“The basics of corporate brand management in South Africa”

by

L. M MAHLATJI

SHORT DISSERTATION

Submitted in partial fulfillment of the requirements for the degree:

MAGISTER COMMERII

in

BUSINESS MANAGEMENT

in the

FACULTY OF MANAGEMENT

At the

UNIVERSITY OF JOHANNESBURG

Supervisor: Mr HB Klopper

15 JUNE 2007

ABSTRACT

The study views a corporate brand as more than just an outward manifestation of an organisation (its name, logo and visual presentation), or as an organising proposition that helps to shape an organisation's value and culture and guide the organisation's processes that generate and support value creation (Bickerton, 2001:43).

Corporate brands are adored by stakeholders and organisations alike the world over because they provide enormous value to their organisations by differentiating their organisations from competitors, bestowing added value on products and services and contributing to a firm's margins.

According to Balmer (1995:30) the Catholic Church and ancient universities are regarded as representing "the apotheosis of corporate brand management, because, the two institutions have been astute in knowing what, how and when to change whilst preserving their core identity". The study focused on these "apotheoses" to use as benchmarks for interrogating the approaches to corporate brand management in South Africa.

In so doing, the study examines the nature, characteristics, importance and management practices of corporate brands in the South African market by confirming the meaning of corporate brands, the meaning of corporate brand management and the benefits provided by the adoption of a corporate brand strategy. The study also focused on the relationship between corporate brands and product brands; it identified stakeholder saliency and the process of corporate brand management.

There were two reasons for undertaking this study. The first was to add to the body of empirical research in the area of corporate brand management, as empirical studies are few and far in between in this area, and the second to examine how organisations in South Africa manage their corporate brands. The study therefore involved a two-stage process; the first phase was a detailed review of the literature on corporate brands to establish the current body of knowledge on corporate brand management. The second phase consisted of primary research, used to test the output of the literature review.

A total of 41 online questionnaires dealing with the subject matter were completed by individuals responsible for the management of corporate brands in various organisations. The study's findings cannot be generalised to the population of interest, owing to the size of the sample. Nevertheless, the findings confirmed that corporate brand management consists of a parallel process that requires management of a corporate brand internally while ensuring that it is relevant and meets stakeholders' expectations, thus creating a positive reputation.

Some of the findings contradicted the existing literature, for instance:

- Although more respondents confirmed that a corporate brand must consist of a name and logo, the related mean score was relatively low (see Chapter 5 section C).

- Secondly, contrary to what the literature suggests, based on the responses a corporate brand is not seen as an explicit formal written agreement between an organisation and its key stakeholders (see Chapter 5 section B).

- Furthermore, corporate brands were not seen to offer reduced advertising and marketing costs (see Chapter 5 section B).

- There was also a definite response to the responsibility of a chief executive officer (CEO) in terms of managing a corporate brand. The respondents made it clear that the responsibility of managing a corporate brand does not lie with CEO only (Chapter 5 section C).

DECLARATION

I LETTA MAHLATJI declare that this short dissertation is my own, unaided work. Any assistance that I have received has been duly acknowledged in the dissertation. It is submitted in partial fulfillment of the requirements for the degree of Master of Commerce at the university of Johannesburg. It has not been submitted for any degree or examination at this or at any other University.

(NAME) (DATE)

(DAY, Month, Year)

ACKNOWLEDGEMENTS

I would like to thank the following people:

- HB Klopper for supervising my research and his valuable insights, support, patience and experience throughout the research process;
- Adam Martin and his team at Statcon for their assistance and advice with regard to data collection and statistical analysis;
- Trevor Elie my manager for approving financial support, which enabled me to study for this degree;
- Sbu, my husband, for his motivation and support when the pressure became too much;
- Thabo & Kholo, my children for always understanding and giving me enough room to continue with my studies;
- All my family, especially my sisters Mary & Sara for looking after my children when I was attending to my studies;
- Barbara Bradley for editing my work and make it look professional.
- Finally, to all the organisations whose managers took time to answer the questionnaire, without their input my research would have been incomplete.

Without their assistance, this research would not have been possible.

TABLE OF CONTENTS

LIST OF FIGURES

LIST OF TABLES

APPENDIX

1. CHAPTER ONE - INTRODUCTION

1.1. INTRODUCTION

The concept of branding lies at the heart of marketing practice (Berthon, Hulbert and Pitt, 1999:53). A brand is a combination of features (what the product is), customer benefits (what needs and wants the product meets) and values (what the customer associates with the product) and it is created when marketing adds value to a product, and in the process differentiates it from other products with similar features and benefits (Simoes and Dibb, 2001:218).

The purpose of branding is to facilitate the organisation's task of obtaining and maintaining a loyal customer base in a cost-effective manner to achieve the highest possible return on investment. In other words, branding cannot be used as a tactical tool directed at one element of the marketing mix, but should rather be used as a strategic tool, which integrates a marketing programme across the complete marketing mix (De Chernatony and MacDonald, 1992:15).

The study of branding was traditionally dominated by an emphasis on product brands, the focus of which was the unique features associated with a particular item of an organisation's product portfolio (Yu Xie and Boggs, 2006:348; Knox and Bickerton, 2003:999). The development of product brand management over the past 30 years has been characterised by layers of added value built around the core functionality of the product or service to create and maintain distinction in a particular market. The increasing sophistication of product brand management techniques led to the development of metrics such as brand image, brand positioning and brand identity (Knox and Bickerton, 2003:999). Despite these developments there is a growing body of work that points to the fact that the latest brand management tools mentioned above are failing to cope with the substantially changed business environment of today, which is characterised by rampant change (Knox and Bickerton, 2003:1000). The major forces of change are, among others, globalisation, technology, deregulation, empowered consumers and fierce competition (Coyle, Bardi and Langley, 2003: 5-11; Hill, 2005:4-7; Knox, 2004:105).

The forces of change mentioned above have created an environment where it is difficult to maintain credible product differentiation. This is a result of among others the ease with which products and services can be imitated, homogenisation and fragmentation of the traditional market segment that occurs as customers become more sophisticated and markets become more complex (Hatch and Schultz, 2001:1041). Several researchers, such as Balmer (1995:42), Balmer (2001a:15), Knox (2004:105) and Knox and Bickerton (2003:1001) seem to believe that corporate brands are an answer to the problems discussed. This is because corporate brands encompass other aspects that are unique to an organisation, such as the vision and culture, which may be difficult to imitate (Yu Xie and Boggs, 2006:349).

This deepening view of the brand to encompass organisational attributes and to shift the focus from the integrity of the product brand to the organisation and people behind the brand (Knox and Bickerton, 2003:999) is the focus of corporate brand management. This implies that brand management is now applied at a corporate level and in this application, it is regarded as corporate brand management (Knox and Bickerton, 2003:999; Rooney, 1995:48; De Chernatony, 1999:158).The growing importance of corporate brands was not only recognised within organisations, it was also noted by academics, such as Balmer and Gray (2003:972-997), King

(1991: 3-13), De Chenatony (2001:32-44), Knox and Bickerton, (2003:998-1016) and Hatch and Schultz (2001:129-134), who responded with a deluge of writings on the topic. Furthermore, the market also noticed the trend, as indicated by a large number of corporate brands such as Accenture, Corus, Consignia, Innogy, Thales and uniq (Balmer, 2001a:1; Harris and De Chernatony; 2001:441; Hatch and Schultz, 2003:1041; De Chernatony 1999:158) that are now being used.

'Corporate brand' refers to a branding strategy where a corporate name plays a significant role in the naming of products (Yu Xie and Boggs, 2006:347).Conceptually, corporate brands are valuable company assets because of the potential economic value inherent in a properly developed and managed corporate brand (Knox and Bickerton, 2003:998; Balmer, 1995:25; Hatch and Schultz 2001:130). It also serves as a navigational tool to a variety of stakeholders for various purposes including employment, investment and the analysis of consumer buying behaviour (Balmer and Gray, 2003:972).

In terms of management, management of corporate brands draws on the traditions of product brand management in that it shares the same objective of creating differentiation and preference. However, it is different from product brand management (Knox and Bickerton, 2003:998) in that it is much more complex, involving the management of a wider set of variables associated with the organisation; it involves multiple functions and requires interaction with multiple stakeholders (Balmer and Gray, 2003: 975; Hatch and Schultz, 2001:1045). It is defined as "a systematically planned and implemented process of creating and maintaining a favourable image and consequently a favourable reputation of the company as a whole by sending signals to all stakeholders by managing behaviour, communication and symbolism" (Einwiller and Will, 2002:101). Hence corporate brand management should be approached as a pan-company activity that cuts across both functional areas and business units; it is a strategic framework that gives companies a clear sense of direction (Schultz and de Chernatony, 2002:105).

Theories on corporate brand management abound; however, few empirical research studies have been undertaken in the area. (Burghausen and Fan, 2002:92; Knox and Bickerton, 2003:998). The problem of limited empirical research is caused by challenges in operationalising conceptual models of corporate brand management, the difficulty of gaining privileged information from organisations (Knox and Bickerton, 2003:1001-1002) and the fact that a corporate brand is an inherently complex phenomenon (Ind,1997:13; Knox and Bickerton,2003:1002).

Micro-models make it slightly easier to conduct empirical research on this topic, as they address the issue of operationalising corporate brand management models. However, like other models, micro-models of corporate brand management are simplified versions, more of a generalisation that helps with understanding corporate brand management and aids in decision-making. Notwithstanding the above arguments, these models are still complex, as they tend to be conceptual. The micro-models of corporate brand management selected for use in this empirical research are useful in supporting the objectives of the study. They support the argument that corporate brand management consists of a parallel process that involves managing a corporate brand internally while ensuring that it is relevant and meets stakeholders' expectations, thus creating a positive reputation. Both internal and external perspectives of the organisation must be considered when managing a corporate brand because brands are conceived within organisations while their success is decided by the stakeholders in the form of the corporate brand's reputation.

1.2. PROBLEM STATEMENT

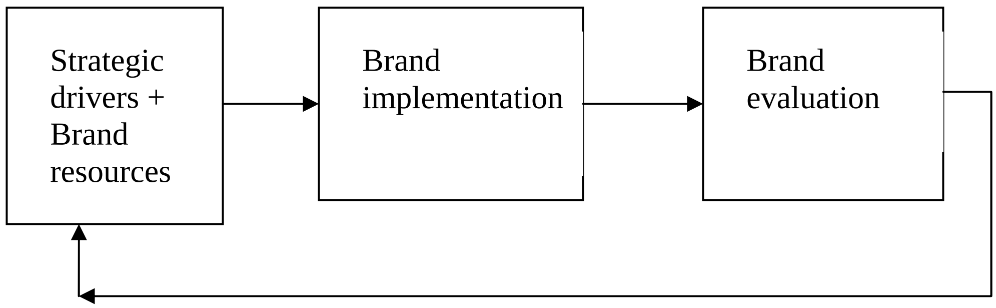
Much of the debate in the marketing field over the last 40 years has been on the mix of elements that not only delineates marketing as a discipline, but also helps to operationalise the role and function of marketing. Over the same period, the role of product brand management has been to explore ways to add value to the basic product or service and thus create brand preference and loyalty (Knox and Bickerton, 2003:1000). Since then marketing literature has been replete with normative and positive theoretical research-based papers and articles dealing with various aspects and elements of product brand management. The same may be said about corporate brand management. It had a wobbly start, where no one actually knew what it was or meant; for instance, researchers such as Balmer (1995:24) used the term interchangeably with corporate identity. It has nevertheless now developed to such advanced levels that researchers have progressed beyond the stage of understanding it as a concept to the stage where they realise that corporate brands may assist organisations to get the most out of a rand invested, by leveraging the corporate brand and not treating it as an island trap (Uggla, 2005:786). Another area that shows development in this field is the search for strategic association that can be established between a corporate brand and other brands, for instance investigating how a corporate brand may expand its brand association base (Uggla, 2006:786).

Despite these developments in corporate brand management, some of the work highlighted above is conceptual and has rarely been tested. Empirical research in corporate brand management is still not extensive (Burghausen and Fan,2002:92; Knox and Bickerton, 2003:998).

The study aims to contribute to the area of empirical research by investigating how corporate brand management is carried out in South Africa; in particular it focuses on the components of the corporate brand management process. This objective was achieved by reviewing theory on the concept of corporate brand management and testing it against corporate brand management activities carried out by various organisations in South Africa. To achieve the objective of testing the theory in this market, the research problem had to be identified first, as researchers such Malhotra (1999:35) and Dillion, Madden and Firtle (1993:25) in Herbst (2004:4) recommended that a research problem be defined. The argument is that it is only when the marketing research problem has been defined clearly that research can be designed and conducted properly, otherwise all resources spent on a research project will be wasted if the problem is ill-defined. It was for these reasons that the problem for the study was defined as determining management of corporate brands in South Africa.

Figure 1 represents a conceptual model for defining the management of corporate brands, which will be used in the study. The model states that corporate brand management is a parallel process consisting of management of the brand inside and outside the organisation to ensure that the brand is relevant, meets stakeholders' expectations and has a positive reputation (satisfaction). Hence corporate brand management consists of working on strategic drivers such as vision, culture and values and using brand elements to bring the brand to life, while ensuring that it is relevant and meets stakeholders' expectations. The various aspects and elements of the model will be fully explored in Chapter three.

Figure 1 A conceptual model of corporate brand management



Source : The diagram was compiled by the researcher

1.3. PURPOSE OF THE STUDY

Corporate brands are a complex concept that is multidisciplinary in nature, combining elements of vision, culture and image and serving multiple stakeholders. As already mentioned, limited empirical work has been done on how organisations in South Africa manage corporate brands.

The study aims to add to the body of literature by providing empirical evidence on the management of corporate brands in the South Africa market.

Therefore, a literature review was conducted to pull together a theoretical model of corporate brand management, which would then be expanded by empirical research to test the applicability of the theory of corporate brand management among organisations in South Africa. The identification of the concept of corporate brand management and components of the corporate brand management process are the crux of the empirical research.

1.4. RESEARCH OBJECTIVES

The overall objective of the study is to understand how organisations in South Africa conduct corporate brand management. For this reason the primary objective of the study is to investigate how organisations in South Africa manage corporate brands, specifically identifying components of the corporate brand management process.

The secondary objectives, which supported the primary objectives, focused on understanding the nature of corporate brands and the related benefits provided by corporate brand strategy in the South African context. Specifically, the secondary objectives were to:

- Confirm the definition of corporate brand management
- Confirm the definition of corporate brands as used in South Africa
- Confirm the characteristics and the benefits of corporate brands in South Africa
- Identify the demographic profile of individuals managing corporate brands in South Africa.

Based on both the primary and secondary objectives, nine hypotheses were formulated. Hypotheses are discussed in Chapter four.

1.5. RESEARCH METHODOLOGY

The section introduces the overview of the research process used to meet the study objectives. Details of the research process will be elaborated on in Chapter four. In summary, research methodology was conducted as follows:

A literature review was conducted through various academic journals and books to determine corporate brand management practices.

The information gathered through the literature review gave the researcher direction, in that it highlighted new themes that had to be considered, it enabled identification of variables to be investigated and provided information on how the variables should be operationalised and measured. It further detailed how the research design and sample were selected. Throughout the literature review questions to be included and issues to be addressed in the empirical study were identified.

Primary data were collected using a quantitative research technique in the form of a self-administered online questionnaire posted on the Internet. On completion of the questionnaire it was automatically posted to an online database.

Questions were based on issues that arose out of the literature review; these were structured as close-ended questions to make it easier for respondents to complete the questionnaire and to restrict the research to variables previously identified in the literature review. The length of the questionnaire was structured in such a way that most respondents could complete it in less than 30 minutes.

The sample population of the study comprised individuals currently managing corporate brands in their organisation in South Africa. Participating organisations were identified from two sources, namely *South Africa' top national companies 2005/6- incorporating new leaders* and the *Financial Mail's 2006* top 20 companies.

Invitations to participate were extended to the various organisations by telephone to ensure that respondents were aware of the request and understood the expectations. Only 108 out of 200 organisations agreed to participate. The reasons for declining to participate ranged from responses that the relevant person was not available to issues of confidential company information. From a sample of 108 organisations only 41 valid responses were received, giving a total response rate of 38 percent. The remaining responses were excluded because the questionnaires were not completed fully.

1.6 LIMITATIONS OF THE STUDY

The main limitation of this study is that the results of the study and findings lack generalisability and as such cannot be used as a reference for corporate brand management in South Africa, but only as an input for future research in this area.

Secondly, very few responses were received, making the sample size very small.

Lastly, although the questionnaire required the person managing the corporate brand to complete the questionnaire, there is no assurance that it was completed by the individual in question.

1.7 STRUCTURE OF THE STUDY

Chapter 2 puts the concept of corporate brand management into context. It deals with the nature of corporate brands by considering the definition of brands and corporate brands.It further focuses on the historic origin of brands and corporate brands, the importance of brands and corporate brands. Furthermore, the difference between corporate brands and product brands is discussed; branding architecture and the composition of corporate brand stakeholders and their expectations are also considered.

Chapter 3 continues the discussion on corporate brand management, more particularly the details of the process of corporate brand management.

The details of the study's research methodology are provided in Chapter 4. These include the development of an approach to the problem, research design and data collection.

The results of the study are presented in Chapter 5. Data collected through the previously explained research process are analysed and findings are discussed in this chapter.

Chapter 6 presents conclusions and recommendations. It evaluates whether the study achieved the stated primary and secondary objectives and suggests areas for future research.

2. CHAPTER TWO – NATURE OF CORPORATE BRANDS

2.1 INTRODUCTION

The use of brands has been central to marketing for more than a century. The dominant logic has been: build a brand and the world will beat a path to its door. Long-standing brands such as Marlboro, Coca Cola, Xerox, IBM and Intel are considered to be among the world's most valuable assets. This precedent has encouraged many organisations to base their strategies almost entirely on building brands (Berthon, Hulbert and Pitt,1999:53).

Various branding strategies exist, ranging from product brand to corporate brand; however, this study deals with corporate branding strategy and this chapter discusses the nature of corporate brands. The discussion entails the history of product brands and corporate brands, definitions of brands and corporate brands, the benefits of brands and corporate brands, brand architecture, characteristics of corporate brands, the difference between product brands and corporate brands and stakeholder salience.

2.2 HISTORIC ORIGINS OF BRANDING

According to Keller (1998:25) and Kapferer (1992:15) branding has been around for centuries as a means to distinguish the goods of one producer from those of another. Keller (1998:25-30) provides an account of the history, supported by Kapferer (1992:15).

The original motivation for branding was for craftsmen and others to identify the fruits of their labours so that customers could easily recognise them.

Branding or at least trademarks can be traced back to ancient pottery and stonemason' marks, which were applied to handcrafted goods to identify their source. Pottery and clay lamps were sometimes sold far from the shops where they were made and buyers looked for the stamps of reliable potters as a guide to quality.

Marks were found on early Chinese porcelain, on pottery jars from ancient Greece and Rome, and on goods from India dating back to about 1300 BC. In medieval times, potters' marks were joined by printers' marks, watermarks on paper, bread marks and the marks of various craft guilds. In some cases, these were used to attract buyers loyal to particular markers, but the marks were also used to police infringers of the guild monopolies and to single out the markers of inferior goods.

An English law was passed in 1266 required bakers to put their mark on every loaf of bread sold, to the end that if any bread was below a certain weight, it would be known whose fault it was.

Goldsmiths and silversmiths were also required to mark their goods, both with their signatures or personal symbols and a sign of the quality of the metal.

In the USA, branding was introduced by Europeans when they began to settle in North America, as they brought the convention and practice of branding with them.

The makers of patent medicines and manufacturers of tobacco products were early US branding pioneers. Patent medicines were packaged in small bottles and because they were not seen as a necessity, were vigorously promoted. To influence consumer choices in stores further, manufacturers of these medicines printed elaborate and distinctive labels, often with their own portrait featured in the centre.

Tobacco manufacturers had been exporting their crop since the early 1600s. By the early 1800s manufacturers had packed bales of tobacco under labels such as Smith's plug. During the 1850s, many tobacco manufacturers recognised that more creative names, such as Cantaloupe, were helpful in selling their tobacco products. In the 1860s, manufacturers of tobacco products began to sell their wares in small bags directly to consumers. Attractive-looking packages were seen as important, and picture labels, decorations and symbols were designed as a result.

This was followed by the emergence of national manufacturer brands, which meant the development of consistent quality consumer products that could be sold to consumers efficiently through mass market advertising campaigns. Mass-produced goods in packages largely replaced locally produced merchandise sold from bulk containers. This change brought about the widespread use of trademarks.

Mass-marketed brands then became well entrenched in the USA. This resulted in increasing acceptance and even admiration of manufacturer brands by consumers. The marketing of brands became more specialised under the guidance of functional experts in charge of production, promotion, personal selling and other areas.

The onset of the great depression in 1929 posed new challenges to manufacturer brands. Greater price sensitivity swung the pendulum of power in the favour of retailers who pushed their own brands and dropped non-performing manufacturer brands. Advertising came under fire as manipulative, deceptive and tasteless and was increasingly ignored by certain segments of the population.

Procter and Gamble (P&G) put the first brand management system in place, where each of the company's brands had a manager assigned solely to a brand and was responsible for its financial success. It was only after World War Two that other organisations adopted this strategy. The sophisticated brand management systems were highly successful in creating powerful brand franchises in the 1950s, 1960s and 1970s. However, a number of developments such as matured markets, decreasing brand loyalty, fragmentation of brand franchise, more sophisticated and increasing competition have in recent years significantly complicated marketing practices.

According to Berthon, Hulbert and Pitt (1999:53) brand management is generally believed to have emerged in 1931 when the president of P&G decided each P&G brand should have its own brand assistants and managers dedicated to the advertising and other marketing activities for the brand. Brand managers were given overall responsibility for a product or a brand and were assessed on the basis of the performance of the brand in the market. Management based financial rewards on brands' successful performance, which was normally assessed by monitoring shifts in a brand's share of the market and/or its contribution to profit.

In recent years, new forces have caused major shifts in the brand manager system, resulting in criticism of this system. Reports have been received of radical changes in the brand manager system, even in firms such as P&G and Unilever, where the brand manager system originated. Some have suggested the emphasis of brands is merely shifting from the product brand level to the level of corporate brands that appear to be prospering (Berthon, Hulbert and Pitt, 1999:56).

2.3 WHAT IS A BRAND?

According to Keller (1998:2) the word “brandr” is derived from the old Norse word “brand”, which means to burn, as brands were and still are the means by which owners of livestock mark their animals to identify them. Below follows an account of what brands mean to various researchers.

A brand is not a product; a product is something that is made in a factory. It can be copied and quickly become outdated. A brand is something that is bought by a customer; it is unique and timeless (Aaker, 1991:1). Keller (1998:4) agrees that a brand is more than a product. This is because it has other dimensions to differentiate it in some way from other products designed to satisfy the same need. The difference brought about by a brand may be rational and tangible, related to product performance of the brand, or more symbolic, emotional and intangible, related to what the brand represents. What distinguishes a brand from its unbranded commodity counterpart and gives it equity is the sum total of consumers’ perceptions and feelings about the product’s attributes and how they perform, about the brand name and what it stands for and about the company associated with the brand (Achenbaum in Keller, 1998:4).

Kapferer (1992:10) states that a brand is the product’s source, its meaning and its direction and defines its identity in time and space. According to Kapferer a brand identifies the product and reveals the facets of its differences: functional value, pleasure value and symbolic value as a reflection of the buyer’s self-image; one word, one symbol summarises an idea, a sentence and a long list of attributes, values and principles infused into the product or service. A brand encapsulates identity, origin, specificity and difference.

Simoes and Dibb (2001:217) find a brand to be more than a name given to a product, as it embodies a whole set of physical and socio-psychological attributes and beliefs. For instance the McDonald's brand encompasses its "golden arches" logo, its packaging and the way the brand name is featured on its burgers, staff uniforms and throughout its restaurant outlets. In addition the brand is built around the company's reputation for efficient, consistent performance and quality. All of the characteristics have an impact upon consumers' perceptions of the brand and the meaning they attribute to it. Ultimately brand perceptions affect consumers' buying decisions and play a vital role in the construction of consumer identity.

A brand is something that resides in the minds of consumers, it is a perceptual entity, rooted in reality, but also reflecting the perceptions and perhaps even the idiosyncrasies of consumers, even though firms provide the impetus to brand creation through their marketing programmes and other activities (Keller,1998:10).

A brand is a combination of features (what the product is), customer benefits (what needs and wants the product meets) and values (what the customer associates with the product). "A brand is created when marketing adds value to a product, and in the process differentiates it from other products with similar features and benefits" (Simoes and Dibb,2001: 218)

All of the above are complementary and may be summarised by a definition coined by the American Marketing Association. The definition states that "a brand is a distinguishing name and/or symbol (such as logo, trademark or package design) intended to identify the goods or services of either one seller or a group of sellers, and to differentiate those goods or services from those of competitors” (Keller,1998:2)

To brand a product it is necessary to teach consumers “who” the product is, by giving it a name and using other brand elements to help identify it, as well as “what” the product does and “why” consumers should care (Keller,1998:10).

Brands are important to both consumers and organisations alike.

2.4 WHY DO BRANDS MATTER?

Brands are important to both consumers and organisations. Keller (1998:7-8) provides the details below to explain why brands are important to consumers in a number of ways:

- Brands identify the source or maker of a product and allow consumers to assign responsibility as to which particular manufacturer or distributor should be held accountable.

- Brands take on a special meaning to consumers. Because of past experiences with the product and its marketing programme over the years, consumers learn about brands. They find out which brands satisfy their needs and which do not. As a result, brands provide a shorthand device or means of simplification for their product decisions. Brands allow consumers to lower search costs, as experiences with a brand enable consumers to form reasonable assumptions and expectations about what the brand can provide.

- The meaning embedded in brands can be quite profound. The relationship between a brand and the consumer can be seen as a type of bond or pact. Consumers offer their trust and loyalty with the implicit understanding that the brand will behave in certain ways and provide them with utility through consistent product performance and appropriate pricing, promotion, and distribution programmes and actions.

- Brands can also serve as symbolic devices, allowing consumers to project their own self-images. Certain brands are associated with being used by certain types of people and thus reflect different values or traits. Consuming such products is a means by which consumers can communicate to others, even to themselves, the type of person they are or would like to be.

- Brands may be particularly important signals of quality and other characteristics to consumers because of the difficulty in assessing and interpreting product attributes and benefits; experience gives credence to goods.

- Brands can reduce the risks inherent in product decisions (functional, physical, financial, social, psychological and time risks). Although consumers use different ways of reducing these risks, certainly one way in which they cope is by buying well-known brands, especially those brands with which they have had favourable past experiences. This view is also supported by Kapferer (1992:10)

Doyle (1990:7-8) discusses the value of brands to consumers as follows:

Brands work by facilitating and making the customer's choice process more effective. Every day an individual makes hundreds of consumer decisions. Consumers are besieged by countless products and messages competing for attention. To make life bearable and to simplify this decision-making process, the individual looks for shortcuts. The most important of these is to rely on habit, which implies buying brands that have proved satisfactory in the past. This is the case particularly for low-involvement purchases. The habit rule is not only based on experience of use, it can also be based upon longstanding perceptions (Doyle,1990:7-8).

Keller (1998:9) is once again used here to elaborate on the roles of brands in organisations.

- Brands fundamentally serve an identification purpose to simplify product handling or tracing for the organisation. Operationally, brands help to organise inventory, accounting and other records.

- A brand also offers the organisation legal protection for unique features or aspects of the product. A brand can retain intellectual property rights, giving legal title to the brand owner. These intellectual property rights ensure that the organisation can safely invest in the brand and reap the benefits of a valuable asset.

- Brands can signal a certain level of quality so that satisfied buyers can easily choose the product again. This brand loyalty provides predictability and security of demand for the organisation and creates barriers of entry that make it difficult for other organisations to enter the market.

- Although manufacturing processes and product designs may easily be duplicated, lasting impressions in the minds of consumers from years of marketing activity and product experience may not be so easily reproduced. In this sense, brands can be seen as a powerful means to secure a competitive advantage. Thus to firms' brands represent enormously valuable items of legal property, capable of influencing consumer behaviour, being bought and sold and providing the security of sustained future revenue for their owners.

