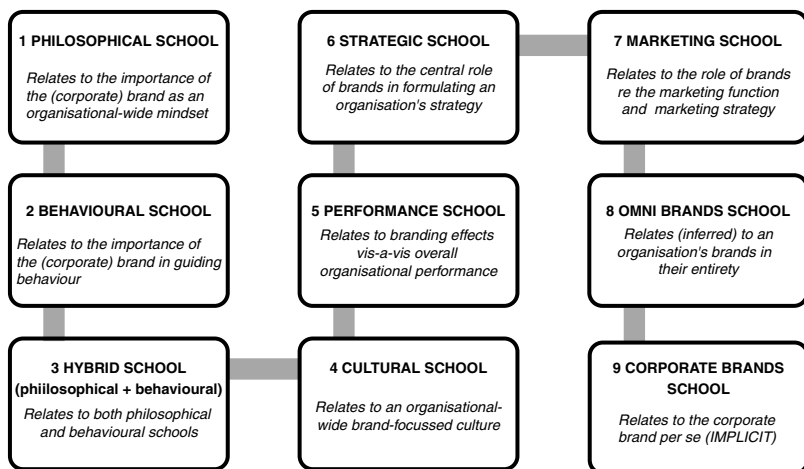


Figure 10.1 Brand orientation: symptomatic schools of thought

Table 10.2 Brand orientation: Symptomatic schools of thought – indicative sources and explanations (it should be noted that these symptomatic schools of thought should not necessarily be viewed as mutually exclusive)

1. Philosophical school\*: Brand orientation relates to an organisational-wide philosophy that accepts the organisation as a brand (Hankinson, 2001a, b, 2002; Ewing and Napoli, 2005; Evans *et al*, 2012).  
\*this school was identified by Evans *et al* (2012)
2. Behavioural school\*: Brand orientation relates to how the brand guides behaviour (Urde, 1994; Bridson and Evans, 2004).  
\*this school was identified by Evans *et al* (2012)
3. Hybrid school\* (behavioural and philosophical): Brand orientation relates to a brand-focussed organisational-wide philosophy and organisational behaviours (Evans *et al*, 2012; Ewing and Napoli, 2005).  
\*this school was identified by Evans *et al* (2012)
4. Cultural school: Brand orientation relates to an organisational-wide culture (Urde *et al*, 2013).
5. Performance school: Brand orientation is associated with improved corporate performance (Urde *et al*, 2013).
6. Strategic school: Brand orientation is viewed as a starting point for corporate strategy (Urde, 1994).
7. Marketing school: Brand orientation is viewed as component of the marketing function (Wong and Merrilees, 2008).
8. Omni-brand school: Brand orientation relates to a philosophy and culture that focuses on an organisation's brands in their entirety (Bridson and Evans, 2004).
9. Corporate brand school: Brand orientation as it specifically relates to a corporate brand (*made explicit in this article*).

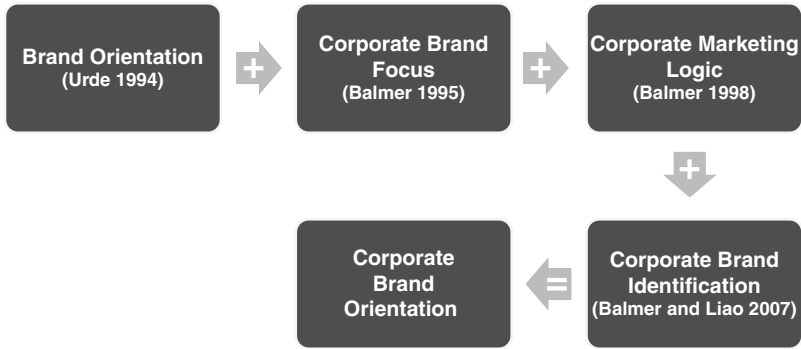


Figure 10.2 The quadripartite bases of corporate brand orientation: brand orientation, corporate brand focus and a corporate marketing logic

corporate marketing accords importance to corporate brands and corporate identities. Both can be the major points of distinctiveness, differentiation, competitiveness and attractiveness for a corporation. Whereas orthodox marketing approaches focuses on customers, the corporate marketing logic aims to meet the wants, needs and desires not only of customers *but of other stakeholders too*. It is informed by identity-based views of the firm, corporate social responsibility (CSR) and ethics, and an omni-temporal perspective *vis-a-vis* stakeholders. A corporate marketing logic is underpinned by key corporate level constructs viz: corporate brand, corporate identity, corporate communications, corporate image and reputation, corporate culture and so on. Arguably, corporate marketing represents a quasi ‘critical’ approach to the marketing domain).

- d. *The corporate brand identification literature* (Balmer and Liao, 2007) (the recognition that customer, employee and other stakeholder identification not only applies to corporate identities but, importantly, applies to corporate brands too. In the context of this article, *vis-à-vis* corporate brand orientation, the focus is on employee/organisational member identification with the corporate brand. It should be noted that an individual’s sense of identity can be informed by a corporate brand. In addition, in order for an organisation to have meaningful corporate brand orientation, it is a requisite for organisational members to have a strong sense of identification with both the corporate brand identity and the corporate brand culture. See the

identity-based views of corporate brand perspective in Balmer, 2008 for the latter).

Table 10.3 provides definitions/explanations for these four perspectives.

### **Brand orientation and corporate brand: parallel worlds**

Considering the foundations, trajectories and prominence of both the brand orientation and corporate brand domains, it seems curious why these two areas have not been integrated.