According to Berthon, Hulbert and Pitt (1999:54-55) the most important function of brands is to create a distinction among entities that may satisfy a customer's need. This primary distinction is the origin of a series of benefits for both the buyer and the seller. For the buyer, brands effectively perform the function of reduction. Brands help buyers identify specific products, thus reducing search costs and assuring a buyer of a level of quality that may subsequently extend to new products. This reduces the buyer's perceived risk in purchasing the product. In addition the buyer receives certain psychological rewards by purchasing brands that symbolise status and prestige, thus reducing the social and psychological risks associated with owning and using the wrong product (Berthon, Hulbert and Pitt,1999:54).

For the seller, brands perform the function of facilitation, that is, they ease some of the seller's tasks. Because brands enable the customer to identify and re-identify products, all things being equal, this should facilitate repeat purchases on which the seller relies to enhance corporate financial performance. Brands also facilitate the introduction of new products. If existing products carry familiar brands, customers will generally be more willing to try a new apparently appropriate product if it carries the same familiar brand. Brands facilitate promotional efforts by giving the firm something to identify and a name on which to focus. Brands facilitate premium pricing by creating a basic level of differentiation that should prevent the product from becoming a commodity. Brands facilitate market segmentation by enabling the marketer to communicate a coherent message to a target customer group – effectively conveying for whom it is not intended. Brands facilitate brand loyalty (Berthon, Hulbert and Pitt,1999:54-55).

2.5 BRANDING ARCHITECTURE

There is no uniform agreement on a brand strategy that must be used in all businesses. The brand strategy a firm chooses is determined by brand elements a firm chooses to apply across the products it offers for sale (Keller,1998:400). Various brand strategies exist, ranging from product brand to corporate brand, with corporate brand being a brand strategy where a corporate body plays a dominant role in the brand strategy used. A corporate brand occupies the highest level of the branding hierarchy; for legal reasons, a corporate brand/corporate name must almost always be present somewhere on the product or package (Keller,1998:410).

Brand strategies refer to the ways firms mix and match their corporate, house and individual brand names on their products (Laforet and Saunders,1999:51).As already mentioned, organisations employ various brand strategies, some complex, where brand names may consist of multiple brand name elements such as Toyota Camry V6 XLE, Chevrolet Camarao Z28 and BMW 328. There are various variations of relationship between the corporate brand and product brand. This relationship is called branding architecture. Such relationships embrace products and services, or a mixture of the two across the hierarchy of brands (Balmer and Gray,2003:977).

Brand architecture is also defined as portfolio and allocation thinking applied to a corporation's brand structure. For example, P&G and Unilever both have a multi-brand portfolio structure with individual product brands. When these companies decided to reduce the number of brands and start endorsing their competitive brands, they practise brand architecture (Uggla,2006:787).

According to Balmer (1995:26) and Urde (2003:1029) the three common approaches of branding architecture are brand dominance, corporate dominance and equal dominance. Please see diagram below:

Figure 2 Branding architecture

Corporate brand Volvo	**Products brand** AEG, Husqvarna, Flymo The Electrolux group
Corporate and Product brand **SAS** Eurobonus	**Product and Corporate brand** **Nicorette** Pharmacia corporation

Source : Urde 2003:1029

Brand dominance – in this instance a product brand dominates and a product brand does not use a corporate brand eg Cross and Blackwell is a brand name from Nestlé; however, it does not carry the Nestlé brand, except on the back panel. Organisations such as P&G and Unilever almost exclusively emphasise product brands (Yu Xie and Boggs,2006: 348).

‘Corporate dominance’ represents a brand strategy where a corporate name is used throughout, eg IBM, BMW, Xerox. These organisations emphasise their corporate brand almost exclusively (Yu Xie and Boggs,2006:348).

‘Equal dominance’ means that the product brand is linked to a corporate brand and both brands enjoy equal presence, for example Toyota Corolla. These organisations actively deploy corporate branding and product branding simultaneously, shifting their emphasis between the product and the corporation in different markets and contexts (Yu Xie and Boggs,2006:348). For example, Nestlé markets its products under the master corporate brand but gives equal prominence to such individual brand names such as Carnation, Nescafé, Nestea, Maggi, Perrier and San Pellegrino. Intel likewise promotes both its corporate brand and its Pentium and Celeron product brands (Yu Xie and Boggs,2006:348).

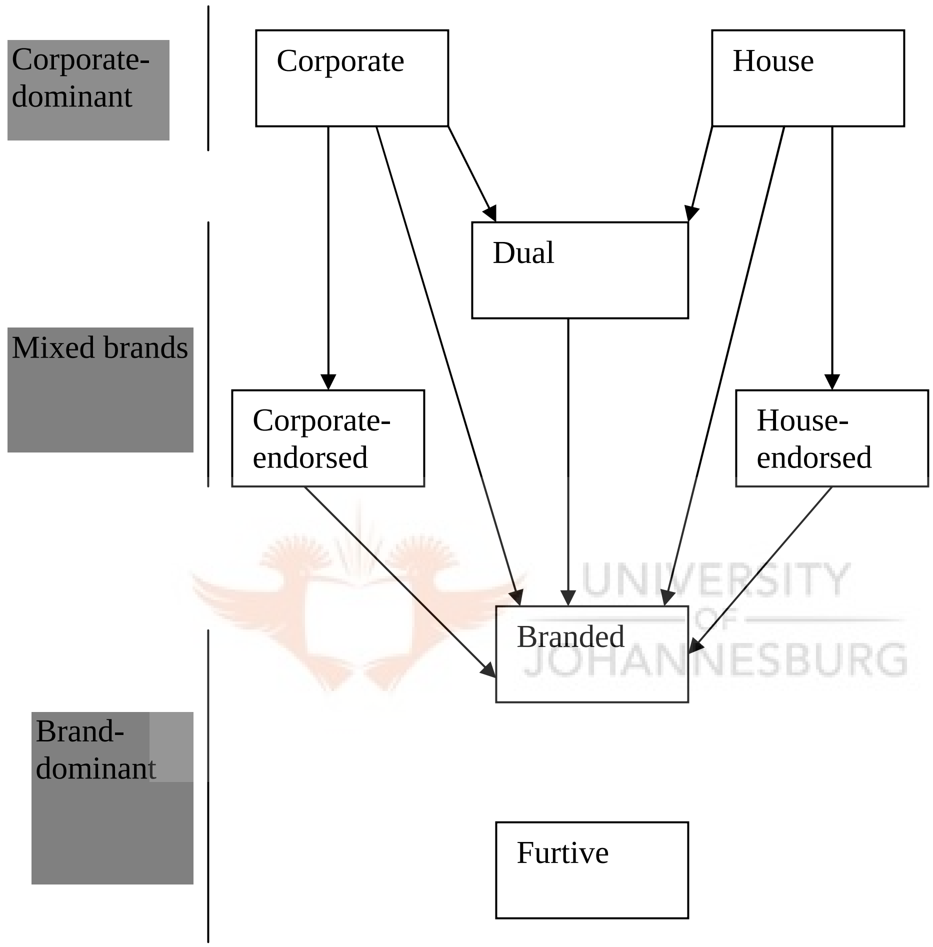
Laforet and Saunders (1999:51) agree with the approaches suggested above; the only difference is that they name some of the approaches differently and divide each approach into various classes. The three approaches of brand architecture are: corporate dominant brands (corporate brands and house brands), mixed brands (dual brands, corporate-endorsed and house-endorsed brands) and brand-dominant brands (branded brand and furtive brand). See diagram below for graphical representation.

The categories are explained as follows:

The corporate-dominant approach is followed where a company uses the company name on its product(s); Heinz and Kellogs are examples. According to Uggla (2006:787) corporate-dominant brands are based on visibility for the organisation and the corporation as a global driver of brand values. Virgin and BMW subscribe to this pattern.

House-dominant brands are similar to family brands, where a company introduces a brand and has numerous products within that brand. Examples are Fisher-Price from Quaker and Pedigree from Mars (Laforet and Saunders,1999:51-52).

Figure 3 Brand Structures



Source : Laforet and Saunders, 1999:52

Dual brands give two or more brand names equal dominance, eg Rowntree Quality Street (Laforet and Saunders,1999:51-52).

Endorsed brands are used when brand names dominate but are endorsed by a small representation of a corporate or house brand eg 3M appears at the back of Scotch Tape brand (Laforet and Saunders, 1999:52). Endorsed brands allow brands to stretch across products and markets, address conflicting brand strategy needs, conserve brand-building resources in part but leverage existing brand equity, protect brands from being diluted by over-stretching and signal that an offering is new and different (Uggla,2006:787).

Brand-dominant brands are stand-alone ones such as Tide. Uggla (2006:787) states that in a brand-dominant structure, individual brands are developed for every product, for example Pringles for chips and Ultra Pampers for diapers from P&G.

Furtive brands are similar to stand-alone brands. However, in this case the name of the owner does not appear on the brand.

According Laforet and Saunders (1999:65) organisations that use brand-dominant and corporate-dominant brand strategies pursue a clear and well-understood strategy with known benefits

The following factors influence a choice of brand structures: history, centralisation, company philosophy, strategy, markets, segmentation and product ranges (Laforet and Saunders,1999:52).

The benefits of a corporate brand strategy flow from the economy, simplicity of standardisation and differentiation, while mixed brands offer very few benefits.

Doyle (1990:18) also discusses brand architecture while looking at brand extension strategies. Doyle (1990:18) uses two variables, namely brand differential advantage and target market segment and their combinations to indicate instances where a brand strategy may be appropriate. Doyle agrees with the three-level approach to brand architecture and uses the following categories: corporate brand, branded products and mixed products. See graphical representation in Figure 2.5.3

Figure 4 Brand Extension Strategies

		Differential Advantage	
		Similar	Different
Target market segment	Similar	Company/range name (corporate brand) (IBM, Timotei)	Company plus brands (mixed brand) (Kellogs Cornflakes)
	Different	Company plus grade ID (mixed) (Merc 200, 500)	Unique brand name ((branded) (P&G, Tide)

Source: Doyle, 1990:18

Lastly, Uggla (2006:787) states that Keller (2002) suggests a four-level brand hierarchy, which consists of corporate brands, family brands, individual brands and modifying names or numbers. Family brands are brands covering several product classes without being corporate brands, for example Panasonic (Matshuita Corporation), individual brands are restricted to one product class, for example Doritos or Ruffles from Frito Lay). Modifiers are descriptors that modify a corporate/individual or mixed brand structure for a particular market segment, for example BMW x5, the corporate brand BMW is modified with respect to four-wheel drive (x) and size (5).

Among the various brand strategies discussed, the study concentrates on the corporate brand strategy.

2.6 CORPORATE BRAND

This section discusses the definition and evolution of corporate brands and corporate branding.

2.6.1 What is a corporate brand?

Nike, Shell, Monsato (Knox and Bickerton, 2003:1000), the Catholic Church, Ancient Universities (Balmer, 1995:30), Accenture (Anderson Consulting), Corus (British Steel), Consignia (the post office in the UK), Innogy (National Power), Thales (Thompson CSF), Uniq (Unigate), Coca Cola (Balmer, 2001:1-3), Disney, Microsoft and Sony, Toyota, Kodak, Patagonia, Ben & Jerry, Stonyfield Farms, The Body Shop (Kay, 2005:754) IBM, Royal Bank of Scotland, Virgin and Mitsubishi (Yu Xie and Boggs,2006:347) are all examples of corporate brands.

In its simplest form a corporate brand denotes a name, logo type or trademark denoting ownership (Balmer and Gray,2003:973)

Both the words ‘corporate’ and ‘brand’ carry certain connotations.

‘Corporate’ implies organisations, both profit and non-profit entities. It encompasses everything from a small family-run organisation to the largest multinational.

It is the joining of these two words, ‘corporate’ and ‘brand’, that suggests a new way of looking at organisations (Ind,1997:3). Corporate brand is not a visual presentation of a company, represented by company names and logos, as previously mentioned. Company names and logos are just the most overt signs of an organisation (Ind,1997:3).

Company names are not necessarily corporate brands (Kay,2005: 753). For instance, Mass Mart is a bluechip organisation, but its name does not represent a corporate brand. The same is true for Betchel. Betchel and Coca Cola: 20 years ago the fixed assets of Betchel were worth $6 billion while those of Coca-Cola were worth only $5 billion. Both companies had a similar number of employees; however, Coca Cola was world-renowned whereas Betchel was generally unknown to the general public. The reason was that Coca Cola maintained a highly valuable corporate brand. Another example is P&G, which is a strong company with a powerful portfolio of brands; however, it is not a powerful brand (Kay,2005:753 and Kay,2006:750).

Kay (2006:751), emphasises the difference between a corporate brand and a company name by saying that although brands have a logic and a history that are rooted in their management, brands are not logically perceived to be the same as the companies that created them. The logic of building a strong corporate brand is tied to developing meaning through distinctive brand associations that customers recognise. Companies cannot leverage their company name if corporate activities are not strongly associated with their product or services. Powerful corporate brands are defined by representative activities and associations that make their organisations visible and notable. Few corporations embody such values (Kay,2006:750).

A corporate brand is defined in many ways; for instance, to Hatch and Schultz (2003:129) a corporate brand is a single umbrella image that casts one glow over a panoply of products.

Ind (1997:13) regards a corporate brand as more than just the outward manifestations of an organisation, its name, logo or visual presentation. Rather corporate brand is the core of values that defines an organisation.

To Bickerton (2001:43) a corporate brand must be viewed as both an organising proposition that helps to shape an organisation’s value and culture and as a strategic tool of management, which can guide the organisational processes that generate and support value creation

Balmer (2001:13) believes that 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.

According to Balmer and Gray (2003:972) corporate brands may be seen as marks denoting ownership, image-building devices, symbols associated with key values, means by which to construct individual identities and a conduit for undergoing pleasurable experiences.

A corporate brand may be viewed as a contract in that the company needs to articulate its accord with its key stakeholders by demonstrating, unceasingly and over time, that it has kept true to its corporate branding pledge. As such, the brand name and/or logo play an important part in creating awareness and recognition and also as "signs" of assurance (Balmer and Gray,2003:977).

Corporate brands appear to include all of the above-mentioned.

2.6.2 Origins of corporate brands

The concept of 'corporate brand' was initiated by Stephen King, although he used the term company brand in his article entitled 'Brand building in the 1990s' (Balmer and Gray,2003:974). It was only around 1995 that the concept took off and a more encompassing, more strategic-sounding label, 'corporate brand', gained popularity (Balmer and Gray,2003:974). The concept of corporate brand began to appear in both the titles and content of articles and since then it has seized the imagination of scholars and managers alike.

Unlike company brands, corporate brands are not simply limited to organisations (Balmer and Gray,2003:974). A wide variety of corporate entities have brands, including corporations, their subsidiaries and groups of companies. Moreover, corporate level brands can also apply to countries, regions and cities (Balmer and Gray,2003:974).

While corporate brands are now a hot topic, the idea evolved from various very closely related concepts such as corporate identity, corporate image and corporate reputation (Balmer,1998:965), so much so that until the 1990s it was used interchangeably with corporate identity.

According to Balmer (1998:965) four developmental phases led to corporate brands, namely:

- The first phase of development was from 1950 to the early 1970s and the focus was on corporate image, which refers to commonly held perceptions of an organisation by a group or groups. Corporate image can be based on beliefs as well as on facts.

- The second phase lasted from the 1970s to 1980. The focus was on corporate personality, which refers to the distinct mix of ideologies that are present in a particular organisation and as such reflects the various loyalties personnel have to different cultures. The focus in this phase was also on corporate identity, which stands for what the organisation is, eg its innate character, which may include products and services, formal and informal communications, company policies, the behaviour of personnel, etc.

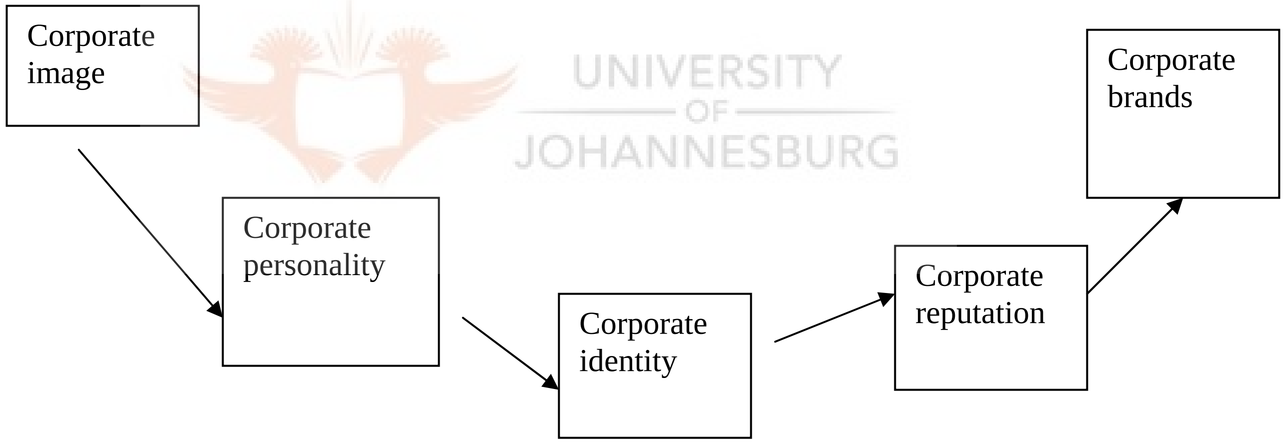
- The third phase was in the 1990s and the focus was on corporate reputation.

- Currently there is increased reference to corporate brands.

The development of corporate brands has mirrored developments of the brand concept in the marketing literature (Knox and Bickerton, 2003:1000).

The convergence of academic thinking on corporate brands can be represented graphically as follows:

Figure 5 Convergence towards corporate brand



Source: Knox and Bickerton (2003:1006)

2.6.3 Corporate branding

Branding can be seen as part of human life; it is a convenient distinguishing mark to classify things, friends, places and events. Consciously or unconsciously, these are branded in order to assist with recalling and distinguishing them (Bernstein,2003:1134).

Branding is an effective marketing strategy tool, whose purpose is essentially to build the product's image and build a sustainable differential advantage. The image will influence the perceived worth of the product and increase the brand's value to the customer (Rooney,1995:48).

Branding plays on the nature of human beings. Only humans can attach meaning and feeling to inanimate objects and a random collection of symbols, which means that the appeal of branding is not entirely rational. Once consumers are accustomed to a certain brand, they do not readily accept substitutes (Rooney, 1995:49), enabling brands to build a sustainable differential advantage. This is why organisations seek ways to take full advantage of this human trait, and this has made branding very popular (Rooney,1995:49).

Businesses use branding to differentiate their product and service offerings from those of their competitors. A brand incorporates a set of product or service features that are associated with that particular brand name and identify the product/service in the market (Simoes and Dibb,2001:218).

Another purpose of branding is facilitating the organisation's task of building and maintaining a loyal customer base in a cost-effective manner to achieve the highest possible return on investment (de Chernatony,1992:15).

The key to creating a brand is to choose brand elements (a name, logo, symbol, package design or other attributes) that identify a product and distinguish it from others (Keller,1998:2).

The first task of branding is defining what the brand infuses into the product or services by addressing the following: What attributes are embodied in the product or service? What advantages does it incorporate? What benefits does it provide? And what obsessions does it represent? (Kapferer,1992:15).

Branding is a powerful marketing concept that does not focus on only one element of the marketing mix. It represents the result of a carefully conceived array of activities across the whole of the marketing mix, directed at making the buyer recognise relevant added values that are unique when compared with competing products and services, which are difficult for competitors to emulate (De Chernatony and MacDonald,1992:15). It can be said that branding is not a tactical tool but rather the result of strategic thinking, integrating a marketing programme across the complete marketing mix. By adopting a more strategic approach to branding activities, organisations can ensure that they are better able to deal with fluctuating environmental and market forces. In order to enhance their competitiveness, businesses need to create unique features that distinguish their offerings from those of their competitors. By creating a brand that is centred on these offerings, the organisation makes a statement about what consumers can expect and the notion of what the organisation represents (Simoes and Dibb, 2001:217).

The study of branding was traditionally dominated by an emphasis on product brands, the focus of which is on the unique features associated with a particular item of an organisation's product portfolio (Yu Xie and Boggs,2006:348).

This practice is typical of consumer marketing, which is principally concerned with matching the resources of the selling organisation with the needs of consumers (Yu Xie and Boggs,2006:348) and focuses heavily on those people at the end of the value chain who purchase brands to satisfy either their own personal needs or those of their families or friends (De Charnatony and MacDonald, 1992:99).

Product brands, at the broadest, satisfy functional and emotional needs. To dominate attractive positioning, managers strive to incorporate a unique mix of functional and emotional values into their brand (De Chernatony,1999:158).

Functional values are more difficult to sustain because of factors such as advances in technology, similar designs for competing brands and the ease of copying competitors' prices (De Chernatony, 1999:158). Consequently much of product branding activity has focused on building emotional values. These evolve from both advertising and staff's engagement with different stakeholders (De Chernatony,1999:158). Otherwise, product branding's development has been characterised by layers of added value built around the core functionality of the product or service to create and maintain distinction in a particular market (Knox and Bickerton,2003:999).

This leads to sophisticated product brand management techniques, which include concepts such as brand image, brand positioning and brand identity. These refinements resulted from the changes in the business environment (Knox and Bickerton,2003:999). Despite these developments in product branding there is a growing body of work that points to the inability of these latest tools to cope with the substantially changed environment now faced by organisations (Knox and Bickerton,2003:1000).

The forces of change, as already mentioned in Chapter one, are among others globalisation, technology, deregulation and empowered consumers (Coyle, Bardi and Langley,2003:5-11; Yu Xie and Boggs,2006:348; Hill,2005:4-7 and Knox,2004:105).

This environment created a need to deepen the marketing view of the brand to encompass organisational attributes and to shift focus from the integrity of the product brand to the organisation and people behind the brand (Knox and Bickerton,2003:999).

Furthermore, the last 30 years has seen a series of refinements to the definition of the brand, resulting in a dramatic extension of the applications and scope of branding (Knox and Bickerton,2003:999) to include application on industrial, service and corporate level (Rooney, 1995:48). Branding has begun to move up the corporate agenda (Knox and Bickerton,2003:999).

Increasingly organisations are linking their brands with their corporate values, putting more emphasis on corporate branding rather than product branding (De Chernatony,1999:158).

Corporate branding was defined “as a systematically planned and implemented process of creating and maintaining a favourable reputation of the company with its constituent elements, by sending signals to stakeholders using the corporate brand” (Einwiller and Will,2002:101).

Einwiller and Will (2002:101) have built on this argument and define corporate branding as “a systematically planned and implemented process of creating and maintaining favourable images and consequently a favourable reputation of the company as a whole by sending signals to all stakeholders by managing behaviour, communication and symbolism.”

Both researchers agree and differ only on the vehicles used to send signals to stakeholders. Van Riel believes the corporate brand is meant to send signals to stakeholders, while Einwiller and Will (2002) propose that a much broader set of tools (every signal sent out by the company or its constituent elements) must be used to fulfil this purpose.

The objective of corporate brand management is to establish a favourable disposition towards the organisation by its various stakeholders and this is therefore likely to lead to a propensity to buy the organisation’s product or services, to work or invest in the company (Balmer,1995:30).

A further objective is to secure loyalty from an organisation’s diverse publics. This is because loyalty to a corporate brand is of increasing importance to business survival and to business success.

2.7 BENEFITS OF CORPORATE BRANDS

Corporate brands are enormously valuable assets; companies with strong corporate brands can enjoy among others the following benefits.

- A strong corporate brand can have a market value more than twice its book value; it can reduce marketing costs by exploiting economies of scale in advertising and marketing (Hatch and Schultz,2001:130 &133).

- A corporate brand gives consumers a sense of community, hence consumers are willing to pay more for some badge of identification. For instance, Apple's rainbow-coloured logo makes consumers feel part of a community (Hatch and Shultz, 2001:133).

- Corporate brands provide a seal of approval. This is because a corporate brand enables customers to know what they can expect of the whole range of products that a company produces. For instance Sony, whether applied to stereo, a television set or a computer game, stands for the high level of competence, quality and care for detail shared by all the products that are sold under the Sony name (Hatch and Shultz, 2001:133).

- A strong corporate brand also helps a company defend itself against outside assault and cushions a company in times of crisis (Balmer and Gray,2003:986/7). For instance, at some point journalists accused The Body Shop of lacking integrity in its testing of beauty products. The company overtly appealed to the public by citing its corporate brand, which was firmly associated in people's minds with strong ethical standards concerning animal rights (Hatch and Schultz, 2001:133).

- Corporate brands create common ground. The most successful corporate brands are universal and so paradoxically facilitate differences of interpretation that appeal to different groups (Hatch and Schultz,2001:133). This is true of corporate brands whose symbolism is robust enough to allow people across cultures to share symbols even when they do not share the same meaning. A good example is McDonald's golden arches.

- Corporate brands differentiate organisations from their competitors, lead to the fostering of loyalty from a wide range of stakeholder groups and networks and accord leverage to an organisation, particularly those operating in traditional or in mature consumer markets, as well as providing an aureole to new technology companies such as Microsoft and Intel (Balmer,2001b:1).

- A strong corporate brand has a significant impact on the creation of positive consumer perceptions of existing products and new product extensions.

- A corporate brand provides management with a holistic framework for conceptualising and aligning the many different activities by which companies express who they are and what they stand for. Thus, corporate branding provides a solid foundation for developing a coherent and engaging promise to all stakeholders. It acts as a mechanism to align organisational sub-cultures across functional and geographical boundaries, enabling companies to balance issues of global recognition and local adaptation better (Schultz and De Chenatony, 2002:105).

Further benefits of corporate brands are an increased public profile, increased attractiveness to customers, increased product support, increased visual identification, increased investor confidence, encapsulating organisational values, and increased staff motivation (Balmer,2001b:2). Corporate brands result in consistency in consumer demand, give added value to products and services, contribute to a company's financial margins, afford protection from competitors and are seen as having financial worth (Balmer, 1995:25).

In increasingly overcrowded markets that demand more transparency and new sources of involvement, a corporate brand provides a basis for a corporation to develop and express its distinctiveness through its consistent relationships with all stakeholders. A successful corporate brand strategy provides an opportunity for generating a significant future income stream, provided it is valued by stakeholders (Schultz and De Chernatony,2002:105).

2.8 ATTRIBUTES/CHARACTERISTICS OF A CORPORATE BRAND

A corporate brand is characterised by the following unique attributes:

- Intangibility

Unlike product brands, corporate brands are fairly intangible, in the sense that stakeholders, more particularly customers, cannot rely on their senses to evaluate the corporate brand, eg a shampoo can be touched, felt and smelled. A corporate brand is far more remote. Unless one works for an organisation, one rarely knows much about its history, strategy, values and culture. Outsiders only get information from organisations' communications sections, employees and products and media. On this basis, consumer assumptions and beliefs are based on shallow insights, which rarely withstand scrutiny (Ind, 1997:3).

- Complexity

Corporate brands are more complex because they are larger, more diverse and have several audiences with which they must interact (Ind,1997:13). Companies may include several decision-making bodies, numerous operating divisions, a large number of products and thousands of people. This makes control very difficult and continuity of experience much harder to attain (Ind,1997:13). The second aspect that contributes to complexity is the fact that companies use naming structures to link either business units or products together under one banner. If nothing is done to establish the corporate brand behind the name, the sum of values that represent the organisation, the addition of the company name to a product in itself achieves very little (Ind,1997:7)

- Responsibility

The corporate brand has a broader social responsibility, in terms of ethical conduct/behaviour (Ind,1997:11) because it represents the organisation and is more visible than product brands. Ethics are an issue that confronts all companies, as organisations do not exist independently of the society in which they operate. Organisations rely on the goodwill of the people who work for them, the local communities in their location, the government that determines legislation and the consumers who buy products. Support from these groups is not automatic, it requires approval of organisations' activities and organisation that do not abide by the rules of the society and it is punished through the withdrawal of their consumer franchise or fines (Ind,1997:12).

- Cultural nature

A corporate brand is "a construct with cultural" roots. An organisation's distinctiveness finds its source in the mix of sub-cultures found within it. Personnel, through their behaviour and actions, communicate an organisation's uniqueness (Balmer, 2001a:3; Balmer and Gray,2003:83).

- Intricacy

A corporate brand is inherently intricate in nature, in that it is multidisciplinary, transcending traditional organisational boundaries, it influences many stakeholder groups, it is made known through controlled and uncontrolled communication and uses multiple channels of communication. It consists of a mix of soft and hard elements (Balmer, 2001a:3; Balmer and Gray,2003:83).

- Tangible elements

A corporate brand encompasses tangible elements such as business scope, geographical coverage, performance-related issues, profit margins, pay scales, recruitment, etc. It also includes elements such as architecture (buildings), and graphic-design features such as interior design and logos (Balmer,2001a:3; Balmer and Gray, 2003:83).

- Ethereal dimensions

A corporate brand encapsulates a host of soft and subjective dimensions, which evoke an emotional response from stakeholders and stakeholders groups. These include the ethereal elements of the brand as well as the emotional response relating to country of origin and industry (Balmer,2001a:3; Balmer and Gray,2003:83).

- Commitment

Corporate branding requires total organisational commitment and commitment from the leadership. Senior management needs to devote sufficient resources, such as financial resources (Ind,1997, Balmer,2001a:3; Balmer and Gray,2003:83).

The next section discusses the difference between corporate and product brands.

2.9 THE DIFFERENCE BETWEEN CORPORATE AND PRODUCT BRANDS

Corporate brands are sometimes regarded as analogous to product brands. However, there are fundamental differences between the two (Hatch and Shultz, 2003:1042; Kay,2005:753; Balmer and Gray,2003:975;Yu Xie and Boggs 2006:351).

- Firstly, the focus of the branding effort shifts from the product to the corporation in corporate branding. Corporate branding exposes corporations and their members to the business at large, meaning that all organisational behaviour, even at the level of everyday employee interaction, becomes visible, making organisations more transparent than ever before. This in turn elevates the importance of a healthy (non-cynical, non-repressive) organisational culture (Hatch and Schultz,2003:1044).

- The second difference can be seen in terms of support. Unlike product brands, which target mainly consumers or customers, corporate brands target many stakeholders such as staff, community members, investors, partners, suppliers and all other interested parties. Instead of relating to consumers through a variety of individual products and services, with distinct product names, the corporate brand relates all of the organisation's multiple stakeholders and its products and services to one another through their relationship with the corporation (Hatch and Schultz,2003:1045; Balmer and Gray, 2003:984)

- The other difference comes in the form of determining who is responsible for the branding effort. Corporate branding, unlike product branding, which can be handled within the marketing department, requires organisation-wide support. The whole organisation from top to bottom and across functional units is involved in realising the corporate brand, along with the audiences the brand is meant to attract and engage (Hatch and Schultz,2003:1045 and Balmer and Gray,2003:984).

- Corporate branding is a subject of senior management concern because a corporate brand is an important element of a company strategy. A corporate brand is part of company strategy because of the importance consumers attach to the brand and the brand's economic benefits. In contrast, product brand management is principally a concern for middle management and falls largely within the remit of marketing (Balmer and Gray,2003:975). Hence, with a corporate brand managerial responsibility shifts from the marketing function remit to be based in the office of the chief executive officer (CEO) (Hatch and Schultz,2003:1043 & 4 and Balmer and Gray,2003:975).

- The temporal dimension is another difference. Product brands live in the present, they are short-term in their ambitions to attract potential customers and help engender sales. On the other hand, corporate brands live in the past and the future. For instance, corporate brands stimulate associations with heritage and articulate strategic visions of what is to come (Hatch and Schultz,2003:1045-6).

- Corporate brands differ from product brands in their strategic focus and implementation, which combine corporate strategy, corporate communication and corporate culture (Yu Xie and Boggs,2006:347). A corporate brand engineers interaction among strategic vision, organisational culture and corporate image to position the firm in its marketplace, and sets up internal support arrangements appropriate to its strategic importance (Yu Xie and Boggs,2006:350; Balmer and Gray, 2003:984).

- According to Balmer and Gray (2003:975) a key difference is in conceptualisation. Corporate brand values tend to be grounded in the values and affinities of company founders, owners, management and personnel, whereas product brand values tend to be contrived and are the product of the not inconsiderable skills of invention held by marketing and advertising creativity.

- Unlike product brands, the employees have a crucial role in transmitting the brand's values and as such bring them to the heart of the corporate branding process. They provide the interface between the internal and external environments and help build and maintain the corporate brand (Balmer and Gray, 2003:975).

- Another contrast is in terms of reach. Corporate brands have a greater reach relative to product brands, in terms of relating past and future, number of stakeholder groups targeted and the use of the whole company to support the brand (Hatch and Schultz,2003:1044).

- Corporate branding acquires a certain degree of tangibility through messages the firm delivers and the relationship it establishes with various stakeholders. It is more complex because of the variety of messages and relationships and the potential subsequent confusion. Lastly it tends to demand greater attention to issues of ethical or social responsibility (Ind in Yu Xie and Boggs,2006:351).

- The differences between a corporate brand and product brand are also discussed by Kay (2006:750), who believes that corporate brands frequently have little impact on consumers and may not affect demand for product or service offers. Corporate branding communications may be directed at shareholders, employees and other stakeholders. However, the brand associations are directed at different logical domains.

2.10 STAKEHOLDER SALIENCE

The nature of a corporate brand is such that it has several audiences with whom it must interact. Unlike a product brand, which is expected to satisfy only the needs of consumers, corporate brands need to take into account the expectations of a larger group (Yu Xie and Boggs,2006:352-3; Balmer and Gray,2003:973-4). The view is also emphasised by researchers such as Mitchell (1999:40) and Hatch and Schultz (2003:1043). For instance Mitchell (1999:40) states that a corporate brand is not just for consumers, but also includes a whole range of stakeholders. This section discusses issues relating to stakeholders.

There is increasing realisation that corporate brands serve as a powerful tool to a variety of stakeholders for a miscellany of purposes including employment, investment and consumer behaviour (Balmer and Gray,2003:972-3). Corporate brands appear to play a pivotal role in the construction of identities by many groups including employees (the esteem accrued to a new graduate who works for Ferrari), suppliers (the cachet of sourcing products for an exclusive retail emporium such as London’s Fortnum and Mason) and governments. According to Balmer and Gray (2003:974) corporate brands have utility in several regards: they communicate the brands' values (often seen as a promise), they afford a means of differentiation from their competitors and they enhance the esteem and loyalty in which the organisation is held by its stakeholder groups. A corporate brand contributes to the images formed and held by all its stakeholders, including employees, customers, investors, suppliers, partners, regulators, special interests and local communities. For instance, employees are key to building relationships with all the company's stakeholders as well as contributing to the meaning of the brand, according to Bickerton (2000:43).

Corporate branding requires that corporate brand management knows who its stakeholders are and to whom managers must pay attention.

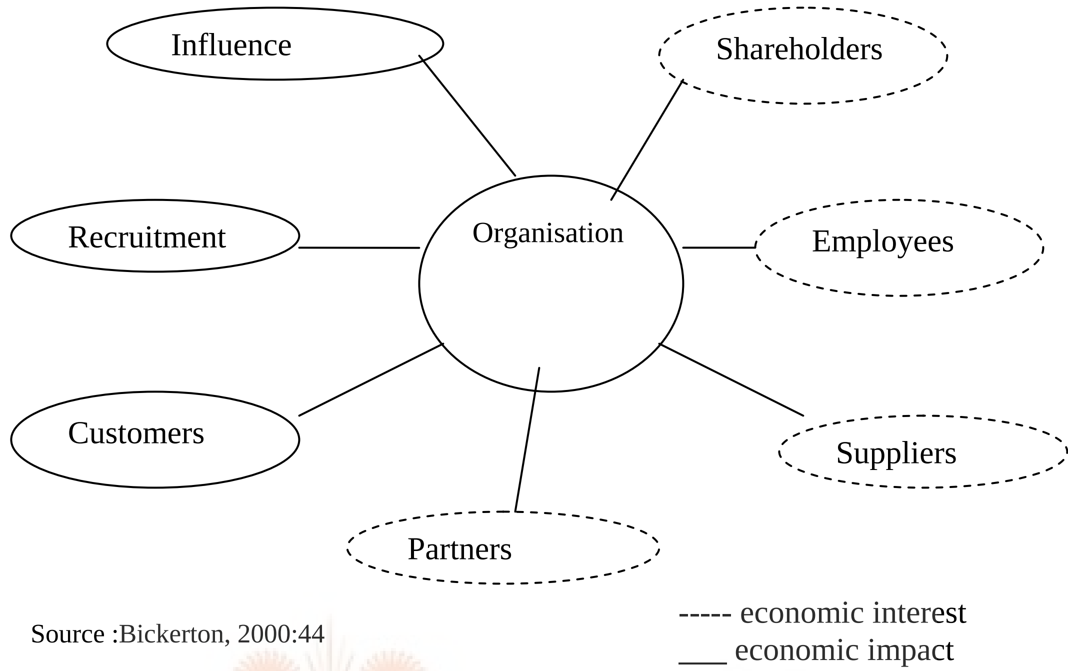
This section looks at the salience of stakeholders

Bickerton (2000:43) defines stakeholders as those who have either an economic interest (employees, shareholders, suppliers, partners) or an economic impact (customers, opinion formers, regulators, legislators). Stakeholder typology is represented in Figure 6 below.

The above appears to be a narrow definition, because it captures only a few participants in the stakeholder-manager relationship.

The most common definition of stakeholders is that coined by Freeman (1984), who states that a stakeholder in an organisation is by definition any group or individual who can affect or is affected by the achievement of the organisation's objectives (Mitchell, Angel and Wood,1997:856). Neville, Bell and Menguc (2005:1185) also define

Figure 6 Stakeholder audience typology



Source :Bickerton, 2000:44

stakeholders in this manner and state that the individuals or groups usually include shareholders, customers, employees, business partners, governments, media, local communities and the natural environment (Neville, Bell and Menguc,2005:1186) and that the organisation is at the centre of a network of relationships with various stakeholders.

Mitchell, Angel and Wood (1997:863) expand on the definition coined by Freeman and define stakeholders as any group or individual that can affect or is affected by the achievement of the organisation's objectives. However, there are three qualifying attributes (power, legitimacy and urgency) that are required (one, two or all three) to be recognised as a stakeholder. The suggested classes of stakeholders depend on the possession of one, two or all of the three following attributes and not roles (such as employee or investor) that each stakeholder fulfils in the organisation:

- The stakeholder's power to influence the firm
- The legitimacy of the stakeholder's relationship with the firm
- The urgency of the stakeholder's claim on the firm.

The attributes profoundly influence managerial perception and attention, determining to whom managers should pay attention (salience of stakeholder).

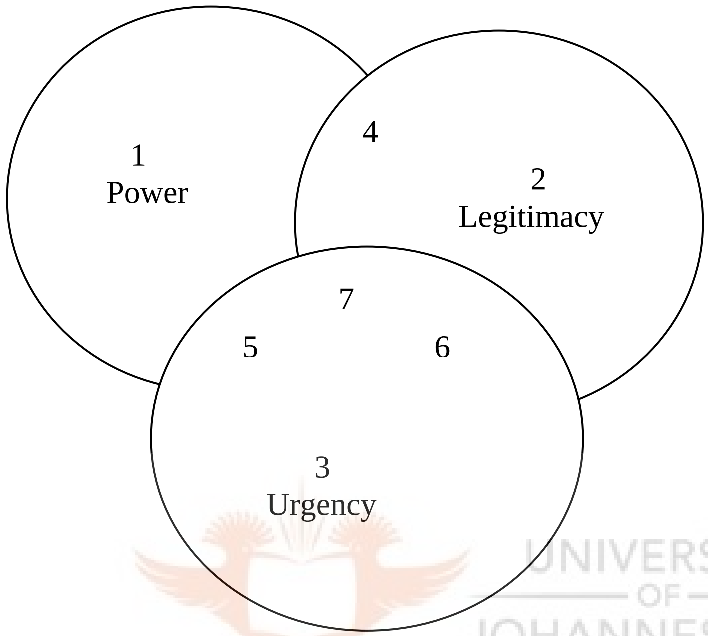
Mitchel, Angel and Wood (1997:863) provide a comprehensive typology of stakeholders, which is reflected in Figure 7 below.

Power and legitimacy are necessary core attributes of a comprehensive stakeholder identification model; when these attributes are evaluated in view of the compelling demands of urgency, a systematic, comprehensible and dynamic model can be designed (Mitchell, Angel and Wood,1997:863).

Managers are central to the identification of stakeholders in that a manager's perception of a stakeholder's attribute is critical to the manager's view of stakeholder salience, hence managerial characteristics are a moderating variable in the tripartite relationship (Mitchell, Angel and Wood,1997:871).

Using the suggested stakeholder typology equips managers with the ability to recognise and respond effectively to a disparate, yet systematically comprehensible set of entities that may or may not have legitimate claims but may be able to affect or are affected by the firm nonetheless, and thus affect the interests of those who do

Figure 7 Stakeholder Typology: One, Two, Three Attributes



1. Dormant 2. Discretionary 3. Demanding 4. Dominant 5. Dangerous 6. Dependent
7. Definitive

Source : Mitchel, Angel and Wood,1997:874

have legitimate claims (Mitchell, Angel and Wood,1997:857).

Based on the three attributes, in total seven classes of stakeholders were identified, with three possessing only one attribute, three possessing two attributes and one possessing all three attributes (Mitchell, Angel and Wood,1997:873). See Figure 7.

- **Latent stakeholders (1-3)**

Latent stakeholders are dormant, discretionary and demanding stakeholders. With limited time, energy and other resources to track stakeholder behaviour and to manage relationships, managers may well do nothing about these stakeholders, as they only possess one attribute. Managers may not even go as far as recognising those stakeholders' existence. Similarly, latent stakeholders are not likely to give attention or acknowledgement to the firm (Mitchell, Angel and Wood,1997:874).

Dormant (1) – Dormant stakeholders possess the power to impose their will on a firm, but since they do not have a legitimate relationship or an urgent claim their power remains unused. Dormant stakeholders have little or no interaction with the firm. However, because of their potential to acquire a second attribute, management should remain cognisant of such stakeholders, as they may become salient if they acquire one of the remaining attributes (Mitchell, Angel and Wood,1997:874).

Discretionary (2) - These stakeholders possess the attribute of legitimacy, but have no power to influence the firm and no urgent claims. Because of the absence of power and urgency there is absolutely no pressure on managers to engage in an active relationship with these stakeholders, although they can choose to do so (Mitchell, Angel and Wood,1997:875).

Demanding (3)- The sole relevant attribute of the stakeholder-manager relationship in this case is urgency. Stakeholders make a noise, but are not dangerous and only warrant passing management attention (Mitchell, Angel and Wood,1997:875).

- **Expectant stakeholders (4-5)**

These are dominant, dependent and dangerous stakeholders. The level of engagement between managers and expectant stakeholders is likely to be higher because the combination of two attributes leads the stakeholder to an active stance, with a corresponding increase in the firm's responsiveness to the stakeholder's interest (Mitchell, Angel and Wood,1997:876).

Dominant (4) – Stakeholders are both powerful and legitimate, their influence in the firm is assured and their expectations matter to managers. The stakeholders may even have some formal mechanism in place that acknowledges the importance of their relationship with the firm (Mitchell, Angel and Wood, 1997:876).

Dependent (6)- These stakeholders are characterised as lacking power but have urgent legitimate claims as dependants because they depend on others (stakeholders with power) for the power necessary to carry out their will (Mitchell, Angel and Wood, 1997:877).

Dangerous (5) – Where urgency and power characterise a stakeholder who lacks legitimacy, that stakeholder will be coercive and possibly violent, making the stakeholder "dangerous" to the firm (Mitchell, Angel and Wood,1997:877).

- **Definitive stakeholders (7)**

With definitive stakeholders, managers have a clear and immediate mandate to attend to definitive stakeholders' claims and give priority to these. These are stakeholders that possess all three attributes (Mitchell, Angel and Wood,1997:878).

Companies must be aware of the needs of all stakeholders. However, some stakeholders are considered more important than others (Einwiller and Will, 2002:103). Their ranking differs from company to company and time to time depending on current demands, pressures and goals. Although Mitchell, Angel and Wood are specific about what determines stakeholder salience, many marketing researchers still use 'role' stakeholder typology. To bring this study in line with other corporate brand management research studies, 'role' typology was used in the study. Regarding role typology, some researchers, such as Einwiller and Will (2002:103), believe that the financial community is seen to be the most important stakeholder group for the organisation and thus for the corporate brand, the second-ranked stakeholder group is customers, current and future employees and journalists. The general public and government are ranked third.

Public interest is ranked second last before competitors and just after companies' industry partners (Einwiller and Will, 2002:103). Mitchell, Angel and Wood disagree with the above and state that the situation of the firm will determine stakeholder salience.

According to Neville, Bell and Menguc (2005:1186) an organisation has individual, dyadic relationships with stakeholders and the relationship is reciprocal in terms of harms and benefits as well as rights and duties. The role of stakeholders in relation to the organisation is to set the expectations, experience effects, evaluate outcomes and act on these evaluations (Neville, Bell and Menguc, 2005:1187). Using resource dependency theory, the organisation is viewed as being dependent on various stakeholders for the critical resources that enable it to operate, eg consumers provide the organisation with financial returns while governments provide infrastructure (Neville, Bell and Menguc,2005:1186).

It was mentioned that if any of the groups perceives over time that it is not being treated fairly or adequately it will seek alternatives and may ultimately withdraw from the firm's stakeholder system. Stakeholders take action to sanction a reward or punish a firm's action in an attempt to change or reinforce particular behaviour. The action will be taken when the organisation's conduct does not meet stakeholders' expectations (Neville, Bell and Menguc, 2005:1187). Stakeholders affect the financial performance of the firm directly. This may be done by withholding resources from the organisation (customers withholding revenue and employees withholding their labour) or through placing conditions on the usage of the required resources. Limiting the provision of resources will hamper the organisation's performance and may place its survival in jeopardy (Neville, Bell and Menguc,2005:1187).

Stakeholders' resource allocation decisions are complex and include a host of considerations. Given the many issues requiring consideration by stakeholders, it is likely that their resource allocation decision will be based on holistic processing of information, which is the corporate brand's (organisation's) reputation. Stakeholders use reputation to evaluate the motivations, processes and outcomes of focal organisations. Hence when evaluating corporate brands, corporate reputation is an appropriate metric to evaluate stakeholders' perception of the brand (Neville, Bell and Menguc,2005:1188).

According to Neville, Bell and Menguc (2005:1189) organisations are likely to have different reputations with different stakeholder groups. The evaluation criteria stakeholders use to judge an organisation's reputation will differ depending on the particular stakeholder's expectations of the organisation's role (Neville, Bell and Menguc, 2005:1189). Stakeholders' expectations are dynamic and thus likely to change over time; furthermore, as firms' reputations increase, so do stakeholders' expectations (Neville, Bell and Menguc,2005:1189).

Ind (2003:2) says he perceives a corporate brand as something that has a relationship with a stakeholder. It is thus a combination of all forms of communication and experience. Although a company may seek to determine the nature of the relationship, it is the stakeholder who has the power to begin, sustain or terminate it. Successful corporate brands are those that recognise this and build a trusting and empathetic relationship

To satisfy all stakeholders, corporate branding is required, hence branding architects are showing a move towards corporate brand strategies (De Chernatony,1999:159).

2.11 CONCLUSIONS

This chapter discussed brands, the nature of corporate brands and stakeholder salience. It became clear that that the corporate brand is significantly different from the product brand and that various stakeholders, whatever their differences, use brand reputation to evaluate corporate brands.

3. CHAPTER THREE – THE BASICS OF CORPORATE BRAND MANAGEMENT

3.1 INTRODUCTION

Most researchers (King,1991:6;de Chernatony,1999:157; Bickerton, 2000:43; Knox and Bickerton,2003:1000; Balmer,2001a:2) agree that the traditional four-p's approach to product marketing is inadequate as a corporate brand strategy; a much broader approach is required. This is because unlike product brand strategy that focuses primarily on consumers, corporate brands deal with multiple stakeholders who interact with many staff members from various departments and important objectives are ensuring a consistent message and uniform delivery across all stakeholder groups; even Kay (2005:753) and Kay (2006:750) confirms this view. Management of a corporate brand is complex and is fraught with difficulties. A definitive approach to the management of a given corporate brand will depend on the particulars of the company and its situation (Knox and Bickerton,2003:1006).

Lego, McDonald and JCB are examples of successful corporate brands, which, although successful, each uses a different approach, unique to the brand. They are used here to share insights in successful corporate brand management and to confirm that there is no definitive approach to corporate brand management; each case will depend on the dynamics of the organisation.

Lego

According to an article printed in Strategic direction(2002:7), the success of Lego is linked to both physical brand attributes such as the simple and distinctive basic Lego brick, a powerful and instantly recognised global brand and to psychological aspects such as the company's commitment to fostering creative imagination (such as happy childhood memories). The organisation has also selectively used a relevant marketing mix, such as theme parks, to support its product offers (Strategic direction,2002:7).

McDonald

McDonald, on the other hand, competes by offering a fast, efficient service of good value, quality food items through conveniently located restaurants. McDonald uses its marketing budget to ensure its brand is one of the most advertised and best known in the world. Whenever customers encounter McDonald they also encounter the brand, in and outside the restaurant, on burger wrappers and on the packaging for potato chips, napkins and cups (Strategic direction, 2002:8).

According to this report, communication with external publics played an important role in the development of the McDonalds brand. Communication also focuses on the internal, because it is insufficient to create, position and communicate the brand; total consistency in branding is needed from the onset.

JCB

JCB established its brand firmly around the world. It has treated its brand as paramount. Workers throughout the organisation are proud of the JCB heritage and understand the value of the brand that has been created. JCB has worked to ensure the prominence of its corporate brand and the values behind it both inside and outside the company (Strategic direction, 2002:8).

According to the article, these three organisations exemplify the power of corporate brands. For Lego, brands mean ultimate customer experiences. McDonald's strategic outlook on branding has helped it become the number one fast food chain on the globe and for JCB, brand heritage still has meaning in today's environment (Strategic direction, 2002:8).

With increasing recognition of the importance and the complex nature of corporate brands, academics have proposed ways to manage corporate brands. Recommendations came in the form of models, which aim to simplify corporate brand management.

Mental models are assumptions or generalisations that help people understand their environment and aid decision-making. Mental models fulfil several roles, such as capturing and interpreting information, filtering and organising information and predicting outcomes. Underpinning managers' mental models are different frames of reference that they draw upon; consequently individual managers' mental models may differ, since they are influenced by professional, functional, organisational, industrial and national factors. As mental models become increasingly detailed and formalised, problem-solving becomes more efficient (De Chernatony and Riley,1998:1075).

Numerous corporate branding models exist, but basically the models may be split into two distinct types, namely the macro-models of the 1980s and early 1990s and the more recent micro-models (Knox and Bickerton,2003:1001).

In this chapter, corporate brand management practices came under scrutiny. A closer look was taken at what the activity of managing a corporate brand really entails. To achieve this objective, selected models representing sets of variables and their interrelationships were put to use.

3.2 THE BASICS OF CORPORATE BRAND MANAGEMENT

This section deals with the process of corporate brand management and uses several micro-models of corporate brand management to achieve this. Macro-models were developed by researchers such as Abratt and Dowling (Knox and Bickerton,2003:1001), with their most important contribution being triggering the development of more multi-disciplinary interest in corporate brand management by incorporating constructs such as corporate personality, identity, image and culture in their models (Knox and Bickerton,2003:1001).

These models are limited in terms of the insights they offer into explaining, connecting and applying the constructs to market realities (Knox and Bickerton,2003:1001). Macro-models were improved by the introduction of micro-models.

Micro-models are works developed by researchers such as De Chernatony, Hatch and Schultz, Rindova, Knox and Bikerton, Urde and Balmer. These models seem to capture more readily the challenges faced by organisations in managing and aligning multiple identities and images across differing stakeholder groups and are more accessible for diagnostic purposes (Knox and Bickerton, 2003:1001).

The study stated that corporate brand management is a parallel approach where activities carried out inside the firm and stakeholders' perception of the brand were taken into consideration and these two needed to match. De Chernatony's (2001:32-44) model for strategically building brands, De Chernatony's double vortex model, De Chernatony's (1999:157-179) brand management through narrowing the gap between brand identity and brand reputation, Urde's (2001:1017-1040) core-value-based model, Hatch and Schultz's (2003:1041-1064) vision, culture and image framework and

Knox and Bickerton's six conventions of corporate branding were all used in the study to make a case for the suggested approach because together they offer a new diagnostic approach to the management and development of the corporate brand and hence contribute to the objectives of the study.

The models present brand marketing as a strategic process that is visionary and integrates cross-functional activities in the value-adding process rather than focusing on short-term goals (De Chernatony,2001:32). They present building and managing a corporate brand as a parallel process that involves both activities within the organisation, 'inside the organisation', and activities of stakeholders, 'brand inside stakeholder' (De Chernatony,2001:32).

Models suggest that in managing a corporate brand both activities, 'inside the organisation' and 'brand inside stakeholder', must be considered. The reason is that as much as brands are conceived inside the organisation, their success is decided by stakeholder perceptions. (De Chernatony and Riley,1997:1086).

By having a good appreciation of both, 'inside the organisation' and stakeholders' perception of the brand, appropriate processes and practices of corporate brand management can be identified.

3.2.1 Inside the organisation

"Inside the organisation' discusses how corporate brands are dealt with internally. 'Inside the organisation' activities adopt some form of sequential process, even though the process is iterative. Managers craft their brand by deciding on what is called 'strategic drivers', which are the vision, mission and associated values, blended with the firm's culture and heritage. 'Resourcing elements', such as naming policy, functional capabilities and risk reducer, are then used to implement the brand vision (De Chernatony and Riley, 1997:1086).

This process starts with the senior management team developing a brand vision and mission, which they refine over time. The brand vision must be set against the background of appropriate and welcoming organisational culture. From the brand vision should emerge a sense of direction for the brand, transforming brand vision into mission, then quantified objectives. This is followed by auditing the forces enhancing or impeding the brand, then a brand essence must be conceived and implemented internally, using resourcing elements (De Chernatony,2001:33).

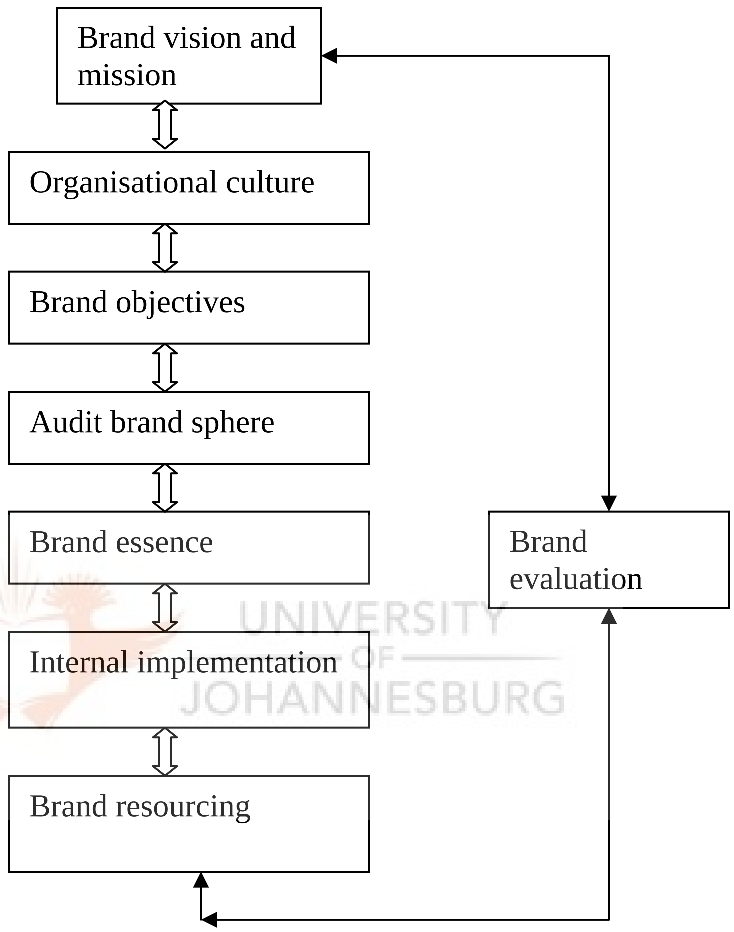
The model is an iterative process. As the management team works through the model, the emphasis moves from strategy to tactics to implementation to evaluation. This process ensures that feedback is provided, from which further enhancements can be planned to sustain the brand (DeChernatony,2001:33). Figure 3.1 appearing on the next page represents the suggested corporate brand management approach.