Moreover, when the early literatures on both areas are compared (covering the period from the mid-1990s to the early 2000s) – see Table 10.4 – it is apparent how, by the early 2000s, the corporate brand construct had already achieved considerable purchase among scholars. The prediction that corporate brands would emerge as a prominent area of concern (Balmer, 1995, 1998) has evidently come to fruition.

As such, given the wide interest in corporate brands, some may find it inexplicable why the brand orientation canon has *not* accorded greater and sharper prominence to corporate brands.

Of course, by the same token, much the same can be said about the failure on the part of corporate brand scholars who have *equally failed* to marshal perspectives from the brand orientation canon.

### **Tentative moves towards integration: a recent meeting of minds**

Given the author's long-standing interest in corporate brands, he has been greatly encouraged and heartened by the recent observations and conclusions of the work of (i) Evans, Bridson and Rentschler in 2012 and (ii) the more recent work of Urde, Baumgarth and Merrilees in 2013.

For instance, the explanation of brand orientation by Evans *et al* (2012) is, in many regards, similar to the author's own explication of the corporate brand in the same year (see Table 10.5).

Furthermore, the recent conclusion of Urde *et al* (2013) is clearly in alignment with the author's firmly held convictions *vis-à-vis* the inexorable link – and efficacy – between brand orientation *via* a corporate brand perspective. The short aside contained in the above article and the stance adopted in this commentary represents the first tentative steps in terms of a greater integration of brand orientation in the context of corporate brands.

*Table 10.3* Definitions and explanation of brand orientation, corporate brands, corporate marketing and corporate brand identification

---

**Explicating brand orientation**

---

Urde (1994) and Urde *et al* (2013)

“An approach in which the processes of the organisation revolve around the creation, development, and protection of brand identity in an on-going interaction with target customers with the aim of achieving lasting competitive advantage in the form of brands”. (Urde, 1994, p. 117)

---

“Brand orientation emphasises the significance of the brand identity (mission, vision and values) as a guiding light and hub for organisational culture, behaviour and strategy. The internal aspect of the brand-the organisation-is seen as vital in the brand-building process. The perspective is from the inside out, while the needs and wants of consumers are recognised, the integrity of the brand is paramount”. Urde *et al* (2013, p. 16)

---

**Explicating corporate brands**

---

Balmer (2001a) and Balmer and Greyser (2003)

“A corporate brand involves, in most instances, the conscious decision by senior management to distil and make known, the attributes of the organisation’s identity in the form of a clearly defined branding proposition. This proposition underpins organisational efforts to communicate, differentiate, and enhance the brand *vis-à-vis* stakeholder groups and networks. The proposition may be viewed as the organisation’s covenant with its customers, stakeholder groups and networks. As such, a corporate brand proposition required total corporate commitment from all levels of personnel. It particularly requires CEO and senior management fealty as well as financial support”. (Balmer, 2001a, p. 15)

---

“Corporate brands are found in organisational bodies of every category. While the construct is equally applicable to countries, regions, cities, etc., it is more usually applied to corporations and their subsidiaries. Corporate brands also boundary-span organisations.

The corporate branding philosophy, at its core, represents an explicit covenant between an organisation and its key stakeholder groups including customers.

The covenant is set forth by senior management in terms of a clearly articulated corporate branding proposition. It is professed via the multiple channels of communication. It is experienced through corporate and staff behaviour, and, importantly, through the organisation’s products and/or services.

A corporate brand, although it creates awareness and recognition via a name of logo, needs to articulate its accord with key stakeholders by demonstrating, unceasingly and over time that it has kept its corporate branding pledge. As such it became a mark of assurance.

What of visual and verbal identifiers? A clever design has little intrinsic value of its own. However, it can achieve significant leverage when the promise explicit in the corporate brands has been kept and has been experienced consistently and over time. Only then will such verbal and visual identifiers potentially have enormous intrinsic worth". (Balmer and Greyser, 2003, p. 246)

#### Comparing corporate and product brands (Balmer, 2001a)

Product brands	Corporate brands
Management	CEO
Responsibility	All personnel
Cognate discipline(s)	Strategy/multidisciplinary
Communications mix	Total corporate communications
Focus	Multiple internal and external stakeholder groups and networks
Values	Those of founder(s) + mix of corporate + other sub-cultures
Brand gestation*	Medium to long

*Source:* The above is slightly adapted from Balmer (2001a, pp. 1–2), in that the \*brand gestation dimensions were added latter on (see Balmer and Gray, 2003).

#### Explicating corporate marketing (Balmer, 2011)

"Corporate marketing is a customer, stakeholder, societal and CSR/Ethical focussed philosophy enacted via an organisational-wide orientation and culture. A corporate marketing rational complements the goods and services logic. It is informed by identity-based views of the firm: this is a perspective which accords importance to corporate identities and corporate brands. The latter provide distinctive platforms from which multi-lateral, organisational and stakeholder/ societal relationships are fostered to all-round advantage.