- **Setting brand vision (strategic vision)**

This model starts with the senior management team developing a brand vision, which it refines over time.

The strategic vision represents top management's aspirations for the company. It is the central idea behind the company that embodies and expresses top management's aspiration for what the company will achieve in the future (Hatch and Schultz,2003:1047). A powerful brand vision indicates the long-term, stretching intent for the brand. This must excite staff, encourage their commitment and enable them to interpret how they can contribute to the brand's success (De Chernatony,2001:33).

Figure 8 Corporate brand management process



Source : De Chernatony, 2001:34.

According to De Chernatony (2001:34) the three components of vision are:

- Envisioned future, which encourages managers to think about the type of environment they would like to bring about ten years ahead
- Brand purpose, which considers how the world is going to be a better place as a consequence of the brand
- Brand values, which drive staff behaviour as they walk the talk delivering the brand promise.

Brand visioning is typically a team-based activity and involves a process of amending drafts of previous visions as feedback is provided by staff (De Chernatony,2001:34). Brand vision must be set against the background of appropriate organisational culture and must be appropriate for the corporate image. This interplay between vision and culture will be explained later in the chapter.

- **Organisational culture**

The corporate brand management process entails that brand vision be set against a welcoming culture (De Chernatony,2001:37). Organisational culture is a set of shared, taken-for-granted implicit assumptions that a group holds and that determines how it perceives, thinks about and reacts to its various environments (Kreitner and Kinicki,2004:8).

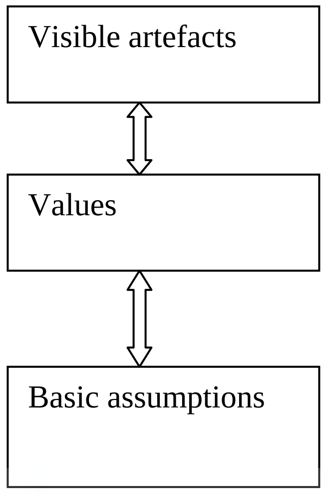
'Organisational culture' represents the organisation's values, behaviour and attitude, that is, the way employees in all the ranks feel about the company. It is the internal values, beliefs and basic assumptions that embody the heritage of the company and communicate its meaning to its members. Culture manifests itself in the ways that employees throughout all the ranks feel about the company they are working for (Hatch and Schultz,2003:1047).

Organisational culture can be characterised using the three-component model of visible artefacts, values and basic assumptions proposed by Schein (De Chernatony,2001:37). See Schein's culture model below:

  - Visible artefacts

These represent visible manifestations of an organisation's culture. Examples are acronyms, manner of dress, awards, myths and stories told about the organisation, a published list of values, observable rituals and ceremonies, special parking spaces, decoration and visible behaviour exhibited by people and groups (Kreitner and Kinicki,2004:82).

Fig 9 Schein's culture model



Source: De Chernatony, 2001:37

- Values

Values have five key components: values are concepts or beliefs, pertain to desirable end-states or behaviours, transcend situations, guide selection or evaluation of behaviour and events and are ordered by relative importance. There are two kinds of values:

- Espoused values

Espoused values represent values stated explicitly and norms that are preferred by an organisation (Kreitner and Kinicki,2004:82).

- Enacted values

Enacted values represent the values and norms that are actually exhibited or converted into employee behaviour (Kreitner and Kinicki,2004:82).

.

- o Basic assumptions

Basic underlying assumptions are observable and represent the core of an organisational culture. Basic assumptions constitute organisational values that have become so taken for granted over time that they become assumptions that guide organisational behaviour (Kreitner and Kinicki,2004:83).

According to Harris and De Chernatony (2001:442) an organisation's culture encompasses employees' values and assumptions, which also guide their behaviour. Managers need to be attentive to their organisations' culture and its alignment with the brand's values, since this could result in inconsistent behaviour, which would affect stakeholders' perceptions of the brand detrimentally.

Corporate culture must be appropriate, adaptive and attentive to the needs of all stakeholders. Managers thus need to agree on the few core corporate values that will remain unchanged, and the less central values that need to adapt to changing circumstances.

Brand vision must be transformed into brand objectives.

- **Setting brand objectives**

From the brand vision should emerge a sense of direction for the brand. To transform the brand vision into quantified objectives, it may be helpful to think of a two-stage process where long-term objectives are set and then broken down into a series of short-term objectives. Setting the objectives is then followed by an audit of enhancing and/or impeding factors.

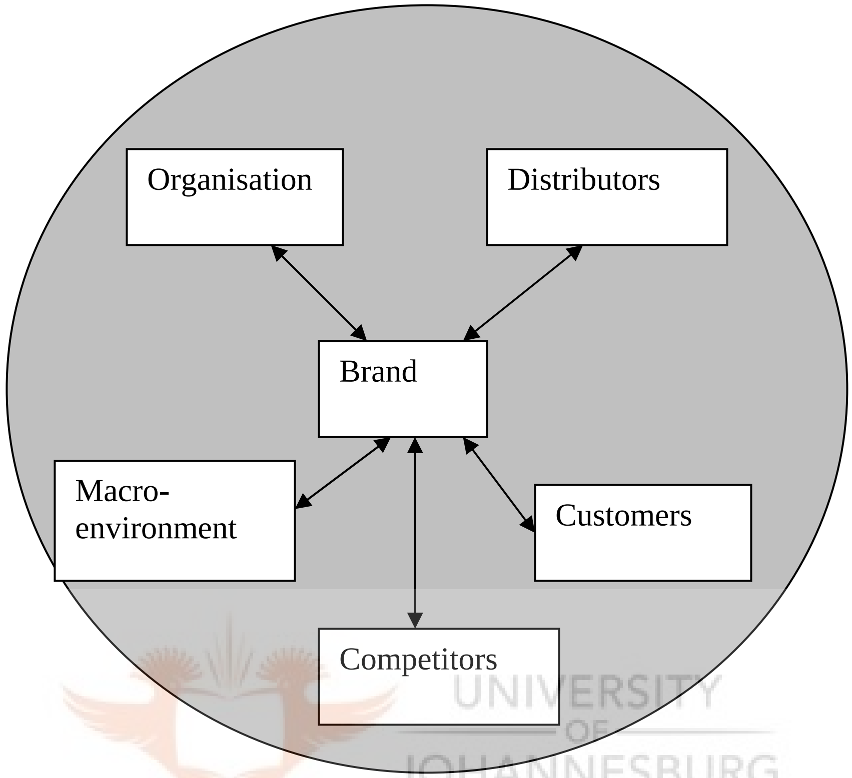
- **Audit the forces enhancing/impeding the brand**

It is important to take cognisance of environmental factors when managing a corporate brand. According to Balmer (2001:12) environmental factors are germane to the health of corporate brands, hence it is the task of senior management to anticipate the symptoms of terminal decline and act appropriately.

According to De Chernatony (2001:38), there are five key forces that enhance or impede a brand, namely the organisation itself, distributors, the macro-environment, competitors and customers (see Figure 3.3 below). Discussions on these individual factors are beyond the scope of the study and are hence not undertaken.

By auditing each of the forces separately, more powerful strategies can be devised, which capitalise on the positive forces and circumvent the retarding forces. This stage is followed by designing brand essence.

Figure 10 **The five forces of the brand sphere**



Source: De Chernatony, 2001:39

- **Conceiving brand essence (core value/promise)**

Conceiving a brand essence involves positioning the corporate brand, but first abrief discussion on core values.

- o **Core Values**

Most researchers, such as Urde (2003:1019), De Chernatony (2001:40) and Balmer and Gray (2003: 977) agree that core values are a key element of a corporate brand. Kay (2006:751) emphasises this by stating that strong corporate brands are defined by prominent organisational values and goals.There are differences between organisational values, added values and core values.

Organisational values in principle answer the question of what an organisation stands for and what makes it what it is. Other researchers see them as rules of life, the set of values that that unites the organisation around a mission and vision, the organisation's essential and enduring tenets – a small set of timeless guiding principles that require no external justification; they have intrinsic value and importance to those inside the organisation (Urde,2003:1025)

Corporate brand values are a set a values that may inhabit one, or indeed several, organisations (Balmer and Gray,2003:976). They are a central part of the value foundation of a corporate brand, an overarching concept that summarises the identity of the corporate brand (Urde,2003:1017). Brand values (brand essence) are the core of the brand, ideally summarised in a brief statement about a promise (Balmer and Gray,2003: 977). They are made up of brand functions, descriptive and emotional modifiers (Balmer and Gray, 2003: 977).

Added values, according to Urde (2003:1019), represent the difference between a brand and a commodity. Added values may be functional, emotional and/or symbolic. They include value proposition and functional and emotional discriminators. The term is used to express what the customer is prepared to exchange for a brand (Urde,2003:1019) and is closely related to core values and organisational values.

Core values can be defined as all-embracing terms that sum up the identity of the brand as well as being the guiding principles for all internal and external brand-building processes (Urde,2003:1035). Examples of core values are:

- The Red Cross is about humanity, unity and independence motivating staff to go into disaster-stricken areas to help others (Urde,2003:1035).
- Volvo is about safety (Urde,2003:1035).
- Hallmark is about caring shared (de Chernatony,2001:40)
- Nike is about “authentic athletic performance” (Balmer and Gray,2003:977).
- Disney is about “fun, family entertainment” (Balmer and Gray, 2003:977).

Typically, core values are clearly articulated, concise, well defined and distinct. They are broadly constant over time and are discernible via corporate behaviour and activities.

They require total commitment, especially on the part of personnel and all facets of organisational life should be congruent with these values (Balmer and Gray,2003:976).

A characteristic of core values is that they are dynamic rather than an interactive description, meaning that they are continually adapted and developed so as to encourage a sense of challenge and adventure that is relevant both internally and externally. This implies that they must be guiding factors that represent a direction for product development, behaviour and communication processes and most importantly they must be the guiding light of the brand-building process and must be built into the product, expressed in behaviour and be reflected in communication (Urde,2003:1019 and 1035). They are also seen as lasting. Core values need not be unique; however, their interpretation and expression must be unique. The creative aspects should target the interpretation and usage of the core value and not the creation of new core values (Urde,2003:1035).

Core values influence the continuity, consistency and credibility of a corporate brand in that they link mission, vision and organisational values. They also affect brand architecture, product attributes, brand positioning and communication strategy (Urde, 2003:1036).

Balmer and Gray (2003:977) use the term ‘brand covenant’ to refer to core values and state that at the core of a corporate brand is an explicit formal written agreement (covenant) between an organisation and its key stakeholder groups. This covenant is often referred to as a “promise”, examples of which are “authentic athletic performance” (Nike) and “fun, family entertainment” (Disney). Frequently, this promise is encapsulated in the form of three words that combine the brand functions with descriptive and emotional modifiers, using Keller’s terminology, the “brand mantras”.

According to Balmer and Gray (2003:977), typically core values are asserted by an organisation’s senior management in terms of a clearly articulated corporate branding proposition. They are promoted via multiple channels of communication and are experienced through the organisation’s products and services, corporate behaviour and most importantly, staff behaviour.

Urde says that there is a need to link competencies to core values. The challenge is to organise a company’s resource base and internal processes in a manner that both strengthens and differentiates the core values. The goal should be to ensure that the core values that the corporate brand stands for are expressed as added values that the customer experiences as useful and unique and they must also be difficult for competitors to imitate (Urde,2003:1036).

Corporate brand values require that organisations tie their products or services to activities that create meaningful associations or representation of the organisation. This will give corporate values a meaningful connection with customers and make corporate values credible (Kay,2006:751).

- o Positioning a corporate brand

Although positioning a corporate brand uses similar principles as those used in connection with product brands, its positioning is different. For instance, corporate brand positioning involves using a unique organisational value proposition (Knox and Bickerton, 2003:1003) instead of a unique value proposition. Positioning of a corporate brand should start with a common starting point (CPS), which represents customer values, rather than other alternatives such as corporate values, organisational vision or other CPSs. Using customer value drivers provides a better basis for achieving consensus and seems to help managers from cross-disciplinary backgrounds focus on common, unifying issues and develop a shared understanding of the main considerations in positioning their corporate brand (Knox and Bickerton,2003:1003).

The chosen positioning will then become the brand's proposition, which must be asserted by the organisation's senior management, in terms of a clearly articulated corporate branding proposition. Articulating the proposition calls for the development of a series of accepted statements that describe the corporate brand proposition (Knox and Bickerton,2003:1004).The branding proposition underpins organisational efforts to communicate, differentiate and enhance the brand in terms of stakeholder groups and networks. The proposition may be viewed as the organisation's contract with its customers, stakeholder groups and networks and requires total corporate commitment from all levels of personnel, in particular the CEO and senior management (Knox and Bickerton,2003:1004).

Brand proposition must then be consolidated and articulated to the rest of the organisation and external audiences. This may be done via multiple channels of communication and experienced through products and services and staff behaviour (Balmer and Gray,2003: 977).

- **Internal implementation of a brand essence**

To implement the brand essence a suitable value delivery system is needed to support both the functional and emotional aspects of the brand (De Chernatony,2001:41).

  - **Value delivery system – functional aspects**

The focus should first be on the functional aspects of the brand. This is achieved by analysing the organisation's value chain. Analysis of the value chain will lead to a production flow process or a services blueprint (for services brands), enabling an organisation to identify business processes (De Chernatony,2001:41). Relevant business processes can then be modified and developed to ensure consistency with the corporate brand proposition. Consistency of the business processes and corporate brand will ensure that brand confirmation is reinforced throughout the organisation (Knox and Bickerton,2003:1004).

  - **Value delivery system - emotional values**

The emotional values of the brand can be supported by recruiting staff whose personal values are aligned with the brand's values and who are committed to the organisation (De Chernatony,2001:41). (The role of staff in corporate brand management will be elaborated upon later in the chapter.)

The outcome of the above value delivery system is that it engenders a unique relationship between stakeholders and the brand, which leads to a genuine relationship of trust and respect that will bond customers to the brand (De Chernatony,2001:41).

Once the relationship is built the organisation must do all it can to enhance that relationship; it must not attempt to save cost by using information technology such as self-administered services or answering machines and remove human contact, as such steps will only weaken the relationship. There is still a need for staff interaction with customers, even just having an empathetic telephone helpline team, otherwise the firm will erect barriers impeding bonding between consumers and the brand (De Chernatony,2001:41, Mitchell,1999:33-34).

- **Brand resourcing**

Brand essence can be realised through corporate brand elements (brand resourcing elements), which are best described by "De Chernatony's atomic model" (De Chernatony,2001:41). Just as the marketing mix enables a marketing strategy to be enacted, the atomic model enables the brand essence to be realised (De Chernatony,2001:41) and it integrates tangible and intangible elements and the relationships between both elements.

The atomic model conceptualises brands in terms of nine elements, namely functional capability, symbolic feature, service, distinctive name, ownership, shorthand notation, legal protection, risk reducer and strategic direction (De Chernatony and Riley,1998:1077). See a graphical representation of the model, Figure 11, on the next page.

According to De Chernatony and Riley (1998:1078) brands start life with distinctive names, possibly endorsed by the corporate reputation or sign of ownership. The brand's functional capabilities become recognised. In an attempt to build a relationship with consumers, the service component becomes important. Legal protection is used to deter competitive infringement but the symbolic feature gives the brand a personality, making it more difficult to copy. As consumers' confidence increases, through skilful presentation as a risk reducer, the brand becomes associated with unique added values and becomes an effective shorthand notation representing a few high-quality items of information facilitating rapid consumer choice. At the nucleus of the brand is strategic direction, which influences the way in which these elements are bonded together (De Chernatony and Riley, 1998:1078).

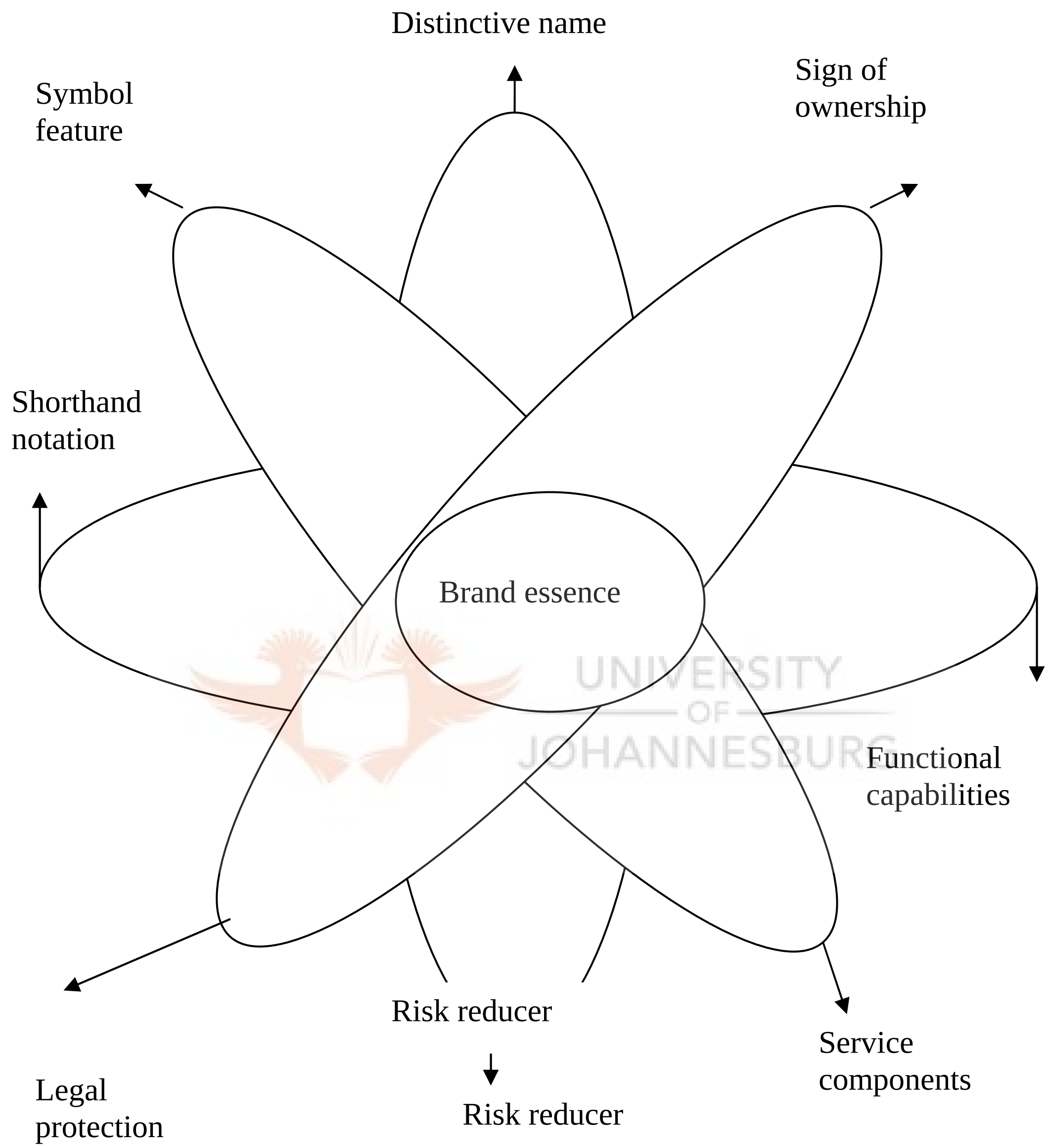
A **sign of ownership and distinctive name** relate to brand naming. The sign of ownership address the extent to which the brand's name is going to exhibit the name of the company owning it. A distinctive name addresses the extent to which the brand has the freedom to bear its unique name.

A **functional capability** component summarises the functional advantages of the brand, eg performance and reliability.

Service components make provision for after-sales service.

A **risk reducer** serves to engender consumer confidence by allaying particular worries. Areas that are addressed include the extent to which the brand should major on reducing performance risk, time risk, social risk or financial risk.

Fig 11 **The atomic model of the brand**



Source: De Chernatony, 2001: 42

The **legal protection** component focuses on providing the brand with the right to prosecute counterfeiters.

The **shorthand notation** component forces the brand team to simplify the brand presentation so that the emphasis is on quality rather than quantity of information.

The **symbol feature** component considers how the brand's values could be brought to life through associations with a personality or lifestyle.

Resourcing elements must be grouped into a programme, which represents an appropriate balance of the resourcing elements and represents the characteristics of the brand (De Chernatony and Riley,1998:1086).

3.2.2 Brand inside stakeholder

An inside stakeholder involves brand evaluation. The key brand evaluation metric used in the study is brand reputation and the reasons for using this metric will be explained in the body of the chapter.

As already mentioned, the objective of corporate brand management is to establish a favourable disposition towards the organisation among its various stakeholders (Balmer,1995:30).

- **Brand evaluation**

Stakeholders' evaluation of the brand is done parallel with the process that takes place within the organisation; stakeholders evaluate a brand using brand reputation. De Chernatony (2001:42-43) suggests that brand metrics are needed that monitor the suitability of the internal supporting systems along with the external favourability of the brand. Some researchers, such as De Chernatony (2001:42-43), believe that it is unsuitable to use one measure to evaluate corporate brand. Neville, Bell and Menguc (2005:1187) disagree with this view and state that a corporate brand is evaluated as a holistic processing of information, which is represented by a global perception such as reputation. Hence they suggest that reputation is a measure by which stakeholders evaluate the motivations, processes and outcomes of organisations (Neville, Bell and Menguc, 2005:1188). This is how Neville, Bell and Menguc (2005) support their argument:

The relationship between organisations and their stakeholders is reciprocal in terms of harms and benefits as well as rights and duties. According to Neville. Bell and Menguc (2005:1187) the role of stakeholders in relation to the organisation is to:

- Set expectations
- Experience effects
- Evaluate outcomes
- Act on these evaluations.

Stakeholders' expectations have generally been framed in terms of protecting their interest and personal identity-based outcomes. Stakeholders' response to an organisation may be classified as instrumental (instrumentally motivated response will be motivated by the achievement of one's own ends) or normative response (will be motivated by an understanding that the interests of all stakeholders are of intrinsic value, ie each group of stakeholders merits consideration for its own sake and not merely because of its ability to further the interests of some other group) (Neville, Bell and Menguc,2005:1188).

Neville, Bell and Menguc (2005) suggest that given the myriad issues requiring consideration by stakeholders, it is likely that a stakeholder resource allocation decision will be based on holistic processing of information, represented by reputation, hence they suggest that reputation is a measure by which stakeholders evaluate the motivations, processes and outcomes of organisations (Neville, Bell and Menguc,2005:1188).

Most researchers, such as De Chernatony (1999:170), Gotsi and Wilson (2001:28), Neville (1999:1188), Harris and De Chernatony (2001:443) and Balmer (2001:11), agree that reputation represents stakeholders' brand evaluation better, because reputation assesses perceptions across many stakeholder groups and does not focus only on the most recent impression, and that stakeholders use it to assess future outcomes (De Chernatony,1999:173). More particularly, external stakeholders assess the organisation using reputation, which is more stable and relates to perceptions about a brand over time.

At the heart of corporate brand management is being familiar with the perceptions of an organisation held by its key publics. This is because the latter represents a yardstick, which measures the degree of success in managing the corporate brand (Balmer,1995:41). Failure to be familiar with perceptions that are held raises the likelihood that senior managers will be unaware of problems associated with the corporate brand and that an associated crisis with the corporate brand could consequently erupt suddenly (Balmer,1995:41).

Turning to brand reputation, the arguments below are relevant.

- **Brand reputation**

A brand's reputation is defined as a collective representation of its past actions and results that describe the brand's ability to deliver valued outcomes to multiple stakeholders (De Chernatony, 1999:170). A brand' reputation is more stable and represents the distillation of multiple images over time. By encompassing the evaluation of all stakeholders, reputation provides a much more representative indication of brand performance.

A corporate reputation is a stakeholder's overall evaluation of a company over time. This evaluation is based on the stakeholder's direct experiences with the company and any other form of communication and symbolism providing information on the firm's actions and/or a comparison with the actions of other leading rivals (Gotsi and Wilson,2001:29).

Corporate reputation is a means by which a company is positioned in the mind of key stakeholders. Corporate reputation draws on the ethereal as well as tangible attributes assigned to the organisation. These corporate brand attributes are attributed to an organisation by its diverse stakeholder groups and the corporate brand reputation can act as a powerful standard by which an organisation's decisions, activities and behaviour are evaluated (Balmer,2001:11).

Brand reputation is very important; for instance MORI has over the years shown that there is a strong relationship between favourability and familiarity (Balmer,2001:12). Even CEOs regard reputation as a particularly important intangible asset, which provides the opportunity for a sustained positioning advantage. It encourages greater confidence in stakeholder's anticipations about future outcomes and can be a key influencer in choosing between apparently similar brands. A favourable reputation is likely to be associated with superior performance (De Chernatony,1999:170).

According to Harris and De Chernatony (2001:443) successful management of internal brand resources should result in a favourable brand reputation.

- Consumer confidence

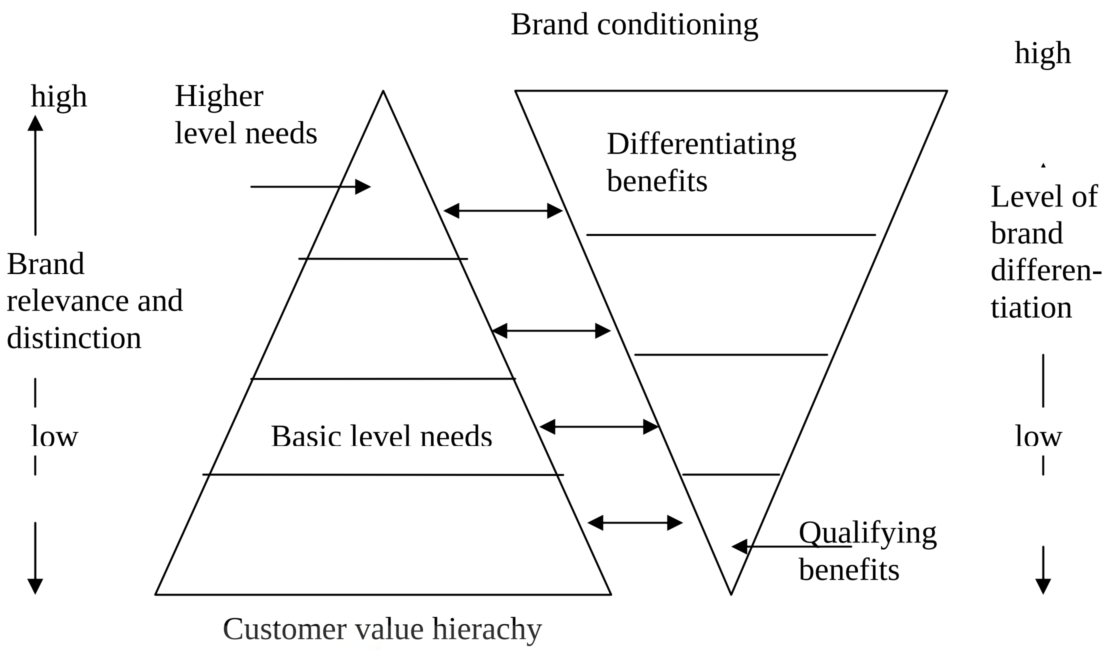
Evaluation of consumer confidence is another example of evaluation metrics; however, this metric concentrates on one stakeholder, the consumer. Consumers' evaluation of their confidence in a brand can be characterised by either rational or emotional dimensions, with the **rational dimension** describing the brand's performance characteristics and the **emotional dimension** including both psychological and social benefits. The consumers' rational and emotional evaluations interact with each other to influence their confidence. The more consumers gain experience, the more their confidence in these two dimensions is likely to increase and over time, the brand becomes more entrenched in consumers' minds (De Chernatony and Riley,1998: 1086).

The more favourably stakeholders perceive the brand, the more likely it is that a trusting relationship will grow, further reinforcing positive attitudes. The overall effect of this should enhance the value of the brand to all stakeholders (De Chernatony and Riley, 1998:1086).

- Relevant and distinctive

Another form of corporate brand evaluation includes an evaluation of whether a corporate brand is still relevant and distinctive. The evaluation is carried out by managers internally. The review should be conducted on a continuous basis (Knox and Bickerton, 2003:1005). The review process involves among others creating a hierarchy of customer value and ensuring that the corporate brand model delivers results against these needs continuously. The process implies that the main benefits of a corporate brand are managed as the inverse of the customer value hierarchy. The implication for managers is that they need to align the brand proposition to consumers' needs, clearly communicate the key aspects of the corporate brand proposition and ensure that these are

Figure 12 **Aligning brand benefits against customer needs**



Source : Knox and Bickerton, 2003:1008

reinforced by organisational behaviour and supported by the processes that deliver customer value. See figure 12 above.

- Alignment between internal and external dimensions

Another brand evaluation is to ensure that there is alignment between the internal and external dimensions of a corporate brand. (Schultz and De Chernatony,2002:107).

Information from this evaluation must be used to fine-tune the brand, and ultimately grow the brands' equity (De Chernatony, 2001:43).

The following models were used to support the above arguments used to support the suggested corporate brand management approach:

- **DE CHERNATONY'S 1999 MODEL**

De Chernatony (1999) supports the above argument that corporate brand management involves considering internal activities and those outside the organisation. De Chernatony's (1999) model inside the organisation is represented by brand identity; outside the organisation it is represented by reputation and it is stated that corporate brand management requires monitoring and comparing brand reputation to brand identity. In essence the model states that corporate brand management involves a process of narrowing a gap between a brand identity and a brand reputation. In order to create a coherent brand identity and a favourable brand reputation (Harris and De Chernatony,2001:443-4), there must be co-ordination of internal resources, such as functional capabilities, communication capabilities, co-ordinating consistency through staff, planning, pricing and customer service. By including both internal and external components in the process, the model provides a balanced approach to brand building. Comparison of brand identity and brand reputation will highlight the urgency and direction for change (De Chernatony,1999:171).

The concept of brand identity is discussed first before returning to the model.

Brand identity is important because stronger brands are a result of homogeneous brand identity (De Chernatony,1999:165). It is about the ethos, aims and values that present a sense of individuality differentiating the brand. This means it is firm-centred instead of customer-centred, as in the case of brand image (De Chernatony, 1999:165).

Corporate identity is "a summation of those tangible and intangible elements which make any corporate entity distinct. It is shaped not only by the actions of corporate founders and leaders, by tradition and the environment, but also by the mix of employee values and affinities to corporate, professional, national and other identities. It is multidisciplinary in scope and is melding of strategy, structure, communication and culture. It is made to manifest through multifarious communication channels and encapsulates product and organisational performance, controlled communication and stakeholder and network discourse" (Balmer,2001:8)

It "provides the grit around which the pearl of a corporate brand is formed" Balmer (2001:5).

Brand identity is more concerned with how managers and staff make brands unique. An important component of a brand's identity is the organisation's culture, which influences the corporate brand's values. This is perceived through the metaphor of the corporate personality (De Chernatony,1999:158).

According to Vallaster and De Chernatony (2006:762) corporate identity and corporate structure were identified as a driving force to enable employees to behave in a manner that would achieve strategic goals. The study further states that structures are defined as the resources and rules employees draw upon every working day and are forces to merge the corporate culture successfully with management processes and systems so that organisational thinking, behaviour and corporate design are aligned with corporate culture.

De Chernatony's (1999) model agrees with the definitions of brand identity stated above. Brand identity consists of six components: vision and culture, which drive the brand's desired positioning, personality and relationships, all of which are presented to stakeholders. Components of brand identity interact and are mutually reinforcing (Harris and De Chernatony,2001:442-443). The individual components of the model are described as follows:

Brand vision

Brand vision (explained earlier) and culture are at the centre of brand identity. Vision encompasses the brand's core purpose (its reason for existence) and core values, which provide a system of guiding principles (as explained previously). Managers need to communicate their brand purpose to employees in order to inspire and help them understand how their roles relate to it. Furthermore, a brand's core value guides employees' behaviour. Harris and De Chernatony (2001:442) state that consistency and the nature of the perception of corporate brand values are important characteristics of successful brands.

Positioning

The next step in the model is positioning. Brand vision, brand values and positioning must cohere. A brand's positioning sets out what the brand is, who it is for and what it offers. A set of functional distinct capabilities that differentiates a brand should be derived from the brand's core values (De Chernatony,1999:168).

Personality

The brand's emotional characteristics are represented by the metaphor of personality, which evolves, among others, from the brand's core values. Personality traits are further developed through associations with the typical user imagery, endorsers and consumer's contact with the company's employees. Another influential source of a brand's personality is its positioning. Managers need to ensure that a brand's personality is conveyed consistently by both its employees and external communications. An integrated approach to branding can help reinforce the synergy between the positioning and personality (De Chernatony,1999:168).

Relationships

Having nurtured a brand's personality, a relationship between the brand and its consumers evolves, which is characterised by the values inherent in the brand's personality. This relationship is reciprocal. Employees significantly affect a brand's relationship with its consumers through their interaction with consumers. Managers need to help employees understand the types of relationships that are appropriate with other employees, consumers and other stakeholders, based on the brand's core values. The consistency of these interactions is therefore crucial, since relationships continually evolve and can be destabilised by changes deriving from either partner (De Chernatony,1999:169).

Presentation

Presentation involves the identification of presentation styles to present the brand's identity in such a way that it reflects consumers' aspirations and self-images. This is because people respond more favourably to brands and companies they perceive as being consistent with their self-concept. Furthermore, brands' symbolic meanings also help consumers understand and express aspects of their selves to others. Both advertising and employees' interaction with consumers contribute to the symbolic meaning of a brand. Managers need to be attentive to potential incongruity between a brand's desired symbolic meanings and those conveyed through advertising and employees' behaviour (De Chernatony,1999:169).

Reputation

Reputation was discussed earlier in the chapter. De Chernatony (1999) mentions that there must be a minimum gap between brand identity and brand reputation and incorporating an externally orientated measure, ie brand reputation, with internal components involved in brand-building, ie brand identity, provides a mechanism to facilitate a balanced approach to brand-building. By evaluating the gap between the brand identity and its reputation managers can fine-tune their strategies to ensure a better match between identity and reputation (De Chernatony,1999:170). By including both internal and external components in the process, the model provides a balanced approach to brand-building (De Chernatony,1999:173).

In auditing the gaps between brand identity and brand reputation, managers can identify strategies to minimise incongruence leading to the development of powerful brands. Gaps can be identified where employees' perceptions, values and behaviour may run contrary to the desired brand intentions (De Chernatony,1999:170). Managers can work with staff, using participative workshops, to seek their ideas and involvement in change programmes to reduce gaps.

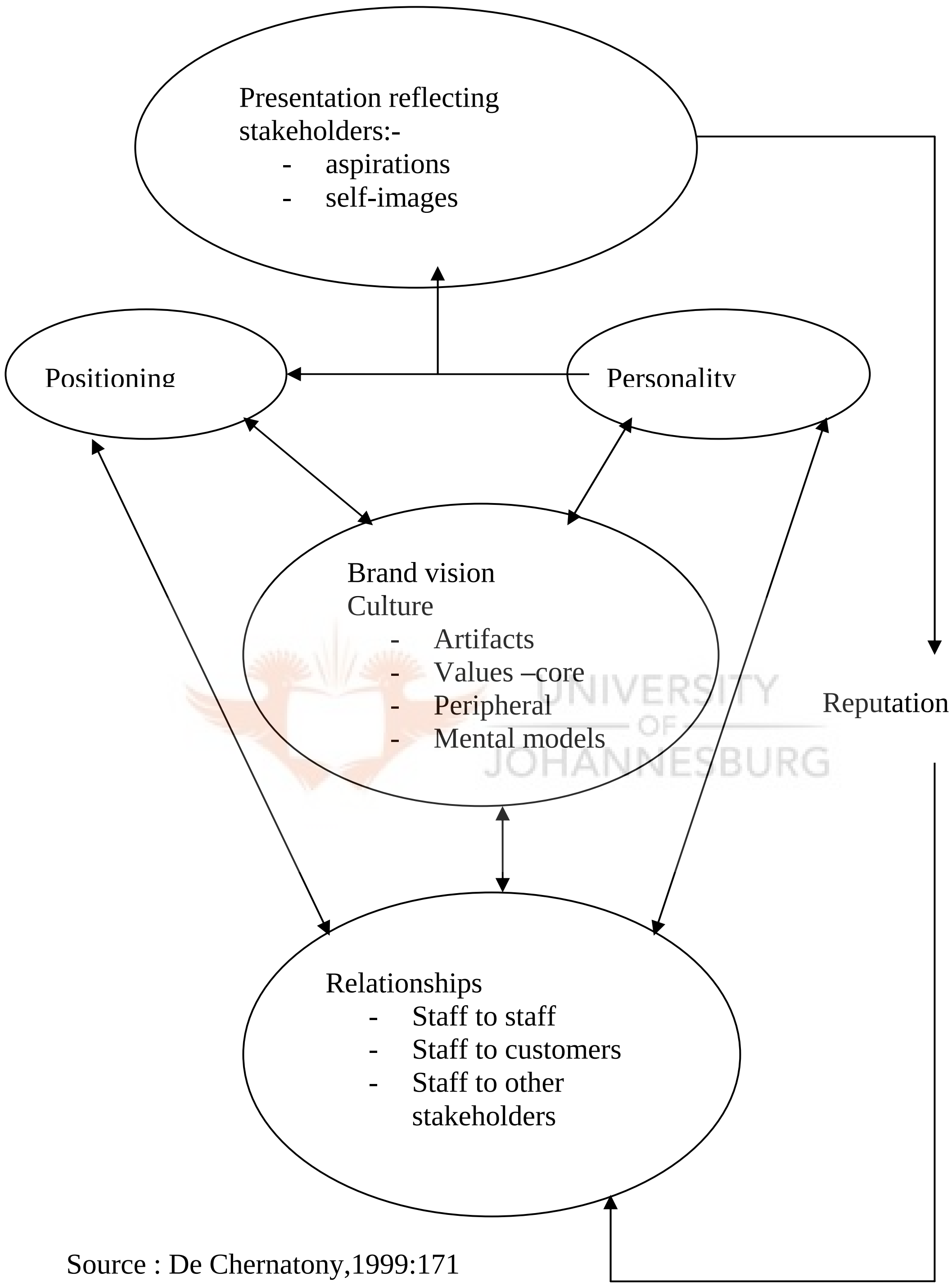
The type of changes suggested by comparing brand reputation and brand identity can be appreciated when the differences between identity and reputation are shown for each stakeholder group separately and when they are also benchmarked against key competitors' reputations (De Chernatony,1999:171).

The above is represented in the diagram below, figure 13:

- **URDE' 2003 MODEL**

Urde (2003) supports using a parallel approach when managing a corporate brand. Urde (2003:1022) argues that the development of a strong brand requires that it engages and represents a value for both the organisation and customers in a target group or groups. Urde uses core-value-based brand-building to support the arguments. The model states that the value-creating processes take place in parallel.

Figure 13 **Brand identity**



Source : De Chernatony,1999:171

These are internal (within the organisation) and external (in the awareness of customers); together they generate corporate brand equity (Urde,2003:1022).

Urde (2003:1019) states that corporate brand core values are a key element of the corporate brand-building process and qualifies this argument by using the framework ‘core value-based corporate brand building’.According to this framework branding requires that a brand engages and represents a value for both the organisation and stakeholders.

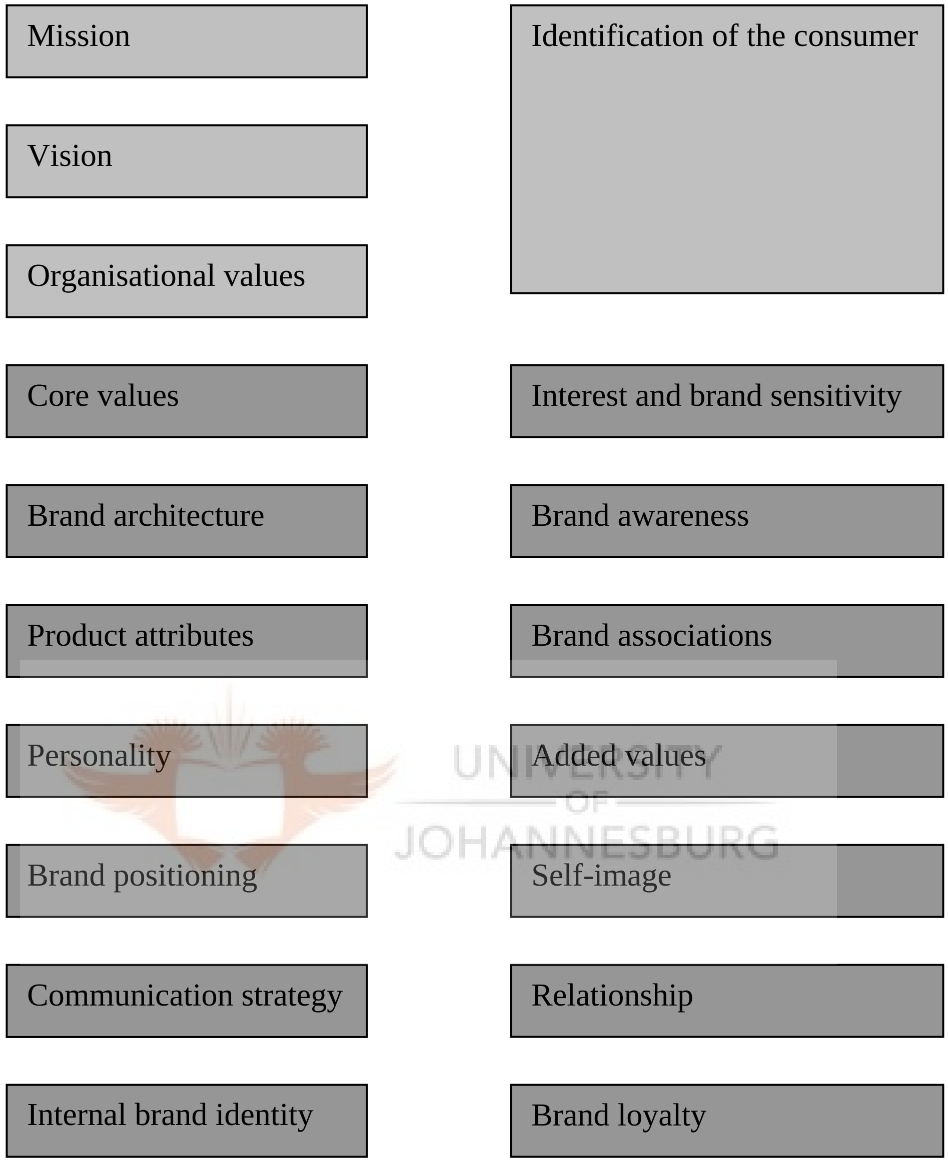
The framework suggests that if core values permeate the entire organisation, this will influence continuity, consistency and credibility in the building of a corporate brand. The goal should be to ensure that core values that a corporate brand stands for are expressed as added values that the customer experiences as useful and unique, and are difficult for competitors to imitate.

Urde says that the framework builds on the idea that a brand’s identity is developed as a continual interaction between the identity of the organisation and the customer. In this way the organisation’s values, overall mission and vision of what is to be achieved obtain their true meaning. Hence brands can be seen as symbols of an organisation’s efforts and ambitions (Urde,2003:1023).

The purpose of a core value-based brand-building process is to establish a unifying common thread. The goal should be to ensure that the core values that the corporate brand stands for are lived within the organisation (Urde,2003:1036).

The model is graphically presented in Figure 14 below.

Figure 14 Core value-based brand-building approach



Source:Urde. 2001:1023

Internal brand-building process

The internal brand building process is used to describe the relationship between the organisation and the brand. The objective of the internal process is to get the organistions to live its brand, referred to in the model as 'internal brand identity', ie the organisation's own understanding of the brand and its commitment to it (Urde,2003:1022). In the internal brand-building process the core value links mission, vision and organisational values. Core values also affect brand architecture, product attributes, brand positioning and communication strategy. According to Urde this means that the core values influence continuity, consistency and credibility in the building of a corporate brand (Urde,2003:1036).

External brand-building process

The external brand-building process is concerned with relations and interactions between the brand and the customer. The objective of this external process is ultimately to create value and relationships with the customer's identity as the basis. To achieve a strong brand relationship with the customer, it is necessary that there should be an interest in the product and for the choice of brand to be regarded as important. This is followed by a need to create brand awareness and positive brand associations. The added values that the consumer experiences can be functional, emotional and/or symbolic. If the brand image is attractive to the customer's own self-image (real, ideal or normative) the basis has been created for a relationship between the brand and the customer. This is, in turn, the basis of a relationship that can develop into brand loyalty (Urde,2003:1022-3). In the external brand-building process, core values are realised through added values. Core values also affect the image of the corporate brand (Urde,2001:1036).

Urde states that in an environment where it is becoming increasingly difficult to sustain competitive advantage, corporate brands are better placed to maintain competitive advantage when they stand for something. In that case the corporate brand core values must be the guiding principles for all internal and external brand-building processes (Urde,2003:1035)

Hatch and Schultz (2001;2003) also support a parallel approach to corporate branding. Although the researchers do not use internal and external brand-building process terminologies, the gist of their work makes a strong reference to the suggested approach.

- **HATCH AND SCHULTZ 2003 MODEL**

The researchers considered corporate branding in the framework of vision, culture and image. These researchers state that corporate brand management is underpinned by an interplay between strategic vision, organisational culture and corporate image. In their view these three elements form the foundation of corporate branding (Hatch and Schultz,2003:1047). See figure 14 below. Organisations that take cognisance of the dynamics of vision, culture and image will be better equipped to deal with challenges presented by the current business environment, such as globalisation and fragmenting markets. Strategic vision and organisational culture were already explained earlier , corporate image is defined here as follows:

A corporate image represents the outside world's overall impression of the company. This includes the views of the organisation developed by all stakeholders - customers, shareholders, the media and general public - the outside world's overall impression of the company (Hatch and Schultz,2003:1048).

Alignment between strategic vision and organisational culture

According to Hatch and Schultz (2003:1043) successful firms build their visions from redefinitions and reinventions of core values rather than revolutionary shifts from one set of values to another. This suggests that although vision can stretch the company towards new goals and levels of achievement, it must also connect authentically with the heritage of the company. By implication, strategic vision and organisational culture are strongly linked and there is a need for long-term mutual support between them.

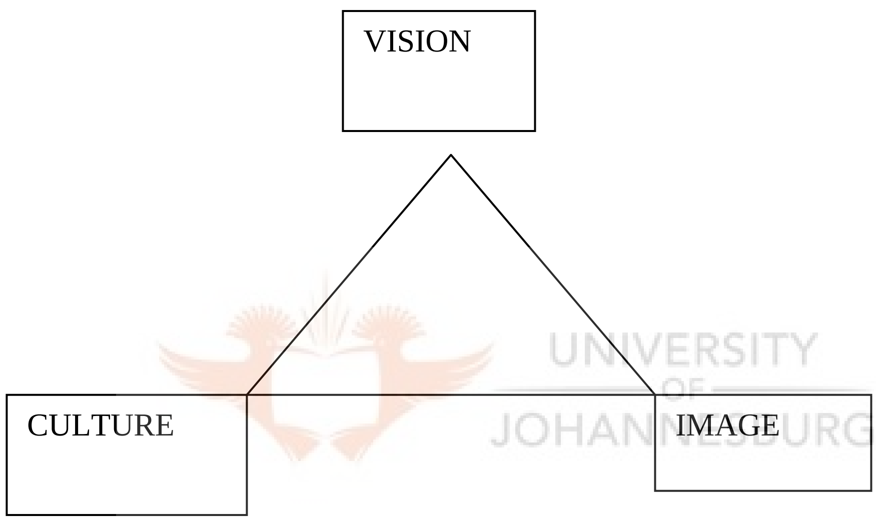
The researchers also emphasise their point by stating that organisational culture may be a source of competitive advantage only when brand values respect the organisational culture and its core values. This requires careful reflection on the present organisational culture and awareness of the tension between how this culture has been expressed historically and the organisation's future strategic vision. The claimed values of the corporate brand must resonate with the tacit meanings and value that organisational members hold and use. To create an authentic corporate brand, brand vision should build on the cultural values that produce the symbolic meaning of the organisation. Since corporate culture is deeply embedded in organisational behaviour, brand values based on credible cultural expression will serve to create genuine coherence between the promise the brand makes and the performance the corporation delivers (Hatch and Schultz,2003:1049).

Alignment between organisational culture and corporate image

Hatch and Schultz (2003:1045) believe that when brand values are consistent with organisational culture and company values, they will create credibility in the eyes of key stakeholders. This applies to corporate brands as well. According to these researchers, alignment between perceived corporate image and actual organisational culture magnifies awareness among all stakeholders about who the corporation is and what it stands for and enhances organisational attractiveness and reputation (Hatch and Shultz,2003:1049).

Corporate branding efforts generally involve projections of the company's distinctiveness by using the total corporate communication mix to impress external audiences, who are thereby encouraged to perceive and judge the company and its multiple offerings as attractive and desirable. Such images are expected to influence stakeholder behaviour in ways that generate brand equity at the corporate level. The researchers argue that successfully managing the corporate brand also involves reaching inside the corporation to project and communicate organisational values better to external stakeholders. Successful corporate branding requires that corporate images also be related to the organisational culture. The values will thus be based in the everyday behaviour in the company (Hatch and Shultz,2003:1049-50).

Fig 15 Vision, Image and Culture Framework



Hatch and Schultz 2003:1061

Alignment between strategic vision and corporate images

According to Hatch and Schultz (2003:1050) developing the corporate brand usually involves articulating a strategic vision. The challenge is to ensure that strategic vision is aligned with the corporate image.

Corporate branding puts stronger emphasis on the role of strategic vision, as it requires top management's reflections on who the company is and what it wants to become. A corporate brand cannot merely be deduced from a desired market position or brand image, but must be grounded in core company values and the paths for the future unfolding from its heritage, This does not mean that strategic change or reinventing corporate brands is impossible, but such dramatic changes demand a comprehensive effort and risk loss of credibility.

Corporate images feed into strategic vision serving as a mirror in which top managers can reflect on what the organisation stands for, meaning that brand images can be used as part of the strategic envisioning process.

Managers who are sensitive to the images that others form of their organisations will be better at developing successful, sustainable corporate brands because they will benefit from recognising tensions or discrepancies that arise between strategic vision and corporate images held by key stakeholders.

Vision, culture and image

According to Hatch and Schultz (2003:1046), when dealing with corporate brand management it is important to consider the dynamics of vision, culture and image while recognising the interplaying of the three. It is the relationship between vision, culture and images considered in the context of competition and not the elements themselves that determines the success of corporate branding efforts.

- **KNOX AND BICKERTON MODEL**

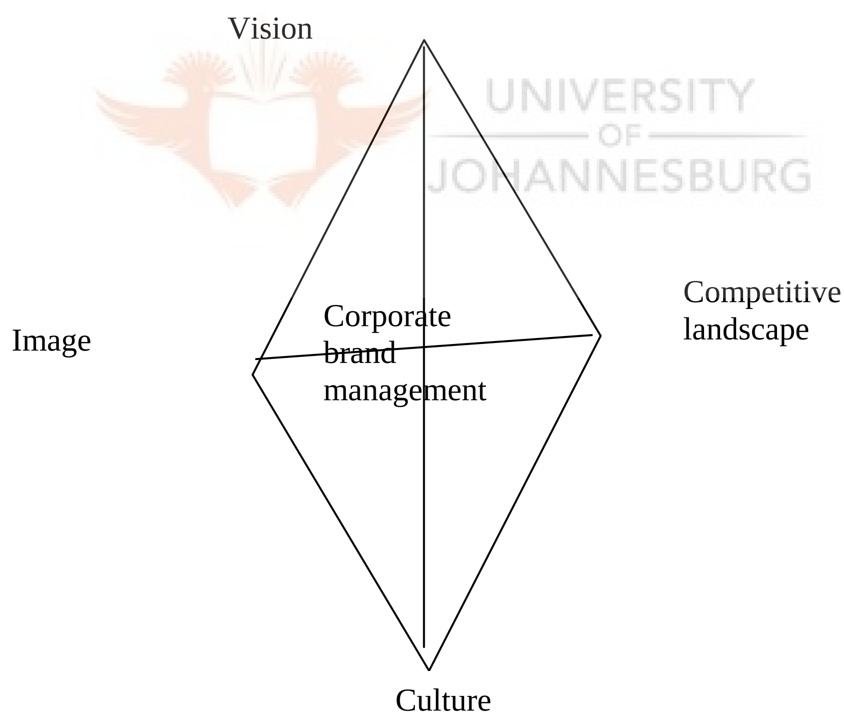
Knox and Bickerton (2003) propose a model of corporate brand management. Their model appears to consist of sequential steps, involving earnest talks about the need to look inside and outside the organisation.

Knox and Bickerton (2003) suggest a framework consisting of six steps, namely:

Brand context- setting the co-ordinates

Knox and Bickerton (2003:1002) suggest that a corporate brand needs to combine elements of vision, culture, image and competitive landscape. Like Hatch and Schultz (2003) and Balmer, the researchers suggest that there ought to be interplay between these variables for a successful corporate brand. It is the relationship among vision, culture and images considered in the context of competition and not the elements themselves that determines the success of corporate branding efforts.

Fig 16 The context of corporate brand management



Source: Knox and Bickerton, 2003:1008

Brand construction – the corporate brand positioning framework

Knox and Bickerton suggest that a corporate brand has to be positioned. Their view is to use customer value as a CSP. This is because the use of a customer value driver as a CSP seems to provide a better basis for achieving consensus rather than the more subjective and intangible starting point of corporate values, or other CPSs that may arise as a result of feedback from key stakeholders other than customers (Knox and Bickerton,2003:1003).

Brand confirmation – articulating the corporate brand proposition

The corporate brand positioning developed during the brand construction phase needs to be consolidated and articulated to the rest of the organisation and external audiences. This requires the development of a series of accepted statements that describe the corporate brand proposition. According to the researchers, the process must be inclusive of the senior management team involved and must be conducted in an iterative style, via a series of small working groups. According to these researchers, such an approach ensures management buy-in and begins the process of developing an accepted corporate language for all organisational communication.

Development of a series of brand statements enables the management team to create a fuller definition of the corporate brand. The researchers also confirm that the engagement and reflection of the senior management team is vital in securing the commitment and ownership necessary to enable corporate brand change and renewal. Failure to enlist senior management enthusiasm and support seriously jeopardises the development of corporate brand consistency and continuity (Knox and Bickerton,2003:1004).

Brand consistency – developing consistent corporate communications

Consistency has been acknowledged as a core principle of successful brand development. Furthermore, communication is acknowledged to play a pivotal role in creating consistency.

According to Knox and Bickerton (2003:1005) an audit of communication is necessary. This entails dividing channels of stakeholder communication according to their levels of formality, by identifying both key formal communication channels and other informal mechanisms commonly found in organisations. Measurement tools must then be used to measure and monitor output of all corporate brand communication against the brand statements created during the brand confirmation stage.

Brand continuity – driving the brand deeper into the organisation

According to Knox and Bickerton (2003:1005) it is important to align relevant business processes with the corporate brand. Business processes must be reviewed to determine how they should be modified and developed to ensure continuity with the corporate brand proposition. In managing the corporate brand, managers need to adopt an approach that also encompasses the business processes associated with value delivery. In that way brand confirmation will be reinforced throughout the organisation.