(continued)

Table 10.3 Continued

Whilst its primary focus is on mutually advantageous multi-lateral organisation and customer/stakeholder partnerships of the present and future, a corporate marketing logic also has sensitivity to the institution's inheritance. The corporate marketing orientation is also mindful of its corporate responsibilities in societal, ethical and in CSR terms. All employees share responsibility for the corporate marketing orientation, but senior managers and the CEO in particular have ultimate stewardship of the corporate marketing orientation. The espoused benefits of a corporate marketing logic include the establishment of ongoing and bilateral positive organisational/customer-stakeholder relationships; the establishment and maintenance of trust, and the acquisition of meaningful and positive corporate reputations; the creation of shareholder and/or stakeholder value via the establishment of strong, salient and appealing corporate brands; institutional saliency in its markets (corporate survival and profitability); and the license to operate in terms of the organisation's societal, ethical and CSR by virtue of the organisation's responsibilities and sensitivities in terms of the aforementioned". (Balmer, 2011 pp. 1345–1346)

**Corporate marketing in the context of extant marketing models (Balmer and Greyser, 2006)**

<b>Assumption about</b>	<b>The manipulative model (product orientation)</b>	<b>The transactional model (orthodox marketing)</b>	<b>The service model (services marketing orientation)</b>	<b>The corporate model (corporate marketing orientation)</b>
Power balance in the marketplace	Marketers dominate	Consumer–market balance	Consumers dominate	Consumers and (other) stakeholders dominate
Origin of consumer needs/ desires	With marketers	With consumers and marketers	With consumers	With consumers and stakeholders
Type of consumer power	Forces consumer choice	Consumer choice	Consumer sovereignty	Consumer and stakeholder sovereignty
Marketplace warning	<i>Caveat Emptor</i> (Buyer beware)	<i>Caveat Omnes</i> (All beware)	<i>Caveat Venditor</i> (Seller beware)	<i>Caveat Societas</i> (Company beware)

Role of marketer	To persuade/seduce consumers	To work with consumers	To service/cater to consumers	To work with consumers and stakeholders
	The consumer's adversary	The consumer's partner	The consumer's servant	The stakeholder's servant

Source: Slightly adapted from Balmer (2006) and from Balmer and Greyser (2006, p. 733). The above represents a development of the work of Owens and Greyser in Greyser (1997) whose earlier model made reference to the manipulative/transactional/service but did not make reference to the corporate model.

---

### Explicating corporate brand identification

---

Balmer and Liao (2007), Balmer (2008) and Balmer *et al* (2010)

“Customer and stakeholder identification, broadly speaking, relates to the degree to which an individual’s, or group’s, affinity with an organisation mirrors the distinctive characteristics of an organisation... It is not difficult to see how this perspective is applicable to corporate brands”. (p. 361)

“... we believe our research is distinctive in that it focusses on corporate brand identification”. (P. 362)

“The first finding revealed there to be three types of corporate brand identification. Identification, brand member, brand supporter and brand owner”. (p. 363)

“The study revealed that in corporate brand identification terms there were three modes of corporate brand identification: a corporate brand *member* had a *quasi-legal relationship* with the corporate brand a corporate brand *supporter* had a *trusting relationship* with the corporate brand and a corporate brand *owner* had an *emotional relationship* with the corporate brand”. (Balmer and Liao, 2007, p. 368)

“Increasingly, as a consequence of the hollowing out of the corporate shell caused by the outsourcing of production and service support, identification occurs at the level of the corporate brand rather than to (at the level of) the corporate identity”. (Balmer, 2008, p. 891)

“This article reveals an a priori link between the effective management of corporate brands and the strength of corporate brand identification ...”. (Balmer *et al*, 2010, p. 77)

---

Table 10.4 Corporate brands and brand orientation: Comparing the formative, symptomatic literature of both domains

**A key antecedent vis-à-vis both of the above territories can be found in the germinal work of the celebrated English brand and advertising consultant King (1991)**

Corporate brands	Brand orientation	Brand orientation
<i>(shows the rapid growth of interest, and moreover rapid global interest, in corporate brands. Rapid global interest. Most scholarship is from a marketing perspective. Seven years after its introduction, scholars from an organisational behaviour also contribute to the canon*. Increasingly, the post-2002 literature and sometimes the non-marketing literature is, mystifyingly, accorded a privileged status. The references of some scholars give the view that the corporate brand construct emerged around the mid-2000s, some 10 years later than was actually the case)</i>	<i>(shows the more-measured growth of interest in the brand orientation notion. Initially, interest was limited to Europe. Whereas Mats Urde comes from a behavioural economics and strategy background – with much of his seminal work being informed by his work as a scholar and brand consultant – Hankinson, and the majority of scholars writing on the domain since then, are from a marketing background)</i>	—
Balmer (1995) (UK)	—	Urde (1994) (Sweden)
Gregory and Wiechmann (1997) (USA)	—	—
Ind (1997) (UK)	—	—
Balmer (1998) (UK)	—	—
Ind (1998) (UK)	—	Urde (1999) (Sweden)
Bickerton (2000) (UK)	—	—
Keller (2000) (USA)	—	—
Balmer (2001a) (UK)	—	Hankinson (2001a) (UK)
Balmer (2001b) (UK)	—	Hankinson (2001b) (UK)
Gray and Balmer (2001) (USA/UK)	—	—
Harris and de Chernatony (2001)(UK)	—	—
Hatch and Schultz (2001)* (USA/Denmark)	—	—
Burt and Sparks (2002) (UK)	—	—
Davies and Chun (2002) (UK)	—	Hankinson (2002) (UK)
Kapferer (2002) (France)	—	—
Merrilees and Fry (2002) (Australia)	—	—



Table 10.5 Comparing the work of Evans *et al* (2012) *vis-à-vis* brand orientation with the work of Balmer (2012a) relating to corporate brands

Brand orientation	Corporate brands
<p>“... we define brand orientation as the extent to which the organisation embraces the brand at a cultural level and uses it as a compass for decision-making ...”</p> <p>“The findings reveal that the brand operates as a philosophical level, as an organisational culture and compass that guides decision making”. (Evans <i>et al</i>, 2012, p. 1471)</p>	<p>“... corporate brands are ubiquitous in terms of their importance and potential impact. They serve as benchmark (s) against which the firm’s activities, behaviours and values can be appraised”.</p> <p>“Corporate brand credibility encapsulates the need for the brand promise to be demonstrably bona fide in terms of firm’s activities, purposes, products and services and behaviours. They also need to be supported by a corporate marketing ethos and culture (a stakeholder and societal CSR orientation)”. (Balmer, 2012a, p. 28)</p>