Brand conditioning – monitoring for relevance and distinctiveness

Brand conditioning involves the ability of an organisation to review its corporate brand on a continuous basis, checking the brand condition for relevance and distinctiveness at regular intervals. Brand conditioning involves creating a hierarchy of customer values and ensuring that the corporate brand model delivers results against these needs continuously. Accordingly, the main benefits of the corporate brand are managed as an inverse of the customer value hierarchy to ensure relevance and distinctiveness.

By constructing, articulating and communicating the corporate brand proposition, managers can ensure that the brand retains relevance and distinctiveness with respect to the hierarchy of customer value.

This creates a dynamic situation where corporate brand benefits are actively managed to align with the customer value hierarchy.

The main implication for managers is the need not only to communicate clearly the key aspects of the corporate brand proposition, but also to ensure that this communication is reinforced by organisational behaviour and supported by the processes that deliver customer value (Knox and Bickerton,2003:1005).

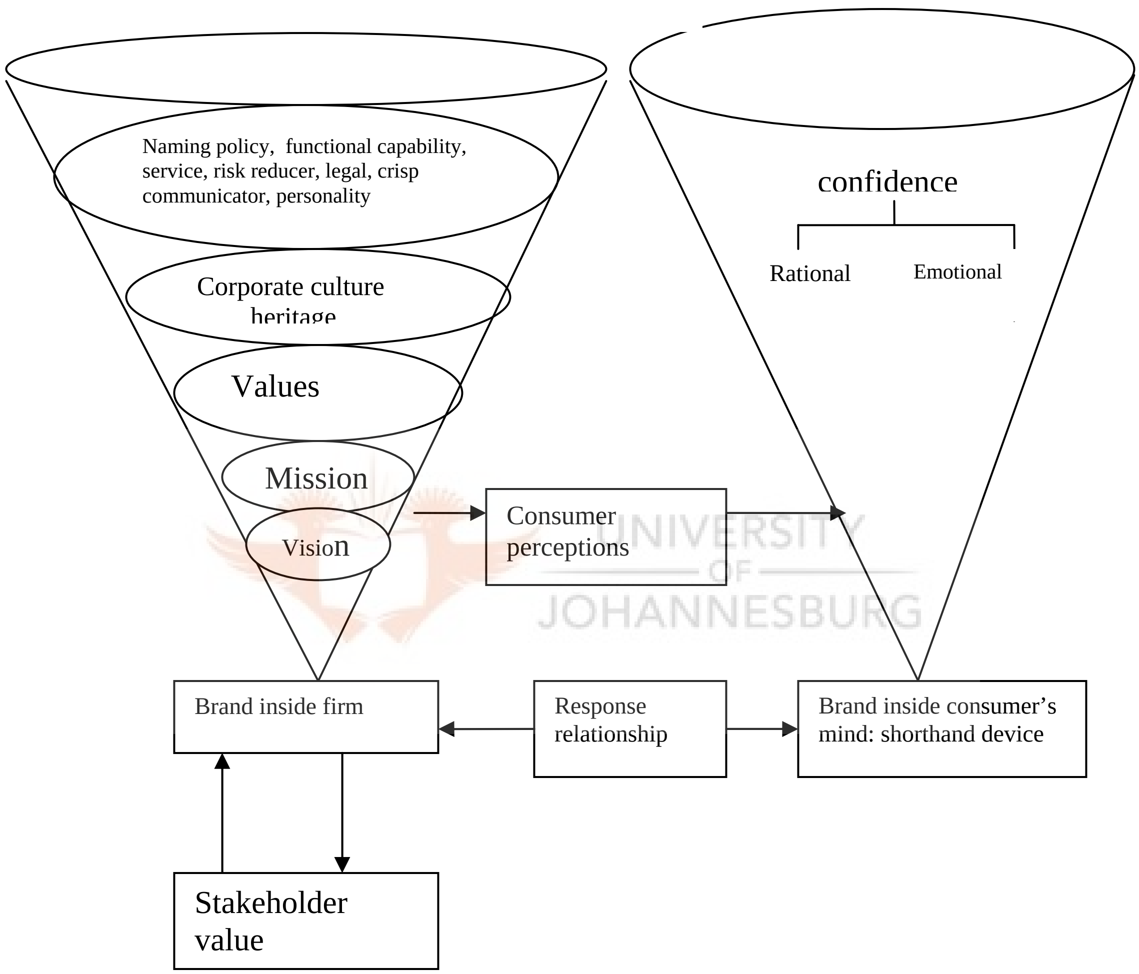
The double vortex model supports the proposed parallel approach of corporate branding. The double vortex model is used to indicate that each of the components of the process is not static and needs to take a form conducive to the business environment.

- **DOUBLE VORTEX MODEL**

The double vortex model consists of two vortexes; see figure 17 below. The left-hand vortex of the model focuses on the internal process, which involves managers building brands, and the right-hand vortex focuses on the reputation of the brand. The **left-hand vortex** consists of strategic drivers (vision, mission, values and corporate culture and heritage) and brand-resourcing elements as described above. The **right-hand vortex** consist of stakeholders' assessment of the brand, which may be considered in terms of the confidence they have in the brand being right for them.

The components of the process of corporate brand management relate to each other. Firstly there are sequential planning stages that address vision and mission, value and culture, followed by implementation, which calls for a selection of resourcing elements. There is a strong linkage in terms of cause and effect and the process encourages managers to adopt a more strategic approach to brand-building. When developing brand plans, managers need to consider the type of relationship they want their brand to build with their customers. Once they have completed their brand plans, they need to assess how stakeholders perceive their intentions (De Chernatony and Riley,1997:1087).

Figure 17 **'Double vortex' brand model**



Source: De Chernatony & Riley, 1997:1085

Components of the vortex model are not static; they change as they enter new environments, the organisation's brand strategy changes and stakeholders become familiar with the brand.

The visual representation of the model implies that components of the vortex are not equal. While they are all in the same plane when the vortex forms, when different types of product fields and stakeholders' segments are encountered, the importance of each of these elements will vary.

Furthermore, the components of the vortex are not static, they change as they enter new environments, a firm's brand strategy changes and stakeholders become familiar with the brand

Senior management should demonstrate adroitness in the fiduciary concerns of the organisation and show commitment to the brand (Balmer,2001:4).

The following two areas of corporate brand management are very important to the process, although they do not form part of the process, they detail how certain components of the process should be handled, hence, they receive attention in this study:

- **Corporate branding should adopt a multidisciplinary approach and be attended by various functions**

Researchers such as Hatch and Schultz (2003:1043), Simoes and Dibb (2001:218), Schultz and De Chernatony (2002:105) and Einwiller and Will 2002:100) make it clear that corporate brand management requires a multidisciplinary approach and should not remain within the remit of marketing, but should rather be the responsibility of the highest office in an organisation.

This is because corporate branding blends thinking from diverse disciplines such as marketing, organisation theory, strategy and corporate communication. Hence a strictly marketing-led corporate brand cannot be managed effectively. It is therefore important for the entire organisation to have an input in corporate branding or at least make it the integrated effort of HR, communication and marketing departments, led by top management (Hatch and Schultz, 2003:1043).

The view is shared by Schultz and De Chernatony (2002:105), when they state that enlightened corporations approach corporate branding as a pan-company activity that cuts across both functional areas and business units. This implies that corporate branding is not a marketing-communication activity but a strategic framework, which gives companies a clear sense of direction and provides the basis for competitive advantage.

Simoes and Dibb further emphasise the point and state that corporate branding goes beyond communication. It should be regarded as an integrated business process, embedding brand management in the whole company, and not be seen solely as a marketing department role (Simoes and Dibb,2001:218). Furthermore, brand essence must always be present from production to communication.

Einwiller and Will (2002:100) concur with the view of using a multidisciplinary approach. They believe that stronger integration of the different internal units responsible for stakeholder relations is needed to foster more coherence in messaging and eventually generate a coherent corporate brand image and favourable reputation.

According to their study integrated corporate brand management takes place on four levels: planning, organising, guiding and controlling. The study focuses on the organisation of communication and acknowledges that in communication where one major goal should be the coherence of messages conveyed, a stronger integration of the various functions involved seems more likely to lead to a favourable overall reputation than scattering functions throughout the organisation (Einwiller and Will,2002:106).

The necessity of an integrated approach is motivated by multi-roles played by stakeholders in the organisation (an employee may also be an investor) and the development towards greater transparency where stakeholders gain more insight into a company's conduct and a more differentiated image of a company in general. The multi-role concept increases the danger of detecting possible inconsistencies and contradictions, which may inhibit the formation of a coherent corporate brand image and favourable reputation (Einwiller and Will,2002:105).

In short, "the branding perspective is shifting towards a business philosophy in which the entire organisation is involved" (Simoes and Dibb,2001:222).

- **Internal brand building is necessary in corporate branding.**

The engagement of employees in the brand, leading to employees representing brand qualities (internal branding/internalising) is very important in corporate branding (Aurand, Gorchels and Bishop, 2005:169; De Chernatony,1999:172, Gotsi and Wilson, 2001:99-101; Simoes and Dibb, 2001:218&9). This is because it establishes employee behaviour that is consistent with the external branding efforts (Aurand, Gorchels and Bishop 2005:164).

Various researchers such as Hatch and Schultz, 2003; Schultz and De Chernatony, 2002:105-110; King, 1991:6 argue that employees are important to building relationships with all the company's stakeholders, as well as contributing to the meaning of the brand, by expressing to others what they think the company is.

Companies pursuing corporate brand strategies in particular are much more dependent on their employees delivering their brand promises than on product-branding strategies (Schultz and De Chernatony,2002:106). The attitudes and behaviours of employees play a central role in brand delivery (Schultz and De Chernatony, 2002:105-110). According to Schultz and de Chernatony a firm's ability to understand and orchestrate its employees will increasingly differentiate high-performing firms from mediocre ones (Schultz and De Chernatony,2002:106).

King (1991:6) also confirms that staff must serve as brand builders, serving as key elements in brand-building and a major communication medium. This implies the following:

1. The criteria used for selection and evaluation of employees should certainly take into account individuals' skills in reflecting, contributing to and presenting the corporate brand.
2. There should be a full programme of explaining corporate brand strategies to all members of the staff and using the staff's reactions at times to modify the strategy.
3. Training, motivating and showing leadership are important.
4. Internal communication must be used to communicate corporate brand values.

Employees exert a significant influence on the way external stakeholders perceive an organisation in that images are formed on the basis of the total experience with the company (Gotsi and Wilson, 2001:99). External groups' images of the organisation are influenced among others by the images that employees project (Gotsi and Wilson,2001:101). Furthermore, staff's perception of the company may affect external groups' perception of the organisation (Gotsi and Wilson,2001:99).

Simoes and Dibb's (2001:218) study concurs with the above, and states that recent developments in the brand management literature have looked beyond consumers' perception of the brand to consider how an organisation's employees approach the brand and make it a distinctive offering in the marketplace. Hence values and corporate culture become important elements in brand management.

Simoes and Dibb's (2001) study further states that employees' stance on the corporation and brand (eg in terms of pride and passion) is a crucial element in the organisation of branding. The way the brand is communicated and explained inside the corporation is of the utmost importance (Simoes and Dibb,2001:219).

For employees to fulfil their role more effectively in bringing brands to life, they will have to be more aware of their brand's values (Schultz and De Chernatony,2002:105-110). Furthermore, corporations need to pay more attention to their culture, since this encompasses their staff's values and assumptions, which affect their behaviour and thus influence stakeholders' perceptions (De Chernatony,1999:160).

De Chernatony (1999:172) believes that by bringing staff into the brand-building process, making them aware of their roles in delivering their brand's identity, then alerting them to their brand's reputation, and therefore differences, they can participate in the process of considering how to change to deliver the desired identity better.

De Chernatony's (1999:172) argument is that brand reality can make a significant contribution to brand building, as brands are clusters of values, particularly for corporate brands. For the researcher these values emanate from people inside the firm (as well as from corporate communication programmers). In view of the key role staff play in shaping a brand's value, more emphasis needs to be placed on internal aspects of branding.

De Chernatony (1999:172) advocates a more effective approach to branding through an open style with employees, to enlist their participation and commitment to delivering a coherent set of values.

A well-crafted brand identity is useless unless it is turned into a real customer image through the actions of employees. Employees will not do much to reinforce the brand promise if no one in the organisation shares with them what is going on and what is expected of them (Aurand, Gorchels and Bishop,2005:167).

Employees' view of corporate identity is important, since the more employees identify with their organisation the more likely they are to show a supportive attitude to it and the more likely they are to accept the organisation's core values and align their behaviour with its objectives (Gotsi and Wilson,2001:100).

Employees who are in consensus with an organisation's brand are more likely to act consistently in ways supporting the way in which the organisation hopes external constituencies perceive it and its products/services (Aurand, Gorchels and Bishop,2005:164).

A company achieves its greatest advantage when employees' actions and the brand identity reinforce each other. On a strategic level, it may be necessary to weave cultural changes throughout the organisation to be able to deliver on the brand promise, for instance if the brand promises continual technological innovations, Human Resources (HR) may need to be involved in staffing the research and development department with experts capable of delivering the innovations (Aurand, Gorchels and Bishop,2005:167). On a tactical level, the brand may need to be incorporated into work in more subtle ways, such as being part of employee training, part of initial performance expectations and subsequent performance evaluations (Auranda, Gorchels and Bishop,2005:167).

To reduce the gap between the desired corporate brand identity and that perceived by the company's stakeholders, employees must behave in line with the espoused brand image (Vallaster and De Chernatony (2006:761).

Internal branding involves explaining and selling the brand to employees, sharing with employees the research and strategy behind the presented brand and creatively communicating the brand to employees. It involves training employees in brand-strengthening behaviour and rewarding and celebrating employees whose conduct supports the brand. Most importantly, internalising involves employees in caring and nurturing of the brand (Simoes and Dibb, 2001:219).

Internal branding requires a well co-ordinated programme aimed at educating and training employees on the brand message. Furthermore, it entails training employees in ways to incorporate a brand in their work (Aurand, Gorchels and Bishop,2005:164).

For a brand to flourish in the long run, a company should pursue incremental improvements in employee brand assimilation. A well-crafted brand identity is useless unless it is turned into real customer image through the conduct of employees. Employees will not do much to reinforce the brand promise if no one in the organisation shares with them what is going on and what is expected of them. HR and marketing can work together to make it happen. (Auranda, Gorchels and Bishop,2005:167).

HR management should play a significant role in getting employees to live the brand. HR management practices, such as recruitment policies, performance appraisals and training, need to be aligned with brand values to avoid sending conflicting messages (Auranda, Gorchels and Bishop,2005:165).

There is a strong relationship between HR involvement in internal branding and incorporation of the brand message in work activities and personnel's positive attitude to the brand. The relationship presents an opportunity for enhanced brand integration. In their words, employees seem to have a positive attitude to the brand and are more likely to incorporate this image into their work activities when there is some degree of HR involvement in the internal branding process (Auranda, Gorchels and Bishop,2005:166).

There appears to be a tremendous opportunity for HR personnel to work in conjunction with marketing personnel to deliver an accepted brand message to a firm's employees. Once a clear branding message has been developed, provided and repeated, the synergy between a well-delivered branding message and the incorporation of the key attributes into employees work activities can be realised. Both internal and external stakeholders can benefit dramatically from exposure to a consistent message cross-functionally delivered through a wide variety of contact points, resulting in a brand image that is consistent, relevant and powerful (Auranda, Gorchels and Bishop,2005:167).

According to the study of Auranda, Gorchels and Bishop (2005) the successful promotion of the internal branding doctrine is dependent on HR initiatives and those developed in marketing. By involving HR in internal branding projects, firms can use internal communications better, give employees a deeper understanding of the brand and the role that employees play in enhancing the brand promise, and reduce confusion about brand positioning resulting from misaligned messages. It is only when employees clearly understand the firm's brand and its brand promise that the total impact of the brand can be realised (Auranda, Gorchels and Bishop, 2005:168).

In corporate branding, staff members are not only critical contributors to the brand's values, but represent evaluative brand cues. It is for these reasons that that a director of HR management (HRM) should be a key member of the brand's team, since HRM devises policy on brand-building issues such as recruitment, induction and training (De Chernatony,1999:160).

De Chernatony further says that if firms are to capitalise on brand reality, a wider remit to brand management is required, starting with the inclusion of the HRM director in the brand team. Staff recruitment policies would benefit from basing selection criteria on the congruency of applicants' values with the brand's desired values. Training programmes for all employees should not only be about skills and knowledge development, but also about individuals' roles in brand building. Creative approaches are needed for these training programmes to encourage staff to consider how they can change to reinforce a particular cluster of values and style of behaviour.

The view of HRM playing a part in corporate branding is supported further by Balmer and Gray (2003:986). Their study suggests HRM should occupy a position of pivotal importance in supporting the corporate brand. Finding suitable employees who have an affinity with the corporate brand would suggest that corporations benefit not only in terms of employee commitment to the corporate brand, but also enjoy a demonstrable financial advantage in terms of the costs associated with recruitment, training, employment of agency staff and the payment of overtime.

De Chernatony (1999) suggests that a new way of communicating information about branding issues is needed, so all staff can relate to this in their specific roles and make a better contribution. De Chernatony states that advertising claims should only be made when staff understand the brand vision and are committed, proud and able to contribute.

In establishing effective systems for the management of human resources, an organisation may engage its employees in its mission and plans (strategic, tactical and operational) (Aurand, Gorchels and Bishop,2005:164), leading to coherence between the espoused and enacted image.

3.3 CONCLUSION

The chapter dealt with a suggested corporate brand management process, and asserted that the process should be parallel and iterative. What became of particular interest in this chapter was the view that a common evaluation metric was used by various stakeholders and that measurement metrics were the brand's reputation.

CHAPTER FOUR – RESEARCH METHODOLOGY

4.1. INTRODUCTION

According to Malhotra (1999:83), a research design is a framework for conducting a marketing research project. In this study, the research design detailed the procedures necessary for obtaining information needed to structure or solve marketing research. Its purpose was to design a study that would test the hypotheses of interest, determine possible answers to the research questions and provide the information needed for decision-making (Malhotra, 1999:24). In summary, the study's research design was meant to specify the details of how the research had to be conducted.

In determining the most appropriate research design, the following were considered: the research objectives, characteristics of information needed, nature of the results, ie tentative or conclusive, and whether the findings were used as input for decision-making or required further research to be undertaken (Malhotra,1999:84). These facts indicated that descriptive research was an appropriate research design for this study and would enable the study to obtain the relevant data regarding the research problem.

The chapter starts with a discussion on the research hypotheses. This is because the hypotheses were not discussed in Chapter 1, when the research objectives were discussed. This discussion will be followed by a discussion on the research design for the study, which suggests relevant techniques for gathering the information for the purposes of this research.

4.2. HYPOTHESES

Hypotheses were used to suggest variables to be included in the research design and were formulated in relation to the research questions and derived from research objectives (Malhotra,1999:53); nine hypotheses were identified for this study.

1. H0: Corporate brand management in organisations in South Africa includes strategic drivers, resourcing elements, implementation of the brand and brand evaluation.

   H1: Corporate brand management in organisations in South Africa does not include strategic drivers, resourcing elements, implementation of the brand and brand evaluation.

2. H0: Organisations in South Africa approach corporate brand management as a pan-company activity that cuts across both functional areas and business units and furthermore serves as a multidisciplinary construct. It is a strategic framework, which gives companies a clear sense of direction, involving a strategic process that is visionary and requires total organisational commitment.

   H1: Organisations in South Africa approach corporate brand management as a concern of a single function, marketing; it is not involved in assisting with strategies and it seeks to achieve short-term results.

3. H0: Corporate branding is a systematically planned and implemented process of creating and maintaining a favourable image and consequently a favourable brand reputation.

H1: Corporate branding is an unplanned and randomly implemented activity, with objectives other than creating a favourable brand image.

4. H0: Various benefits may be derived by an organisation from adopting a corporate brand strategy.

   H1: There are no benefits to be gained from using a corporate brand strategy.

5. H0: A corporate brand consists of elements ranging from sign of ownership to legal protection.

   H1: Sign of ownership, legal protection and other elements are not elements of corporate brands.

6. H0: With corporate brands, investors are the most important stakeholders.

   H1: With corporate brands, investors are not the most important stakeholders.

7. H0: A corporate brand is more than just outward manifestations of the organisation, its name, logo and visual representation.

   H1: A corporate brand is just an outward manifestation of an organisation.

8. H0: Corporate brands have unique characteristics, such as tangibility, intangibility, complexity, intricacy, being ethereal and a construct of cultural roots and have broader social responsibilities.

H1: Corporate brands do not have unique characteristics such as tangibility, intangibility, complex, intricacy, being ethereal and a construct of cultural roots and have no broader social responsibilities.

9. H0: Corporate brands are managed by individuals aged 25 and above, predominantly white with a female gender bias.

   H1: Corporate brands are managed by individuals of 35 years and above, without any race nor gender bias.

4.3 RESEARCH DESIGN

This section discusses the research design for the study, which details secondary data analysis, the selected research design method and its methodology of collecting data, primary scales of measurement and scaling techniques, the questionnaire design, sampling process and sample size, editing and coding and statistical procedure.

4.3.1 Secondary data analysis

Although secondary data analysis is seen as the quickest and most inexpensive method of obtaining data (Malhotra,1999:112 and Zikmund, 2003:63) it was inappropriate for this study, as very little empirical research had previously been conducted on the research problem. This implied that primary data had to be collected. Descriptive research was more appropriate for the study, particularly as the research seeks to describe components of the process of corporate brand management (Malhotra,1999:87).

4.3.2 Descriptive research

The descriptive research used primary data that are quantitative in nature (Malhotra,1999:147) as the research sought to quantify the data and apply some form of statistical analysis (Malhotra, 1999:148). Using quantitative data would make it possible to generalise the results from the sample to the population of interest and to recommend a final course of action (Malhotra,1999:148).

4.3.3 Methods of collecting quantitative data

In reviewing the main methodologies of descriptive research, it became apparent that the survey method would best facilitate the achievement of the established research objectives of this study. This is because the survey method of obtaining data is based on the questioning of respondents, where a variety of questions pertaining to behaviour, attitude, motivations and intentions may be asked (Malhotra,1999:178), and this tied in well with the requirements of the study.

The questions were structured in such a way that questions were asked in a prearranged order, meaning that standardisation was imposed on the data collection process. The questions were asked using a questionnaire, which was posted on a web page http://www.webpoll.org/statkon/brand_surv.htm and responses were obtained in the same manner. Respondents were recruited via telephone interviews; to reduce surprise and uncertainty and create a more co-operative atmosphere (Malhotra,1999:369), then asked to visit a web location to complete the survey.

The Internet survey method offered high quality of data for the following reasons (Malhotra,1999:185):

- It was possible to construct buttons and check boxes and data entry fields that prevented respondents from selecting more than one response where only one was intended and typing where no response was required.

- It prevented the submission of multiple questionnaires
- Lastly, it was possible to validate responses as these were entered.

4.3.4 Measurement and scaling procedures

Three primary scales of measurement were used in the study, ie a nominal scale was used to classify sample characteristics, an ordinal scale was used to show the order of preference/importance of research variables and an interval scale was used to rate the suggested research variables (Malhotra,1999:248-253).

In terms of scaling techniques, a Likert scale was predominantly used where respondents were asked to indicate a degree of agreement or disagreement with each series of statements about corporate brand management (Malhotra,1999:271). Most questions in the questionnaire made use of a four- or five-point Likert scale to indicate how respondents agreed or disagreed with statements or situations provided (Malhotra,1999:271).

4.3.5 Questionnaire design

As already mentioned above, a questionnaire was used in this study because a survey methodology requires some procedure for standardising the data collection process so that the data obtained are internally consistent and can be analysed in a uniform and coherent manner (Malhotra,1999:293). Furthermore, a standardised questionnaire ensured comparability of data, increased speed and accuracy of recording and facilitated data processing (Malhotra, 1999:293).

According to Malhotra (1999:293), a questionnaire is a formalised set of questions for obtaining information from respondents and it has three specific objectives:

- To translate information needed into a set of specific questions that respondents can and will answer.
- To uplift, motivate and encourage respondents to become involved in the interview, to co-operate and complete the interview.
- To minimise response error.

The questionnaire used for the study was designed with the objectives stated above in mind.

As already mentioned, respondents were asked a variety of questions on their organisations' behaviour, attitude, intentions and motivations when managing corporate brands. Questions were structured on a questionnaire and asked in a prearranged order.

Great care was taken in designing the questionnaire, as it was administered through the Internet, which meant that the respondents read the questions and recorded their responses in the absence of a trained interviewer. Questions were consequently made simple, great care was taken in selecting questions' wording, for instance questions were structured using ordinary words and avoided ambiguous words, leading questions, implicit alternatives and assumptions and generalisations.

Predominantly, the questionnaire used closed-ended questions.This type of question requires respondents to select the preset description expressing their feelings best from a list that was provided. The format was selected for its myriad advantages, which include ease of use in the field, the ability to diminish interviewer bias, the capacity to decrease bias-based differences pertaining to the articulation of respondents and the relatively straightforward coding and tabulation requirements (Malhotra,1999:304). The questions were structured as multiple-choice questions, where a choice of answers was provided and respondents were required to select one of the alternatives given.

The questionnaire consisted of three sections, which are detailed in Appendix A:

- **Section A** dealt with background information about organisations and respondents' demographics.
- **Section B** dealt with the definition of corporate brand, stakeholder typology and behaviour, benefits and characteristics of a corporate brand and the definition of corporate brand management.

Table 1 Linkages between questions, research objectives and research hypotheses.

Objectives	Hypotheses	Questions
Primary Objective Investigate how organisations in South Africa manage corporate brands	1&5	13, 18,19 & 20
Secondary Objectives Investigate the definition of corporate brand	7	13
Confirm the benefits, characteristics and nature of corporate brands	2, 4, 6 & 8	13, 14, 15, 16, 17 & 20
Confirm the definition of corporate brand management	3	16
Identify the demographic profile of individuals managing corporate brands in South Africa.	9	1-12

- **Section C** dealt with elements and practices of corporate brand management.

The formulation of the questionnaire was in accordance with the research problem, the primary and secondary research objectives and the research hypotheses as specified above. Table 1 above indicates the relationships between questions, the research objectives and hypotheses.

4.3.6 Sampling process and sample size

In research, information about population parameters may be obtained by taking either a census or a sample (Malhotra, 1999:328). The South African organisations constitute a very large population; hence a sample became the preferred alternative, as there was neither enough time nor resources to cover the population (Malhotra,1999:329). The intention was that with the use of statistical inference the results of the sample would be applied to the population without having to observe the population in its entirety (Lapin,1973:182).

The target population for the study was organisations in South Africa classified as successful during 2005 and 2006. A list of these organisations was obtained from two sources: the 2005/6 South Africa top 300 companies and 2006 *Financial Mail* top 20 companies. Although the sampling unit was the organisations that own corporate brands, the sampling element was the managers responsible for the management of corporate brands. This was because managers were objects from which the information was desired (Malhotra,1999:330). The corporate brands were not required to be South African brands, but had to be used in this country.

Malhotra (1999:334) discusses two available sampling techniques:

- Probability sampling, which refers to the selection of respondents by chance. Each element of the population has a fixed probabilistic chance of being selected for the sample.
- Non-probability sampling, with non-probability sampling selection of the elements of the population relying on the personal judgment of the researcher.

A probability sampling technique was used in this study to extract a representative sample from the target population. This technique ensured that every organisation in the target population had a known and equal opportunity of being selected. It also allowed statistical projection of the results to a target population, eliminated selection bias and provided the ability to calculate sampling error (Malhotra, 1999:346).

Random sampling was used in the study because it makes it possible for the probability theory to be used, which helps measure the chance of obtaining atypical results (Lapin,1973:182) and furthermore, when sample observations are obtained randomly, most sampling errors can be avoided; because a random sample allows for equal probability of each element to be chosen, it is seen as avoiding most errors (Malhotra,1999:346).

To draw the simple random sample, the researcher wrote all names appearing in the sampling frame on pieces of paper and folded these, which were then put into a bowl, after which 200 names were drawn. Of the 200 names, only 108 were available to participate in the study.

- **Sample size**

According to Malhotra (1999:332), determining sample size involves both qualitative and quantitative considerations. In terms of qualitative considerations, the following were considered:

- The study intended making important decisions.
- The study used descriptive research methodology and consisted of numerous variables to be investigated.
- The appropriate statistical analysis was multivariate analysis.

On the basis of the above, qualitative considerations indicated that a large sample was required for the study.

The quantitative considerations involve statistical determination of the sample. The following formula was applied to determine the sample size (Dillon, Madden and Firtle,1993:253):

n = P^ x Q^
(HxH/ZxZci) + (P^x Q^/N)

Where:
n = Sample size
P^ = Initial estimate of the population of interest
Q^ = 1-p^
ZxZci = required confidence level (Z squared CI)
N = frequency/population
Hx H = required precision

n = 0.90 x 0.10/ (0.05x0.05/1.96 + 0.90x 0.10/320)
n = 57,7
n= 58

Although statistics suggested a minimum of 58 samples, a sample of 108 organisations was decided upon because it was expected that some targeted respondents might not respond and that the responses of some might be invalid.

The researcher was unable to obtain the total number of respondents specified above. The total number of completed questionnaires returned was only 41; despite respondents having been notified telephonically of the electronic survey and sent three reminders via e-mail. The response translated into a 38 percent response rate (41/108).

4.3.7 Editing and coding

The questionnaire was screened to identify illegible, incomplete, inconsistent or ambiguous responses, with the objective of increasing the accuracy and precision of responses (Malhotra 1999:421).

Data coding means assigning a code, usually a number, to each possible response to each question (Malhotra,1999:423). In this study data coding involved assigning numerical values to each response for each question in the questionnaire.

4.3.8 Statistical procedure

Basic analysis is one form of statistical method used to analyse data. Statistical methods are concerned with making sense of data in which there is an element of random variability or uncertainty (Galpin,2002:1). There is no need for statistics in data that have no variability (Galpin,2002:1).

The study used frequency distributions and descriptive statistics to analyse the data in order to transform raw data into a form that would make it easy to understand, interpret (Zikmund,2003:473) and reduce data into a summary format (Zikmund,2003:498).

- **Frequency distribution**

The objective of using frequency distribution in this study was to obtain a count of the number of responses associated with different values of variables (Malhotra,1999:448). Furthermore, it was to determine the extent of item non-response, to indicate the extent of illegitimate responses, identify the presence of outliers or cases with extreme values, indicate the shape of the empirical distribution of the variable and construct vertical bar charts (Malhotra 1999:449).

- **Descriptive statistics**

The most commonly used statistics associated with frequencies are measure of location (mean, mode and median), measure of variability (range, interquartile range, standard deviation and coefficient of variation) and measure of shape (skewness and kurtosis) (Malhotra,1999:450), known as descriptive statistics. The study only makes use of the mean, standard deviation, skewness and kurtosis in analysing the results.

The following definitions are from Malhotra (1999:450-454) and Galpin (2002:3), unless specified otherwise.

Mean is the average value. It gives a measure of central tendency and an idea of the point around which the data is spread (Galpin, 2002:3)

Standard deviation: the difference between the mean and an observed value is called the deviation from the mean. The variance is the mean squared deviation from the mean, while standard deviation is the square root of the variance. The standard deviation of the sample gives an indication of the spread of the readings around the mean (Galpin, 2002:5)

Skewness is the tendency of deviations from the mean to be larger in one direction than in the other. It can be thought of as the tendency for one tail of the distribution to be heavier than the other.

Kurtosis is a measure of the relative peakedness or flatness of the curve defined by the frequency distribution. The kurtosis of a normal distribution is zero; if kurtosis is positive, the distribution is more peaked than a normal distribution. A negative value means that the distribution is flatter than a normal distribution.

The basic analysis was used to prove the research hypotheses. No further analysis in the form of multivariate analysis could be performed, as the study was limited by the size of its sample.

4.4 CONCLUSION

This chapter discussed research hypotheses, research design and data collection processes and gave a brief overview of the data analysis process, with special emphasis placed on all these areas. Based on the sample size, the chapter makes it clear that the findings of the research cannot be generalised to the targeted population. The next chapter will discuss the research results.

5. CHAPTER FIVE: THE RESULTS OF THE EMPIRICAL RESEARCH

5.1. INTRODUCTION

Theoretically, once data have been prepared via data preparation, research proceeds to data analysis (Malhotra,1999:25), hence the results of the empirical study are reported in this chapter.

5.2. DATA ANALYSIS

The data analysis consists of both the basic data analysis, which is normally the first step of analysing data, used for the transformation of raw data into a form that is easy to understand and interpret (Zikmund,2003:473), and multivariate data analysis, which deals with the analysis of multiple variables simultaneously (Hair, Anderson, Tatham and Black,1998:6). For the purposes of the study, only basic data analysis was used.

Basic data analysis was the preferred method of analysis for the study because, while the study comprised descriptive research and used the Likert scale as the scale of measurement, the data types used were both nominal and interval scale data. Furthermore, the sample size was small and did not meet the requirements of multivariate data analysis techniques (Malhotra,1999:253). Basic data analysis was used to describe responses, calculate averages and represent frequency distributions (Zikmund,2003:473). Within the basic data analysis, the study used both frequency distributions, which can be viewed in Appendix B, and descriptive statistics, which will be elaborated upon in this chapter. The descriptive statistics used in the study were the mean, used as a measure of location, the standard deviation, used as a measure of variability, and skewness and kurtosis, used as measures of shape (Malhotra, 1999:450).

5.3. THE FINDINGS OF THE STUDY

The original 108 sample organisations were drawn from a population of 320 top companies in South Africa. The population consisted of 320 units because the two sources used consisted of 320 organisations. The reason only top companies were selected was that they are associated with success. The assumption was therefore that whatever approach they used to manage their corporate brand had to make a positive contribution. Two hundred units were selected from this population; however, most of the selected organisations were unwilling to participate. The organisations justified this by either stating that the required information was confidential or that their subject matter expert was not available. Hence, the study could only use 108 organisations. Although 108 organisations agreed to participate in the survey, only 41 valid responses were received, which translated into a response rate of only 38 percent (41/108).

5.3.1 SECTION A: DEMOGRAPHIC INFORMATION.

The sample was represented by organisations from various industries; however, basic industries, financial services and cyclical consumer goods were represented best, with 44 percent of the sample coming from these industries.

The majority (75.6%) of the respondents confirmed that strong competition existed in their industries. Concerning decision-making, the majority (75%) of the respondents confirmed that decisions on the management of their corporate brands were made locally. Furthermore, it was indicated that the majority (75.6%) of the respondents were involved with making decisions about management of corporate brands. See table below.

Table 2 Details of participating organisations

Participating industry	Count	Percentage contribution
Basic industries	7	17.1%
Financial	6	14.6%
Cyclical consumer goods	5	12.2%
Total	18	44.0%
Level of competition		
Intense	31	75.6%
Moderate	4	9.8%
Low	3	7.3%
Total	38	92.7%

Source: Questions1 & 6

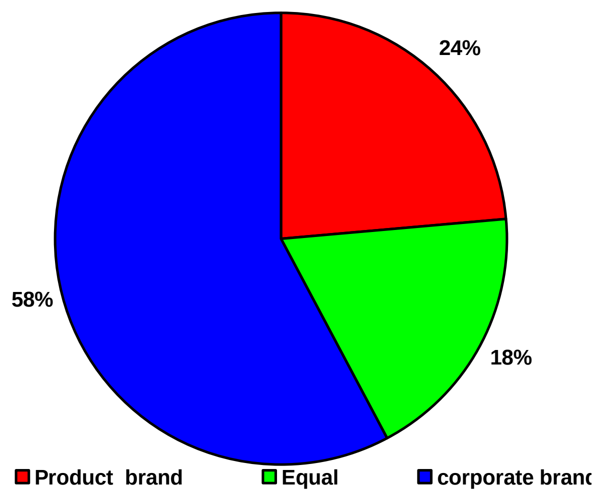
Table 3 Details of decision-making

Decision-making	Count	Percentage
Location		
Local	30	73.2%
Head office overseas	10	24.4%
Total	40	97.6%
Respondent level of involvement		
Totally involved	19	46.3%
Involved to a great degree	12	29.3%
Involved to more limited degree	8	19.5%
Not involved at all	1	2.4%
Total	40	97.5%

Source:Questions 2 & 3

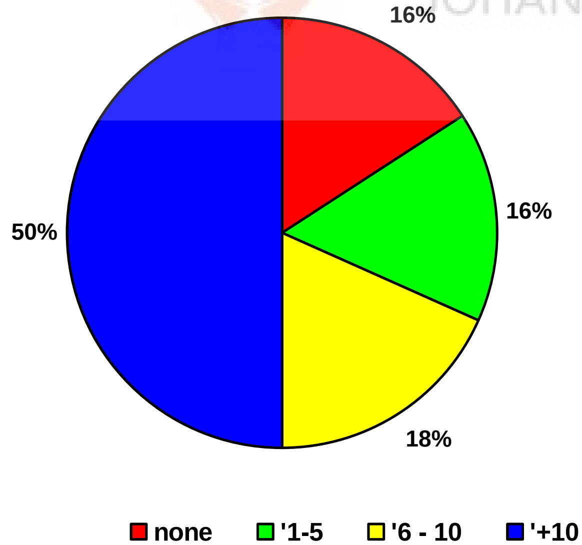
In terms of branding architecture used by various organisations, the respondents stated that all three branding strategies were used. However, corporate brand dominance was used more often: about 58 percent of the respondents confirmed using corporate brand dominance strategy. Furthermore, the majority of the respondents (84%) stated that their corporate brands consisted of at least one product brand. Only 16 percent of the respondents reported their corporate brand as not having any product brands and 50 percent confirmed that they had more than ten product brands within the corporate brand.

Fig 18 Brand architecture



Source: Question 4

Fig 19 Number of product brands



Source: Question 5

The study looked at the demographic profile of the respondents and the period the respondents spent managing corporate brands. This was to determine whether the respondents would be qualified to make a meaningful contribution to the study.

Table 4 Demographic information

Demographic profile	Count	%
Gender		
Female	28	58.3%
Male	11	26.8%
Age		
Younger than 25	1	2.4%
25-34	15	36.6%
35-45	17	41.5%
46 and older	6	14.6%
Race		
White	30	73.2%
Black	6	14.6%
Indian	2	4.9%
Coloured	1	2.4%
Education		
Post-matriculation diploma or certificate	13	31.7%
Baccalaureate degree	10	24.4%
Post-graduate degree	15	36.6%
Marketing qualification		
None	11	26.8%
Certificate	5	12.2%
Diploma	7	17.1%
University first degree	6	14.6%
University post-graduate	10	24.4%
Period of managing a corporate brand		
6 months or less	4	9.8%
7-18 months	10	24.4%
19-36 months	12	29.3%
+36	13	31.7%

Source: Questions 7-12

The majority (85.4%) of the respondents confirmed that they had worked on corporate brands for a long time. The sample consisted predominantly (58%) of females and in terms of age, most of them (77.7%) were between the ages of 25 and 45. The sample was heavily skewed (73.2%) towards whites. In terms of education, although most (92.7%) were educated, they (70.7%) did not possess high marketing qualifications such as a post-graduate degree in marketing.

5.3.2 SECTION B - THE NATURE OF CORPORATE BRANDS.

Definition of a corporate brand

The majority of the respondents (90%) confirmed that a corporate brand is more than an outward manifestation of the organisation (logo, name and other visual aspects). However, respondents did not agree, as indicated by a low mean score of 3.78, with the statement that a corporate brand represents an explicit formal written agreement between an organisation and its key stakeholder groups. See table 5 below.

Characteristics of a corporate brand

The respondents (between 60 and 80 percent) confirmed that a corporate brand is characterised by intangibility, tangibility, being ethereal and having social responsibility. Although the following characteristics were also confirmed, they were not highly rated, as indicated by relatively low mean scores: it is complex in nature, intricate, requires total organisation to be committed; respondents find a corporate brand to be a construct with cultural roots. See table 5 below.

Table 5 Corporate brand definition

	Mean	Standard deviation
Corporate brand definition		
Corporate brand is….		
More than just the outward manifestations of an organisation, its name, logo and visual representation	4.75	0.439
It is the organising proposition that helps to shape an organisation's value	4.44	0.607
It is the organising proposition that helps to shape an organisation's culture	4.33	0.535

	Mean	Standard deviation
It is a strategic tool of management	4.28	0.659
It is a tool that guides the organisational processes that generate and support value creation	4.19	0.668
It is a single umbrella image that casts one glow over a panoply of products	4.28	0.849
It is something that has a relationship with stakeholders and represents a combination of all forms of communication and experiences	4.49	0,507
It represents an explicit formal written agreement between an organisation and its key stakeholder groups	3.78	1.017
Characteristics of corporate brands		
Corporate brand…		
Encompasses intangible elements such as emotions	4.39	0.599
Encapsulates a host of soft and subjective dimensions	4.17	0. 655
Consists of a name and logo	3.69	1. 546
Involves several decision-making bodies, operating division, large number of products and people	4.08	0.987
Finds its distinctiveness in the mix of sub-cultures found within the organization	3.75	1.052
Has broader social responsibilities	4.19	0.856
The entire organisation is committed to corporate brand	3.57	1.14
Corporate brand adopts a multidisciplinary approach	3.67	1.014
Corporate brand management has a long gestation period requiring time and resources	3.49	1.346
Corporate brand is attended by various functions/departments	3.46	1.346

Source: Question 13

Stakeholder salience

The study found all stakeholders to be important, with customers and employees being more important. See table 6 below.

Benefits of corporate brand

The following benefits, although confirmed, were not convincing, as indicated by relatively low mean scores: enable the organisation to have market value of twice the book value, reduce advertising and marketing costs by exploiting economies of scale and the value of the corporate brand exceeds the sum of values of various products, which fall within the corporate brand. See table 6 below.

Table 6 Stakeholders' salience and corporate brand benefits

	Mean	Standard deviation
Stakeholders salience		
Customers	3.92	0.280
Shareholders	3.36	0.833
Employees	3.64	0.543
Partners	3.36	0.639
Legislator	3.20	0.759
Regulators	3.19	0.786
Opinion formers	3.22	0.591
Stakeholders salience		
Media	3.44	0.607
Suppliers	3.36	0.639
Corporate brand benefits		
Establish a favourable disposition towards the organisation among stakeholders	3.47	0.560
Secure loyalty from an organisation's diverse public	3.53	0.560
Enable the organisation to have a market value that is more than twice the book value	3.17	0.811
Reduce advertising and marketing costs by exploiting economies of scale	3.00	0.756
Attract top-notch personnel	3.28	0.615
The value of the corporate brand exceeds the sum of values of various products that fall within the corporate brand	2.78	1.017
Provide a powerful tool by which to comprehend organisation and interface with myriad stakeholders	3.40	0.695

Source: Questions 14&15

Table 7 Corporate brand management definition and behaviour of stakeholders

	Mean	Standard deviation
Definition of corporate brand management		
Corporate brand management is…		
A systematically planned process	4.61	0,549
A systematically implemented process	4.53	0.654
A process of **creating** a favourable reputation of the company with its constituents	4.67	0.586
A process of **maintaining** a favourable reputation of the company with its constituents	4.64	0.593
Sends signals to stakeholders by managing behaviour, communication and symbolism	4.58	0.649
Staheholder's behaviour		
External stakeholders rarely know much about the organisation's history	2.56	1.054
External stakeholders rarely know much about the organisation's values and culture	2.58	1.052
Staheholders' behaviour		
External stakeholders glean information from the organisation's communication, its people and its products and services and make judgments based on the information.	3.86	0.931
The basis for external stakeholders' judgment is often influenced by media coverage	3.69	1.167

Source: Questions 16 & 17

5.3.3 SECTION C – MANAGING CORPORATE BRAND

Components of the proposed corporate brand management process were confirmed by the respondents, except one element of the brand resources that relates to a metaphor. Most (60%) of the respondents indicated that a corporate brand does not require a metaphor.

Table 8 Process of corporate brand management

	Mean	Standard deviation
Components of corporate brand management process		
Align vision and culture	3.41	0.686
Align vision and image	3.30	0.702
Align culture and image	3.30	0.702
Align vision, culture and image	3.59	0.644
Strategic drivers		
Brand vision	3.59	0.599
Brand mission	3.51	0.607
Brand values	3.72	0.513
Corporate culture	3.46	0.691
Corporate heritage	3.16	0.800
Brand implementation		
Involves conscious decision by senior management to distil and make known the brand's proposition	3.56	0.607
Brand resources		
Product functions	3.53	0.506
Corporate brand performance excellence	3.54	0.605
Positioning of corporate brand	3.51	0.651
Physical characteristics	3.27	0.693
Product usage	3.59	0.557
Personality of corporate brand	3.35	0.633
Corporate brand emotional values	3.41	0.686
Intangibles portrayed by corporate brand	3.33	0.756
Corporate brand image	3.54	0.558
Occasion image	3.53	0.560
User image	3.32	0.669
Metaphor eg Marlboro brand	2.64	0.931
Psychological aspects such as how brands make consumers feel	3.24	0.760
Ethics	3.64	0.543
Sign of ownership – identity	3.58	0.554
Sign of ownership –vision	3.64	0.543
Name	3.67	0.478
People who care	3.58	0.554
Interactive service	3.54	0.561
Shorthand notation - communication about expectations	3.36	0.683
Legal protection	3.51	0.607

Source: Questions 18 & 19

In terms of the remaining aspects of the proposed corporate brand management process, respondents confirmed that corporate brands are positioned using an alternative CSP and not necessarily customer value as suggested by literature. Furthermore, the majority (70 percent) of the respondents confirmed that the responsibilities of managing corporate brands do not lie with CEOs.

Brand evaluation

It appears that in this market not a lot of time is spent on evaluating corporate brands

Table 9 Process of corporate brand management

	Mean	Standard deviation
Strategic drivers		
Corporate brand has core values	4.41	0.956
Corporate brand has identity	4.65	0.633
Corporate brand vision is transformed into quantified objectives	3.92	1.273
Brand implementation		
Organisation structure supports the corporate brand	3.84	1.093
Corporate brand's advertising idea is in the form of a metaphor eg Marlboro man	2.08	1.382
Corporate brand stands for something	4.57	0.728
Employees have to be engaged and represent the brand qualities to outside stakeholders	4.05	1.224
Corporate brand is positioned using unique value proposition	4.08	1.164
A common starting point for positioning a corporate brand is in the form of customer value rather than other alternatives such as brand vision	3.62	1.341
Corporate brand proposition is articulated to the rest of the organisation	4.11	1.075
	Mean	**Standard deviation**
Corporate brand proposition is articulated to the external stakeholders	4.03	1.16
Resides with the CEO	2.94	1.294

	Mean	Standard deviation
Brand evaluation		
Organisation reviews the corporate brand on a continuous basis for relevance	3.64	0.986
Organisation reviews the corporate brand on a continuous basis for distinctiveness	3.76	1.164
Organisation uses brand metrics to monitor suitability of the internal supporting systems	2.97	1.538
Organisation uses brand metrics to monitor the satisfaction generated by corporate brand	3.05	1.598

Source: Question 20

5.4. CONCLUSIONS

This chapter presented results of the empirical section of the study. Responses were arranged by demographic information, the nature of the corporate brand and the managing corporate brand. Results of descriptive statistics were analysed and reported on.

The conclusions and recommendations of the study are discussed in the next chapter, chapter six.

CHAPTER SIX - CONCLUSIONS AND RECOMMENDATIONS

6.1 INTRODUCTION

The overall objective of this short dissertation was to investigate how organisations in South Africa managed corporate brands.

In order to achieve this objective, a literature review was conducted, which provided the following: the meaning of 'corporate brand', the benefits and characteristics of corporate brands. The literature review also discussed the branding architecture, the meaning and components of the corporate brand management process.

The empirical part was designed to test the outcome of the literature review. Based on the literature review, variables to be included in the research were suggested. The research was then conducted in selected organisations, whose results were reported in the previous chapter. This chapter evaluates the achievement of the hypothesis and set objectives, comes to the study conclusions and makes recommendations.

6.2 CONFIRMATION OF THE HYPOTHESES

Hypothesis testing was not carried out during data analysis in this study. However, based on the basic data analysis conducted; the researcher was able to reach the following conclusions on the set hypotheses:

The following hypotheses were accepted

H0: Corporate brand management in organisations in South Africa includes strategic drivers, resourcing elements, implementation of the brand and brand evaluation.

H0: Organisations in South Africa approach corporate brand management as a pan-company activity that cuts across both functional areas and business units and furthermore serves as a multidisciplinary construct. It is a strategic framework, which gives companies a clear sense of direction, involving a strategic process that is visionary and requires total organisational commitment.

H0: Corporate branding is a systematically planned and implemented process of creating and maintaining a favourable image and consequently a favourable brand reputation.

H0: Various benefits may be derived by an organisation from adopting a corporate brand strategy.

H0: A corporate brand consists of elements ranging from sign of ownership to legal protection.

H0: A corporate brand is more than just outward manifestations of the organisation, its name, logo and visual representation.

H0: Corporate brands have unique characteristics, such as tangibility, intangibility, complexity, intricacy, being ethereal and a construct of cultural roots and have broader social responsibilities.

H0: Corporate brands are managed by individuals aged 25 and above, predominantly white with a female gender bias.

Hypothesis number six, which stated: H0: With corporate brands, investors are the most important stakeholders, was the only hypothesis rejected.

6.3 ACHIEVEMENTS OF THE OBJECTIVES

6.3.1 Primary objective

The primary objective was to investigate how organisations in South Africa managed corporate brands.

The study looked at the components of the corporate brand management process. Section C, question 18 and 19 of the questionnaire, dealt with individual components.

The results of the study confirmed that the process of corporate brand management consists of 'strategic drivers': brand vision, brand mission, brand culture, brand values and objectives. Various brand resources and brand implementation were confirmed to be part of the process. Brand evaluation was also studied; although it was confirmed that it does take place, it appears as if this does not happen on a wide scale.

The results further indicated that corporate brand management is a parallel process consisting of management of the brand inside the organisation and management of a corporate brand outside the organisation to ensure that it is relevant to stakeholders and has a positive reputation (satisfaction).

6.3.2 Secondary objectives

The following secondary objectives were set for the study:

- **Investigate how organisations in South Africa define 'corporate brand'.** This objective was dealt with in Section B, question 13.

The results of the study confirmed that a corporate brand is more than just outward manifestations of an organisation: its name, logo and visual presentation.

- **Determine stakeholder salience**

The stakeholder salience was handled in section B, question 14. The findings of the study indicated that all stakeholders were important to corporate brands and the stakeholders were found to be knowledgeable about the organisations. However, they used the media, internal communication, employees and the product as sources of information to form judgments.

- **Investigate characteristics of corporate brand**

The characteristics of a corporate brand were handled in section B, question 13 and section C, question 20. Findings indicated that a corporate brand has the following characteristics: it is intangible, serves a broad social responsibility, is tangible, ethereal and to some extent complex, is intricate and requires commitment from the broader organisation.

- **Determine the benefits of a corporate brand**

The benefits of a corporate brand were investigated in section B, question 15 and section C, question 16. A corporate brand was found to yield the following benefits: established a favourable disposition among stakeholders for the organisation, secured loyalty to the organisation and attracted top-notch personnel. The benefit of a corporate brand market value twice its book value was confirmed.

- **Investigate the meaning of corporate brand management.**

The definition of corporate brand management was dealt with in section B, question 16. Findings confirmed that corporate brand management is a systematically planned and implemented process of creating and maintaining a favourable image and consequently a favourable reputation of the company as a whole by sending signals to all stakeholders through the management of behaviour, communication and symbolism

6.4 LIMITATIONS

The main limitations of the study are that its results and findings cannot be generalised to the population of interest because the sample size was very small. Hence, the results cannot be used as a reference for management of corporate brands in organisations in South Africa, but rather as an input to future research. These are also mentioned in chapter one.

6.5 AREAS FOR FUTURE RESEARCH

The study investigated the process of managing corporate brands and raised a number of questions during this process. Questions that must be answered by future research are the following:

- It may be beneficial to investigate the sequence of activities making up the corporate brand management process.
- Investigate in detail how each of the components is determined.
- Investigate whether building and managing corporate brands require different processes.
- Investigate how corporate brands may be internalised.

7. CHAPTER SEVEN- REFERENCES

Aaker D. 1991.Managing brand equity. Free Press.

Aaker D.1996.Building strong brands. Free press.

Abratt R, Daffey.2002. “Corporate branding in a banking environment”.Corporate communications: internal journal,7(2):87-91.

Aurand TW, Gorchels L, Bishop TR.2005.“Human resource management’s role in internal branding: an opportunity for cross-functional brand message synergy”.Journal of Product and Brand management,14/3:163-169).

Balmer JMT.1995.“Corporate branding and connoisseurship”. Journal of general management,21(1)21-46.

Balmer JMT.1998.“Corporate identity and the advent of corporate marketing”. Journal of Marketing management, 14:963-996.

Balmer JMT.2001a.“Corporate identity, corporate branding and corporate marketing – seeing through the fog”. European Journal of Marketing, 35(3/4): 248-291.

Balmer JMT.2001b.”The three virtues and seven deadly sins of corporate brand management”. Journal of general management,27(1):1-17.

Balmer JMT, Gray E R.2003. „Corporate brands: what are they? what of them”. European journal of marketing,37(7/8): 972-997.

Bernstein D.2003. “Corporate branding – back to basics”. European journal of marketing, 37: 1133-1141.

Berthon P, Hulbert JM and Pitt LF.1999. “Brand managent prognostications”. Sloan management review, winter:53-65.

Bickerton D.2000.”Corporate reputation versus corporate branding: the realist debate”. Corporate communications : internal journal 5 (1):42-48.

Coyle JJ, Bardi EJ and Langley CJ.2003. The management of business logistics a supply chain perspective, 7th edition. South-Western.

De Chernatony.1993. “The seven building blocks of brands”. Management today, London : 66.

De Chernatony L.1999. “Brand management through narrowing the gap between brand identity and brand reputation” Journal of marketing management, 15:157-179.

De Chernatony.2001.”A model for strategically building brands”. Journal of brand management, 9(1): 32-44

De Chernatony L and McDonald HBM.1992.Creating powerful brands.Butterworth-Heinemann.

De Chernatony L and Riley FD. 1998. “Modelling the components of the brand” European journal of marketing, 32 no. 11/12:1074-1090.

Dillon WR, Madden TJ and Fitle NH.2003. Essentials of marketing research. Von Hoffmann press.

Doyle P.1990. “Building successful brands: the strategic options” The Journal of consumer marketing, 7(2):5-20.

Einwiller S, Will M.2002. “Towards an integrated approach to corporate branding – an empirical study”. Corporate communication: an International Journal, 7(2):100-109.

Financial mail “2006 top 20 companies”

Gotsi M and Wilson.2001.“Corporate reputation: seeking a definition” Corporate communications: an international journal, 6(1):24-30.

Gotsi M ad Wilson A.2001.“Corporate reputation management: living the brand” Management decision 39/2:99-104.

Harris F and De Chernatony L.2001.“Corporate branding and corporate brand performance”. European journal of marketing, 35:441-456.

Hair JF, Anderson RE, Tatham RL and Black WC.1998. Multivariate data analysis, fifth edition, Prentice Hall.

Hatch MJ and Schultz M.2001 “Are the strategic stars aligned for your corporate brand?”. Harvard business review,129-134.
Hatch J M and Schultz M.2003.”Bringing the corporation into corporate branding”. European journal of marketing,37(7/8): 1041-1064.

Herbst FJ.2004. Business research notes-“the research proposal”, University of Rand Afrikaans.

Hill CWL.2005. International Business, fifth edition, McGraw-Hill.

Ind N. 1997. The corporate brand, Macmillan Press ltd.

Ind N.2003.Making the most of your corporate brand, Prentice hall.

Journalistic review.2003."Getting it right on the inside". strategic direction, 19(10):10-12.

Kapferer J.1992. Strategic brand management,Les Editions d' Organisation.
Kay J.2006."Strong brands and corporate brands". European journal of marketing, 40(7/8):742-760.