As this prominent troika of brand orientation scholars (Urde, Baumgarth and Merrilees) noted:

It is also possible to view the exploration of the multiple identities of the corporation and the evolution of corporate branding by Balmer and Greyser (2003) as another important contribution to the understanding of brand orientation. (Urde *et al*, 2013, pp. 15–16)

It should be noted that Balmer’s notion of the corporate brand construct *dates back to the mid-1990s* (see Balmer, 1995, 2001a, b) and the multiple identities of the firm notion, in fact, dates back to the late 1990s and has been the subject of several iterations since then (*viz* Balmer and Soenen, 1999; Balmer and Greyser, 2002; Balmer, 2008; Balmer *et al*, 2009; Balmer, 2001a, b).

The reflections of Evans *et al* (2012) and Urde *et al* (2013) represent an implicit *imprimatur* for the author’s brand orientation perspective advanced in this article.

### Explicating corporate brand orientation

At this juncture, an articulation of the writer’s explication of corporate brand orientation is perhaps expedient.

### **Corporate brand orientation: institutional perspective**

A corporate brand orientation refers to a category of institution where the corporate brand specifically acts as an entity's cornerstone. It is a centripetal force that informs and guides the organisation. As such, both inherent and espoused corporate brand values/the corporate brand covenant underpins an organisation's core philosophy and culture. It is also reflected in an entity's purposes, activities and ethos (its corporate identity). It may also enlighten corporate strategy and management vision. A corporate brand orientation requires organisational amenability to corporate marketing precepts that focuses on customers and other stakeholders taking an omni-temporal perspective. In addition, corporate marketing is underpinned by societal and CSR tenets.

In particular, where a corporate brand orientation meaningfully inhabits an organisation's central philosophy and culture, the actions and behaviours of organisational members broadly complement the corporate brand covenant (promise). Moreover, their collective behaviours, in addition, can protect, promote and progress the corporate brand.

Core requisites include meaningful identification on the part of organisational members to the corporate brand covenant/promise and the internal corporate brand culture.

Furthermore, where a corporate brand orientation has been significantly internalised with an organisation, the corporate brand can also inhabit the strategic realm, in terms of corporate strategy and senior management ambitions in terms of management vision.

It serves as a hub that underpins corporate brand communications and provides one benchmark against which the corporate brand's reputations and corporate brand images can be evaluated by senior managers.

### **Corporate brand orientation and its stakeholder focus**

Corporate brand orientation has an explicit stakeholder focus. As such, this organisational-wide orientation is highly mindful of the *transactional, relational and emotional* importance of corporate brands for customers and other stakeholders. As such, the issue of stakeholder corporate brand identification is significant. This is because a stakeholder's individual's sense of identity can be meaningfully informed by a corporate brand. This being noted, corporate brand identification, taking a stakeholder perspective, is heterogeneous in scope in that the espoused corporate brand can be *accepted, rejected or adapted* by customers and other stakeholders.

It also comes with a realisation that, although an organisation has *legal ownership* of a corporate brand, its real value comes from customers

and others stakeholders who have *emotional ownership* of the corporate brand. In psychological terms, as the author has long argued, customers and other stakeholders may feel that have a proprietorship ownership of the corporate brand and sometimes there can be a highly emotional engagement with the corporate brand too.

### **Corporate brand orientation: dynamic not static**

Corporate brand orientation is dynamic and is not static in character. This is because corporate brands necessarily evolve with the passage of time. Changes in the competitive and general environment and, more particularly, in terms of the changing mores, precepts and tastes of stakeholders will necessarily inform and mould the corporate brand. Ideally, this should also instruct corporate strategy and management vision: both can mould the corporate brands.

### **Stewardship of corporate brand orientation**

Owing to the importance of corporate brands, senior managers – and especially the CEO – have an important stewardship role is nurturing, guiding, tracking and modifying the corporate brand/corporate brand orientation. Corporate brand orientation from a senior management perspective – with its accent on stakeholders and corporate marketing precepts – can provide managers with invaluable strategic benchmarks and guidance *vis-à-vis* an institution's activities, competencies, standards, ethos, corporate communications and style. As it promotes consistency in mindset and behaviour internally, this would suggest that a corporate brand orientation makes the task of management simpler.

### **Corporate brand orientation can boundary span several or many organisations**

Importantly, a corporate brand orientation may apply to, and unite, several or indeed many institutions. Franchised corporate brands that share a common corporate brand are a case in point.

### **Multiple corporate brand identifications**

As a corporate brand orientation can span more than one organisation, organisational members may have multiple corporate brand identifications. For instance, identifying with the corporate brand of the organisation they work for and identifying with the corporate brand with which that organisation has entered into a franchise arrangement. (*Horizontal employee corporate brand identification*).

It is also possible for organisational members to identify with their organisation's corporate brand and with the corporate brand of the holding company. (*Vertical employee corporate brand identification*).

## The management of corporate brand orientation

From a management perspective, where an entity unambiguously observes corporate brand principles, the corporate brand/the corporate brand covenant serves as the key touchstone that enables extant decisions to be evaluated and also informs current stratagems.

Mindful of this journal's core concern, the issue of the management of corporate brand orientation will now be considered. As it has long been argued and recognised, senior managers are the ultimate guardians of the corporate brand. The *de facto* corporate brand manager is the CEO (Balmer, 1995).

Mindful of the above, the following six general precepts of corporate brand orientation should inform the thinking of senior management. The list also details the different modes of identification that underpin a corporate brand orientation. The six precepts are summarised in diagrammatic form in Figure 10.3.

- i. A recognition of the importance of a corporate brand orientation. This is reflected in an organisational-wide corporate brand philosophy and corporate brand culture. Senior managers should strongly identify with the corporate brand covenant and culture (*managerial corporate brand identification*).
- ii. A realisation of the corporate brand (the corporate brand covenant and the corporate brand culture) can be the principal means of institutional identification among organisational members' (*employee corporate brand identification*).
- iii. An appreciation of the stakeholder focuses on a corporate brand orientation. Stakeholders primary means of identification with an organisation can be via its corporate brand, which manifests in loyalty to the corporation including its products and services (*customer and stakeholder corporate brand identification*).
- iv. An acknowledgement of the corporate brand can meaningfully inform corporate strategy. A corporate brand orientation can be an important means by which an organisation's charter and strategic objectives can be realised.
- v. An understanding that the corporate brand can enlighten management vision. A corporate brand orientation can be an important means by which management vision can be realised.

- vi. A sensitivity as to the importance of corporate identity with a realisation that a corporate brand orientation needs to be dynamically calibrated with corporate identity. The corporate identity/employees are the principal means through which a corporate brand promise and philosophy are realised<sup>2</sup>.

**The management of corporate brand orientation: custodianship, credibility and calibration**

Drawing on the author’s recent work relating to corporate brand management imperatives and in the context of the AC<sup>4</sup>ID Test of corporate brand management diagnostic framework (Balmer, 2012a), three corporate brand management precepts were identified.

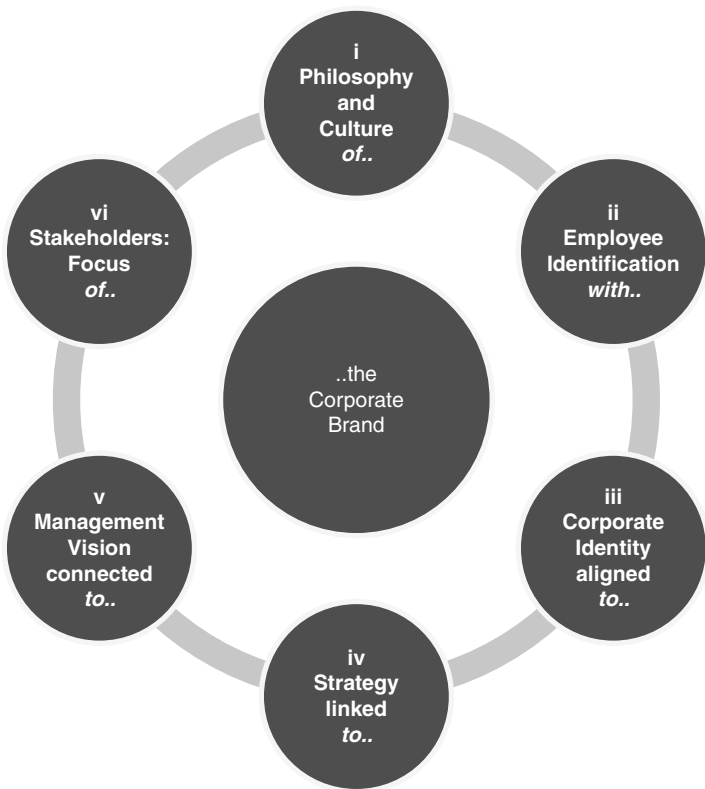


Figure 10.3 Senior Management mindfulness *vis-à-vis* the corporate brand in providing the organisation with a central spine, standard and thrust – ‘Managerial Corporate Brand Orientation’

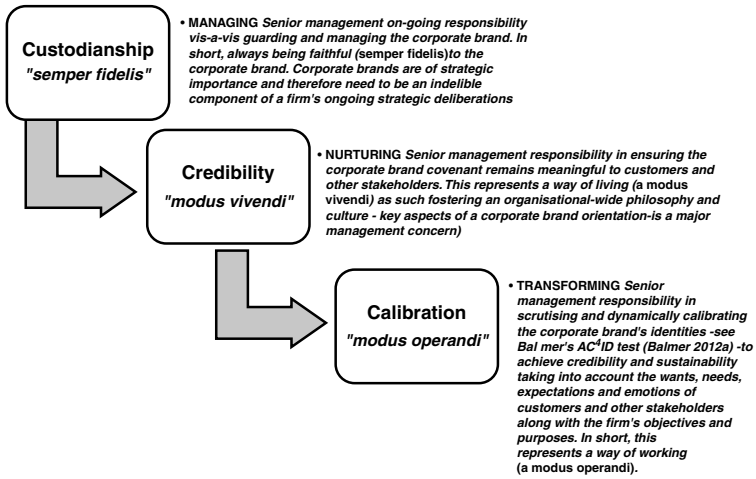


Figure 10.4 Management roles and responsibilities vis-à-vis corporate brand orientation encouraging

In the context of this article, these perspectives also inform senior management responsibilities vis-à-vis corporate brand orientation.

- *custodianship* (guarding and managing the corporate brand covenant);
- *credibility* (living and realising the corporate brand covenant); and
- *calibration* (sustaining and changing the corporate brand covenant in line with changing stakeholder expectations, shifts in the external environment, changes in strategy and management vision). The AC<sup>4</sup>ID Test of corporate brand management recognises and takes account of the aforementioned. In the diagnostic framework, the corporate brand covenant informs and is compared with corporate identity, culture, corporate communications, stakeholders' corporate images and reputations, corporate strategy and management vision (Balmer, 2012a). The latest model is a development of the earlier models (viz Balmer and Soenen, 1999; Balmer and Greyser, 2002; Balmer et al, 2009) but has as its explicit focus the corporate brand.

See Figure 10.4 that synthesises the three precepts detailed above in diagrammatic form.

## Corporate brand orientation: the apotheosis of brand orientation notion?

For the author, the formal introduction and explication of the corporate brand orientation perspective represents the apotheosis of Urde's (1994) brand orientation notion.

In the writer's estimation, a brand-based organisational-wide culture and philosophy is more intelligible at the level of the corporate brand than any other branding level or category.

Reflecting on three decades of scholarship in the corporate brand and brand orientation domains, it is apparent that *both* streams of scholarship have greatly informed the theory and practice of brands and brand management.

Moreover, as we rapidly approach the twentieth anniversaries of the publication of foundational articles on brand orientation (2004) and corporate brand management (2005), this is an auspicious time to applaud and reflect on the progress made in *both* territories. It is also the occasion to ponder on the opportunities yet to be seized.

Recognising a fissure exists between the brand orientation and corporate brand domains, there is a clear rationale in more fully assimilating both perspectives than has been hitherto the case: *ergo* the efficacy of the corporate brand orientation notion.

In bringing this commentary to a close, the author hopes that his reflections on corporate brand orientation has made a meaningful advance to the above end. If so, then a highly significant *Rubicon* in the annals of brand scholarship will have been traversed.

## Acknowledgements

The author appreciates the encouragement given by the three editors-in-chief of the *Journal of Brand Management* in the preparation of this commentary.

## Notes

1. For corporate and organisational marketing, see [www.corporate-marketing.org/what-is-corporate-marketing/](http://www.corporate-marketing.org/what-is-corporate-marketing/). The following note has been taken from the Website on corporate and organisational marketing (established in 2006 by Balmer and Powell). "Although corporate marketing is the established term for the domain from the early 2000 onwards, it was also recognised that in North America the label of organisational marketing might enjoy wider currency."

Accordingly, when we launched this Website in 2006 we took care to also introduce Organizational Marketing alongside Corporate Marketing as applicable terms. Moreover, in 2006, we placed a call for papers for a special edition on Corporate and Organizational Marketing of the *Journal of Brand Management*, which was subsequently published during 2007". Also see Balmer's chapter on organisational marketing in Balmer (2013).

2. NB corporate identity as defined here relates to an entity's *raison d'être*, organisational type, ethos, activities, outputs in terms of products and services, quality standards, geographic scope and so on. This is *not* to be confused with the definitions of corporate identity that variously characterise it as a vehicle for corporate communications and/or for corporate visual identification.

## References

- Balmer, J.M.T. (1995) Corporate branding and connoisseurship. *Journal of General Management* 21(1): 24–46.
- Balmer, J.M.T. (1998) Corporate identity and the advent of corporate marketing. *Journal of Marketing Management* 14(8): 963–996.
- Balmer, J.M.T. (2001a) The three virtues and seven deadly sins of corporate brand management. *Journal of General Management* 27(1): 17.
- Balmer, J.M.T. (2001b) Corporate identity, corporate branding and corporate marketing: Seeing through the fog. *European Journal of Marketing* 35(3–4): 248–291.
- Balmer, J.M.T. (2008) Identity based views of the corporation: Insights from corporate identity, organisational identity, social identity, visual identity, corporate brand identity, and corporate image. *European Journal of Marketing* 42(9–10): 879–906.
- Balmer, J.M.T. (2010) Explicating corporate brands and their management: Reflections and directions from 1995 to the present. *Journal of Brand Management* 18(3): 180–196.
- Balmer, J.M.T. (2011) Corporate marketing myopia and the inexorable rise of a corporate marketing logic: Perspectives from identity-based views of the firm. *European Journal of Marketing* 2045(9/10): 1329–1352.
- Balmer, J.M.T. (2012a) Corporate brand management imperatives: Custodianship credibility and calibration. *California Management Review* 54(3): 1–28.
- Balmer, J.M.T. (2012b) Strategic corporate brand alignment: Perspectives from identity based views of corporate brands. *European Journal of Marketing* 46(7–8): 1064–1092.
- Balmer, J.M.T. (2013) Organisational marketing: Its nature and strategic significance. In: J.M.T. Balmer, L. Illia and A. González del Valle Brena (eds.) *Contemporary Perspectives on Corporate Marketing Contemplating Corporate Branding, Marketing and Communicator in the 21st Century*. London: Routledge, pp. 1–20.
- Balmer, J.M.T. and Gray, E.R. (1999) Corporate identity and corporate communication: Creating a competitive advantage. *Corporate Communications: An International Journal* 4(4): 171–176.
- Balmer, J.M.T. and Gray, E.R. (2003) Corporate brands: What are they? What of them? *European Journal of Marketing* 37(7–8): 972–997.



- Balmer, J.M.T. and Greyser, S.A. (2002) Managing the multiple identities of the corporation. *California Management Review* 44(3): 72–86.
- Balmer, J.M.T. and Greyser, S.A. (2003) *Revealing the Corporation: Perspectives on Identity, Image, Reputation, Corporate Branding and Corporate-Level Marketing*. London and New York: Routledge.
- Balmer, J.M.T. and Greyser, S.A. (2006) Corporate marketing: Integrating corporate identity, corporate branding, corporate communications, corporate image and corporate reputation. *European Journal of Marketing* 40(7/8): 730–741.
- Balmer, J.M.T. and Liao, M.-N. (2007) Student corporate brand identification: An exploratory study. *Corporate Communications: An International Journal* 12(4): 356–375.
- Balmer, J.M.T., Liao, M.-N. and Wang, W.-Y. (2010) Corporate brand identification and corporate brand management: How top business schools do it. *Journal of General Management* 35(4): 77–102.
- Balmer, J.M.T. and Soenen, G. (1999) The acid test of corporate identity management. *Journal of Marketing Management* 15(1–3): 69–72.
- Balmer, J.M.T., Stuart, H. and Greyser, S.A. (2009) Aligning identity and strategy: Corporate branding at British airways in the late 20th century. *California Management Review* 51(3): 6–23.
- Baumgarth, C. (2009) Brand orientation of museums: Model and empirical results. *International Journal of Arts Management* 11(3): 30–45.
- Baumgarth, C. (2010) Living the brand: Brand orientation in the business-to-business sector. *European Journal of Marketing* 4(5): 653–671.
- Baumgarth, C., Merrilees, B. and Urde, M. (2011) *Kunden-older markenorientierung: Zwei seiten einer medaille oder alternative routes? Marketing Review (St Gallen)* 28(1): 8–13.
- Bickerton, D. (2000) Corporate reputation versus corporate branding: The realist debate. *Corporate Communications: An International Journal* 5(1): 42–48.
- Bridson, K. and Evans, J. (2004) The secret to a fashion advantage is brand orientation. *International Journal of Retail Distribution Management* 32(8): 403–11.
- Burt, S. and Sparks, L. (2002) Corporate branding, retailing, and retail internationalization. *Corporate Reputation Review* 5(2–3): 194–215.
- Davies, G. and Chun, R. (2002) Gaps between the internal and external perceptions of the corporate brand. *Corporate Reputation Review* 5(2/3): 144–159.
- Dutton, J.E. and Dukerich, J.M. (1991) Keeping an eye on the mirror: image and identity in organizational adaptation. *Academy of Management Journal* 34: 517–554.
- Evans, J., Bridson, K. and Rentschler, R. (2012) Drivers, impediments and manifestations of brand orientation: An international study. *European Journal of Marketing* 45(11–12): 1457–1475.
- Ewing, M.T. and Napoli, J. (2005) Developing and validating a multidimensional non-profit brand orientation scale. *Journal of Business Research* 58(6): 841–853.
- Gray, E.R. and Balmer, J.M.T. (2001) The corporate brand: A strategic asset. *SAM: Management in Practice* 4: 1–4.
- Gregory, J.R. and Wiechmann, J.G. (1997) *Leveraging the Corporate Brand*. Lincolnwood, IL: NTC Business Books.
- Greyser, S.A. (1997) Janus and marketing. In: *Reflections on the Future of Marketing*. Boston, MA: Marketing Science Institute.

- Gromark, J. and Melin, F. (2011) The underlying dimensions of brand orientation and its impact on financial performance. *Journal of Brand Management* 18(6): 394–410.
- Hankinson, P. (2001a) Brand orientation in the top 500 fundraising charities in the UK. *Journal of Product and Brand Management* 10(6): 346–360.
- Hankinson, P. (2001b) Brand orientation in the charity sector: A framework for discussion and research. *International Journal of Nonprofit and Voluntary Sector Marketing* 6(3): 231–242.
- Hankinson, P. (2002) The impact of brand orientation on managerial practice: A quantitative study of the UK's top 500 fundraising managers. *International Journal of Nonprofit and Voluntary Sector Marketing* 7(1): 30–44.
- Harris, F and de Chernatony, L. (2001) Corporate branding and corporate brand performance. *European Journal of Marketing* 35(3/4): 441–456.
- Hatch, M.J. and Schultz, M. (2001) Are the strategic stars aligned for your corporate brand? *Harvard Business Review* 18: 657–663.
- Illia, L. and Balmer, J.M.T. (2012) Corporate communication and corporate marketing: Their nature, histories, differences and similarities. *Corporate Communications: An International Journal* 17(4): 415–433.
- Ind, N. (1997) *The Corporate Brand*. London: Palgrave Macmillan.
- Ind, N. (1998) An integrated approach to corporate branding. *Journal of Brand Management* 6(5): 323–329.
- Kapferer, J.N. (2002) Corporate brands and organizational identity. In: B. Moingeon and G. Soenen (eds.) (2000) *Corporate and Organizational Identities*. London: Routledge.
- Keller, K.L. (2000) Building and managing corporate brand equity. In: M. Schultz, M.J. Hatch and M.H. Larsen (eds.) *The Expressive Organization*. Oxford and New York: Oxford University Press.
- King, S. (1991) Branding in the 1990s. *Journal of Marketing Management* 7: 3–13.
- Lanauze, G. and Aurier, P. (2012) Impact of perceived brand relationship orientation on attitudinal loyalty: An application to strong brands in the packaged goods sector. *European Journal of Marketing* 46(11–12): 1602–1627.
- Merrilees, B. and Fry, M. (2002) Corporate branding: A framework for e-retailers. *Corporate Reputation Review* 5(2–3): 213–225.
- Napoli, J. (2006) The impact of non-profit brand orientation on organisational performance. *Journal of Marketing Management* 22(7–8): 673–694.
- Reid, M., Luxton, S. and Mavondo, F. (2005) The relationship between integrated marketing communication, market orientation and brand orientation. *Journal of Advertising* 34(4): 11–23.
- Simoes, C. and Dibb, S. (2001) Rethinking the brand concept: New brand orientation. *Corporate Communication: An International Journal* 6(4): 217–224.
- Urde, M. (1994) Brand orientation – A strategy for survival. *Journal of Consumer Marketing* 11(3): 18–32.
- Urde, M. (1999) Brand orientation: A mindset for building brands into strategic resources. *Journal of Marketing Management* 15(1–3): 117–133.
- Urde, M., Baumgarth, C. and Merrilees, B. (2013) Brand orientation and market orientation-from alternatives to synergy. *Journal of Business Research* 66(2): 13–20.
- Wong, H.-Y. and Merrilees, B. (2005) A brand orientation typology for SMEs: A case research approach. *Journal of Product and Brand Management* 14(3): 155–162.

Wong, H.-Y. and Merrilees, B. (2008) The performance benefits of being brand-orientated. *Journal of Product and Brand Management* 17(6): 372–383.

## Further Reading

- Aaker, DA. (2004) Leveraging the corporate brand. *California Management Review* 46(3): 6–18.
- Ambler, T. and Barrow, S. (1996) The employer brand. *Journal of Brand Management* 3(2): 185–206.
- Ashforth, B.E. and Mael, F. (1989) Social identity theory and the organization. *Academy of Management Review* 14: 20–39.
- Aspara, J. and Tikkanen (2011) Corporate marketing in the stock market: The impact of company identification on individual's investment behaviour. *European Journal of Marketing* 45(9–10): 1446–1469.
- Balmer, J.M.T. (2005) Corporate brand cultures and communities. In: J.E. Schroeder and M. SalzerMorling (eds.) *Brand Culture*. London and New York: Routledge, pp. 34–49.
- Balmer, J.M.T. (2006) Comprehending Corporate Marketing and the Corporate Marketing Mix. Bradford: Bradford School of Management. Working Paper.
- Balmer, J.M.T. and Liao, M.-N. (2006) *Shifting Loyalties and identification to the Corporate Brand: An Exploratory Case-study of Students Identification in Higher Education*, Bradford University School of Management Working Paper, 06:35.
- Balmer, J.M.T. and Thomson, I. (2009) The shared management and ownership of corporate brands. *Journal of General Management* 34(4): 15–38.
- Balmer, J.M.T., Powell, S. and Greysier, S.A. (2011) Explicating ethical corporate marketing: Insights from the BP Deepwater Horizon catastrophe: The ethical band that exploded and then imploded. *Journal of Business Ethics* 102(1): 1–14.
- Chung, K.K., Dongchul, H. and Park, S.-B. (2002) The effect of brand personality and brand identification on brand loyalty: applying the theory of social identification. *Japanese Psychological Research* 43(4): 195–206.
- Golant, B.D. (2012) Bringing the corporate brand to life: The brand management as practical author. *Journal of Brand Management* 20(2): 115–127.
- Gregory, A. (2007) Involving stakeholders in developing corporate brands, the communication dimension. *Journal of Marketing Management* 23(1): 59–73.
- Hatch, M.J. and Schultz, M. (2003) Bringing the corporation into corporate branding. *European Journal of Marketing* 37(7–8): 1041–1064.
- He, H.-W. and Balmer, J.M.T. (2007) Identity studies, multiple perspectives and implications for corporate-level marketing. *European Journal of Marketing* 41(7): 765–785.
- He, H.-W. and Balmer, J.M.T. (2013) A grounded theory of the corporate identity and corporate strategy dynamic: A corporate marketing perspective. *European Journal of Marketing* 47(3–3): 401–430.
- Hildebrand, D., Sen, S. and Bhattacharya, C.B. (2011) Corporate social responsibility: A corporate marketing perspective. *European Journal of Marketing* 45(9–10): 1353–1364.
- Ind, N. (2003) Inside out: How employees build value. *Journal of Brand Management* 10(6): 393–402.

- Karaosmanoglu, E., Bas, A.B.E. and Zhang, J. (2011) The role of other customer effect in corporate marketing: Its impact on corporate image and consumer-company identification. *European Journal of Marketing* 45(9–10): 1416–1445.
- Knox, S. (2004) Positioning and branding your organisation. *Journal of Product and Brand Management* 13(2): 105–115.
- Knox, S. and Bickerton, D. (2003) The six conventions of corporate branding. *European Journal of Marketing* 37(7–8): 998–1016.
- Maxwell, R. and Knox, S. (2009) Motivating employees to 'live the brand': A comparative case study of employer brand attractiveness within the firm. *Journal of Marketing Management* 25(9): 893–907.
- Merrilees, B. and Miller, D. (2008) Principles of corporate rebranding. *European Journal of Marketing* 42(5–6): 537–552.
- Mukherjee, A. and Balmer, J.M.T. (2006) New frontiers and perspectives in corporate brand management: In search of a theory. *International Studies of Management and Organizations* 37(4): 3–19.
- Powell, S. (2007) Organisational marketing, identity and the creative brand. *Journal of Brand Management* 15(1): 41–56.
- Powell, S. (2011) The nexus between ethical corporate marketing, ethical corporate identity and corporate social responsibility: An internal organisational perspective. *European Journal of Marketing* 45(9–10): 1365–1379.
- Punjaisri, K. and Wilson, A. (2007) The role of internal branding in the delivery of employee brand promise. *Journal of Brand Management* 15(1): 57–70.
- Punjaisri, K. and Wilson, A. (2011) Internal branding process: Key mechanisms, outcomes and moderating factors. *European Journal of Marketing* 45(9–10): 1521–1537.
- Vallaster, C., Lindgreen, A. and Maon, F. (2012) Strategically leveraging CSR: A corporate branding perspective. *California Management Review* 54(3): 34–60.