Keller K.1998.Strategic brand management,Prentice Hall.

Keller LK.1999."Brand Mantras: Rationale, criteria and examples" Journal of marketing management, 15:43-51.

King S.1991. "Brand building in the 1990's".Journal of marketing management, 7 : 3-13.

Knox S.2004."Positioning and branding your organization". Jouranal 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, 37:998-1016.

Kreitner R and Kinicki A.2004.Organisational behaviour, McGraw-Hill
Laforet S and Saunders J.1999."Managing brand portfolios:why leaders do what they do". Journal of advertising research,January-February:51-66.

Lapin L.L.1973.Statistics for modern business decisions,Harcourt Brace Jovanovich inc.
Leitch S, Richardson N.2003."Corporate branding in the new economy". European Journal of Marketing,37(7/8): 1065-1079.

Malhotra NK.1999.Marketing research: an applied orientation,third edition Prentice Hall.

Mitchell A.1999. "Out of the shadows".Journal of marketing management 15 :25-42.

Mitchell RK, Agel BR, Wood DJ.1997. "Toward a theory of stakeholder identification and salience: defining the principle of who and what really counts" Academy of management review, 22(4):853-886.

Neville BA, Bell SJ and Menguc B.2005."Corporte reputation, stakeholders and the social performance relationship" European journal of marketing(/10:1184-1198.

Rooney JA.1995."Branding: a trend for today and tomorrow". Journal of product and brand management, 4(4):48-55.

Simoes C, Dibb S.2001.Rethinking the brand concept: new brand and orientation. Corporate communication: an International Journal, 6(4):217-224.

South Africa's top national companies 2005/2006 – incorporating new leaders. Top Companies publishing and events.

Uggla H.2006."The corporate brand association base- a conceptual model for the creation of inclusive brand architecture", European journal of marketing, 40(7/8):785-802).

Urde M.2003."Core value based corporate brand building". European journal of marketing,37:1017-1040.

Vallaster C and de Chernatony L.2006. " Internal brand building and structuration: the role of leadership". European journal of marketing, 40:761-784.

Wood L. 2000. "Brands and brand equity:definition and management". Management decision , 38(9): 662-1747.

Yu Xie H and Boggs DJ.2006. "Corporate branding versus product branding in emerging markets a conceptual framework" Marketing intelligence and planning, 24 (4): 347-364.

Zikmund WG. 2003.Business research methods.7th edition South-Western.

7 APPENDICES

APPENDIX A – QUESTIONNAIRE

UNIVERSITY OF JOHANNESBURG

October 2006

Dear sir/madam

My name is Letta Mahlatji, a post graduate student at the University of Johannesburg. I'm conducting the research as part of a short dissertation, in partial fulfilment of my master's degree in Business Management. My research focuses on corporate brand management, to this end I kindly request that you complete the following short questionnaire. It should take no longer than 20 minutes of your time. Your response is of the utmost importance to me.

Please do not enter your name or contact details on the questionnaire. It remains anonymous.

Kindly complete online before 13 October 2006

Summary results of this research will be contained in my short dissertation of which a copy will be available at the University's library.

Should you have any queries or comments regarding this survey, you are welcome to contact me telephonically on 011 488 5096 (w) 011 656 5930 (h) or via e-mail at letta.madlala@za.bp.com

Yours Faithfully

Letta Mahlatji
Student number 920410183

PLEASE ANSWER THE FOLLOWING QUESTIONS BY CROSSING (×) THE RELEVANT BLOCK OR WRITING DOWN YOUR ANSWER IN THE SPACE PROVIDED.

EXAMPLE of how to complete this questionnaire:

Your gender?
If you are female:

Male	1
Female	2

Section A – Background information

This section refers to background information. Although we are aware of the sensitivity of the questions in this section, the information will allow us to compare groups of respondents. We assure you that your response will remain anonymous. Your co-operation is appreciated.

1. In which of the following industries would your organisation be classified in?

Resources (Mining metals and mineral mining)	1
Basic industries (Chemicals-speciality, construction, steel, general industry, Electronic and electrical equipment, engineering and machinery contractors, consulting engineers	2
Cyclical consumer goods (automobile & parts vehicle distributors, household goods , clothing & textiles clothing &footwear, Furnishing)	3
Non Cyclical consumer goods (Health, pharmaceuticals)	4
Cyclical services (retail, tourism bodies, etc)	5
Financials (banks, insurance, etc)	6
Information technology	7
Education	8
Government	9
Other (specify)	10

2. Where are corporate brand management decisions take within your organisation ?

Locally	1
Parent company overseas	2

3. What is the level of your involvement in brand management decisions? Please indicate by marking the appropriate box?

1. Not involved   2. To some degree   3.To a great degree   4. Totally involved

4. How would you classify the relationship between product brands and corporate brand in your organisation? Please indicate your choice by marking the appropriate box.

1. Product brand dominance   2. Equal dominance   3. Corporate brand dominance

5. How many product brands fall under your corporate brand?

None	1
1-5	2
6-10	3
More than 10	4

6. How would you describe the level of competition in your industry?

Intense	1
Moderate	2
Low	3
Not at all	4

7. How long have you been in the role of managing a corporate brand in your organisation?

Six months or less	Seven to Eighteen months	Nineteen to thirty six months	Thirty seven months and more

8. What is your highest qualification? Please tick the appropriate box below?

1. Grade 11 and lower	2. Grade 12	3. Post matric diploma or certificate	4. Baccalaureate degree(s)	Post graduate degree (s)

9. What is your highest marketing qualification?

1. None	2. Certificate	3. Diploma	4. University first degree	5. University post graduate

10. What is your gender?

Male	1
Female	2

11. What is your age? Please tick the appropriate box below.

Younger than 25 years	25 -34	35 -45	46 or older

12. What is your ethnicity?

Black	1
White	2
Coloured	3
Indian or Asian	4

Section B

This section explores the concept of corporate brands, corporate brand attributes and corporate branding.

13. To what extent will your organisation agree with the following statements about corporate brands? Please indicate your answer using the following 5-point scale where:
    1. = Strongly disagree
    2. = Disagree
    3. = Neutral
    4. = Agree
    5. = Strongly Agree

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
A corporate brand ……………….					
is more than just the outward manifestations of an organisation, its name , visual representation	1	2	3	4	5
is the organising proposition that helps to shape an organisation's value	1	2	3	4	5
is the organising proposition that helps to shape an organisation's culture	1	2	3	4	5
is a strategic tool of management	1	2	3	4	5
is a tool that guide the organisation processes that generate and support value creation	1	2	3	4	5
involves a conscious decision by senior management, to distil, and make known, the attributes of the corporate identity in the form of a clearly defined branding proposition	1	2	3	4	5
is a single umbrella image that cast one glow over a panoply of products	1	2	3	4	5
It is something that has a relationship with a stakeholder as it represents a combination of all forms of communication and experiences.	1	2	3	4	5
has a broader social responsibilities	1	2	3	4	5
The value of the corporate brand exceeds the sum of values of various products , which falls within the corporate brand .	1	2	3	4	5
Your corporate brand represents an explicit formal written agreement between an organisation and its key stakeholder groups.	1	2	3	4	5

Your corporate brand………					
encompasses tangible elements (such as business scope, geographical coverage, performance related issues, profit margins, pay scale, recruitment, architecture, logo)	1	2	3	4	5
encompasses intangible elements (such as emotions……….)	1	2	3	4	5
encapsulates a host of soft and subjective dimensions	1	2	3	4	5
consists of a name and logo	1	2	3	4	5
involves several decision making bodies, operating division, large number of products and people					
your corporate brand find its distinctiveness in the mix of sub cultures found within the organisation	1	2	3	4	5

14. How important is each of the following stakeholder groups to your corporate brand? Please indicate your answer using the following 4-point scale where
    1 = Totally unimportant
    2 = Unimportant
    3 = Important
    4 = Very important

	Totally unimportant	Unimportant	Important	Very important
Customers	1	2	3	4
Shareholders	1	2	3	4
Employees	1	2	3	4
Partners	1	2	3	4
Legislators	1	2	3	4
Regulators	1	2	3	4
Opinion formers	1	2	3	4
Media	1	2	3	4
Suppliers	1	2	3	4

15. To what extent has your organisation enjoyed the following benefits on the strength of your corporate brand? Please indicate by ticking an appropriate box

	Totally unimportant	Unimportant	Important	Very important
Established a favourable disposition towards the organisation by its various stakeholders**?**	1	2	3	4
Secured loyalty from an organisation's diverse publics?	1	2	3	4
Enabled your organisation to have market value that is more than twice their book value	1	2	3	4
Reduced advertising and marketing costs by exploiting economies of scale	1	2	3	4
Attracted top notch personnel	1	2	3	4

16. To what extend do you agree with the following statements? Please indicate your answer using the following 5-point scale where:
    1. = Strongly disagree
    2. = Disagree
    3. = Neutral
    4. = Agree
    5. = Strongly Agree

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Corporate branding ………………					
is a systematically planned process	1	2	3	4	5
is a systematically implemented process	1	2	3	4	5
is a process of creating a favourable reputation of the company with its constituent	1	2	3	4	5
is a process of maintaining a favourable reputation of the company with its constituent	1	2	3	4	5
sends signals to stakeholders by managing behaviour, communication and symbolism.	1	2	3	4	5
involves the conscious decision by senior management to distil and make known the brand's proposition	1	2	3	4	5

provides a powerful aperture by which to comprehend organisations and their interface with myriad stakeholder groups	1	2	3	4	5
resides with the CEO	1	2	3	4	5

17. To what extent are the following statement a true reflection of your stakeholder's behaviour ? Please indicate your answer using the following 5-point scale where:
    6. = Strongly disagree
    7. = Disagree
    8. = Neutral
    9. = Agree
    10. = Strongly Agree

In my organisation external stakeholders rarely know much about the organisation's history.	1	2	3	4	5
In my organisation external stakeholders rarely know much about the organisation values and culture.					
In my organisation I find that external stakeholders glean information from the organisation's communications, its people and its products/services on which judgements are based. .	1	2	3	4	5
In my organisation I find that the basis for external stakeholder's judgement is often influenced by media coverage	1	2	3	4	5

Section C

This section explores the basics of corporate branding.

18. How important is each of the following to your organisation when managing your corporate brand. Please indicate your answer using the following 4-point scale where
    1 = totally unimportant
    2 = Unimportant
    3 = Important
    4 = Very important

	Totally unimportant	Unimportant	Important	Very important
Aligning vision and culture	1	2	3	4
Aligning vision and image	1	2	3	4
Aligning culture and image	1	2	3	4
Aligning vision, culture and image	1	2	3	4

19. How important does your organisation rank each of the following elements of corporate branding? .Please indicate your answer using the following 4-point scale where
    1 = totally unimportant
    2 = Unimportant
    3 = Important
    4 = Very important

	Totally unimportant	Unimportant	Important	Very important
Brand vision	1	2	3	4
Brand mission	1	2	3	4
Brand values	1	2	3	4
Corporate culture	1	2	3	4
Corporate heritage	1	2	3	4
Functional capability	1	2	3	4
- Product functions	1	2	3	4
- Corporate brand performance	1	2	3	4
excellence	1	2	3	4
- Positioning of corporate brand	1	2	3	4
- Physical characteristics of	1	2	3	4
corporate brand	1	2	3	4
- Product usage				
Symbolic feature	1	2	3	4
- Personality of corporate brand	1	2	3	4
- Corporate brand emotional	1	2	3	4
values	1	2	3	4
- Intangibles portrayed by	1	2	3	4
corporate brand	1	2	3	4
- Corporate brand image	1	2	3	4
- Occasion image (instances	1	2	3	4
where brand is used)	1	2	3	4
- User image				
- Metaphor (Cowboy for				
Marlboro brand)				
- Psychological aspects (such as				
how brands make consumers				
feel)				
Sign of ownership	1	2	3	4
- Ethics	1	2	3	4
- Identity	1	2	3	4
- Vision	1	2	3	4
- Name	1	2	3	4

Service - people who cares - Interactive service	1 1 1	2 2 2	3 3 3	4 4 4
Short hand notation – communication about expectations	1	2	3	4
Legal protection	1	2	3	4

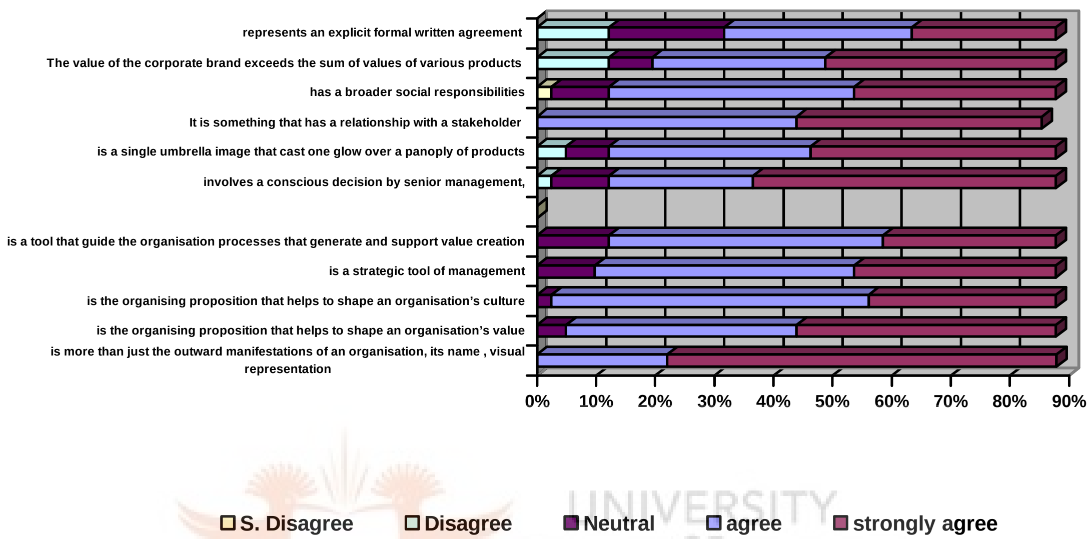
20. To what extend are the following practiced within your organisation? Please indicate your answer using the following 5-point scale where:
    1= not at all
    2= sometimes
    3= often
    4= regularly
    5= at all times

	Not at all	sometimes	often	regularly	At all times
The entire organisation is committed to your corporate brand	1	2	3	4	5
Your corporate brand adopts a multidisciplinary approach	1	2	3	4	5
You organisation structure supports the corporate brand	1	2	3	4	5
Your corporate brand's advertising idea is in the form of a metaphor (e.g. Marlboro man)	1	2	3	4	5
Your corporate brand has core values	1	2	3	4	5
Your corporate brand has a corporate identity	1	2	3	4	5
Your corporate brand stands for something.	1	2	3	4	5
Your corporate brand management has s a long gestation requiring time and resources	1	2	3	4	5
Your corporate brand management is attended by various functions/departments	1	2	3	4	5
Engagement of employees in the brand, leading to their representation of brand qualities to outside constituents is crucial to the corporate branding process in your organisation	1	2	3	4	5
Your corporate brand is positioned using a unique value proposition for positioning.	1	2	3	4	5
A common starting point for positioning your corporate brand was/ is in the form of customer value rather than the alternatives such as vision	1	2	3	4	5
Your corporate brand proposition is articulated to the rest of the organisation	1	2	3	4	5
Your corporate brand proposition is articulated to the external stakeholders	1	2	3	4	5
Your organisation reviews the corporate brand on a continuous basis for relevance	1	2	3	4	5
Your organisation reviews the corporate brand on a continuous basis for distinctiveness	1	2	3	4	5
In your organisation brand vision is transformed into quantified objectives	1	2	3	4	5

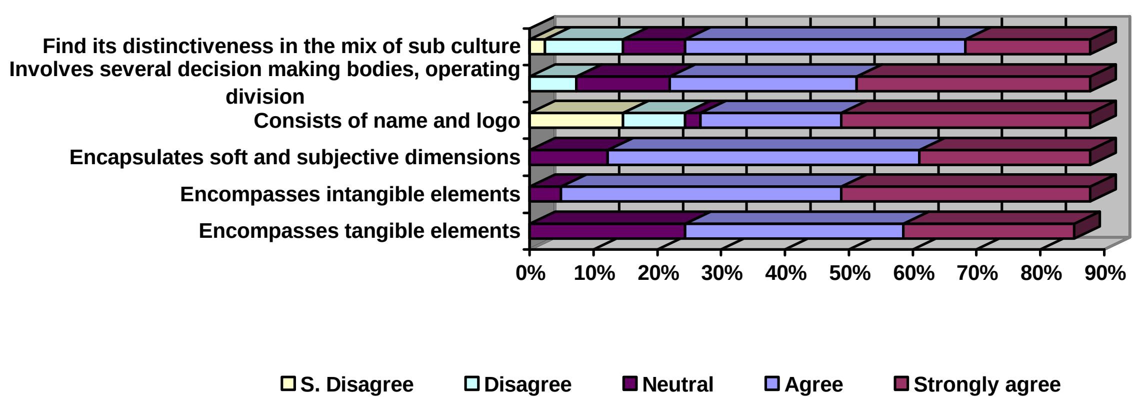
My organisation audits forces (distributors, customers, competitors, macro environment, internal environment) that may enhance or impede our corporate brand	1	2	3	4	5
My organisation uses brand metrics to monitor the suitability of the internal supporting systems.	1	2	3	4	5
My organisation uses brand metrics to monitor the satisfaction generated by our corporate brand.	1	2	3	4	5

Thank you for your assistance , kindly return the questionnaire as specified in the cover letter.

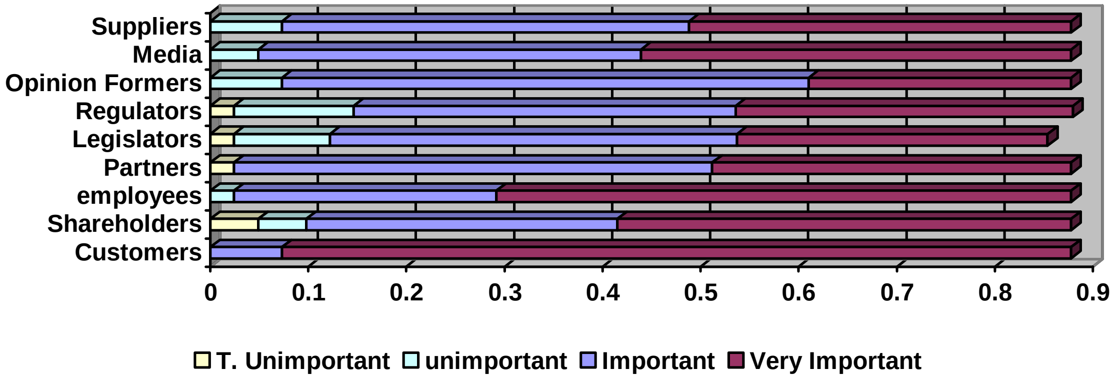
APPENDIX B – FREQUENCY DISTRIBUTION



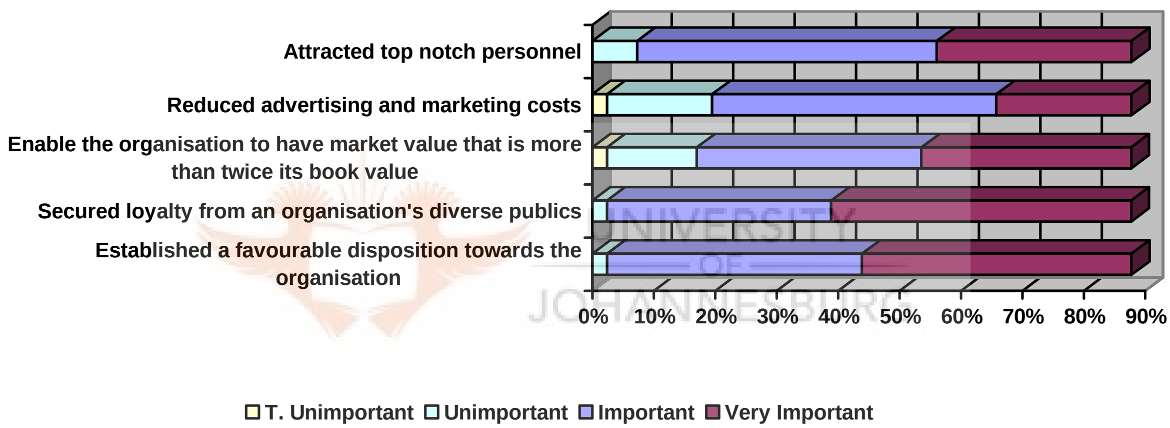
Source: Question 13



Source: Question 13

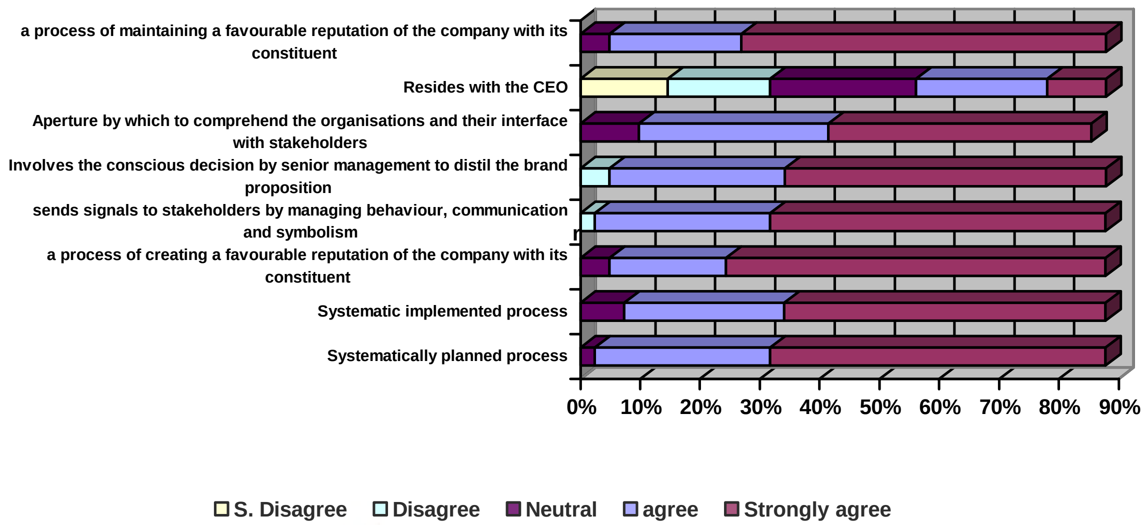


Source: Question 14

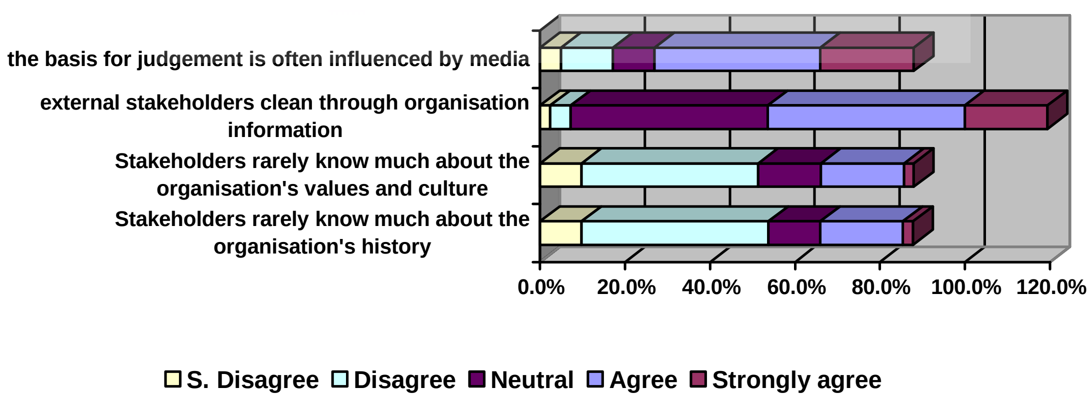


S

ource: Question 15

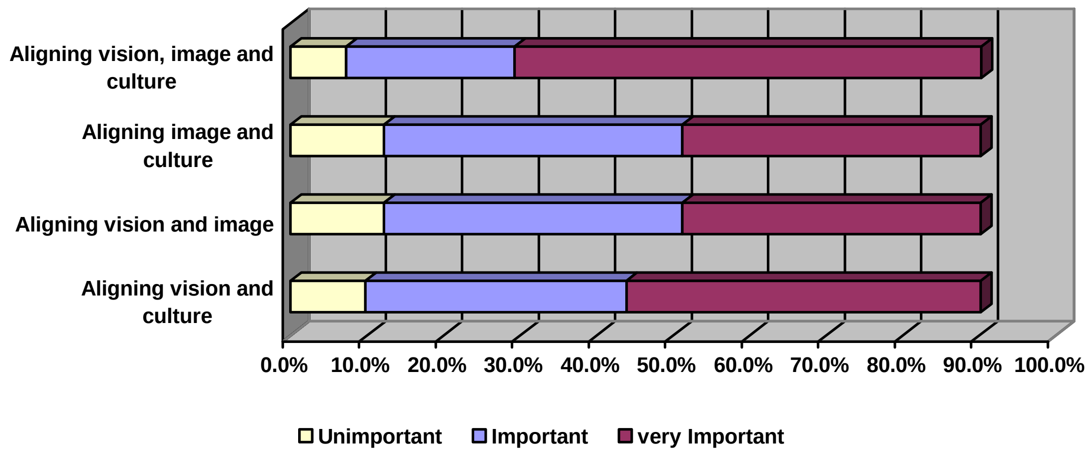


Source: Question 16

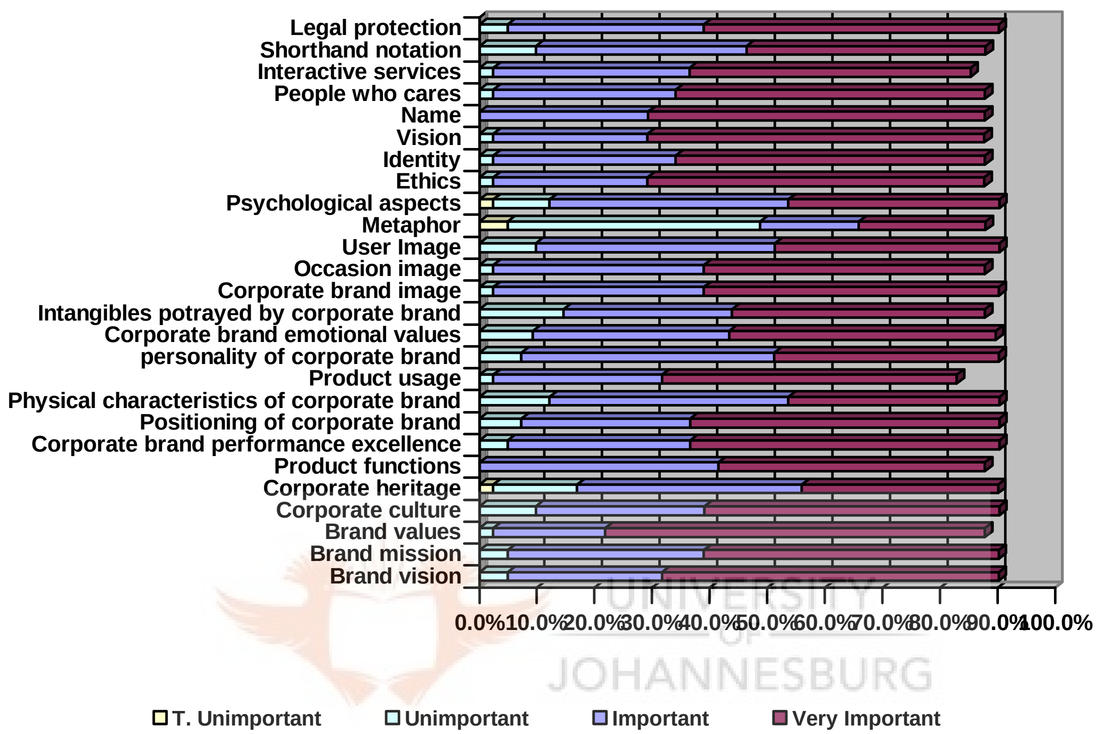


Source: Question 17

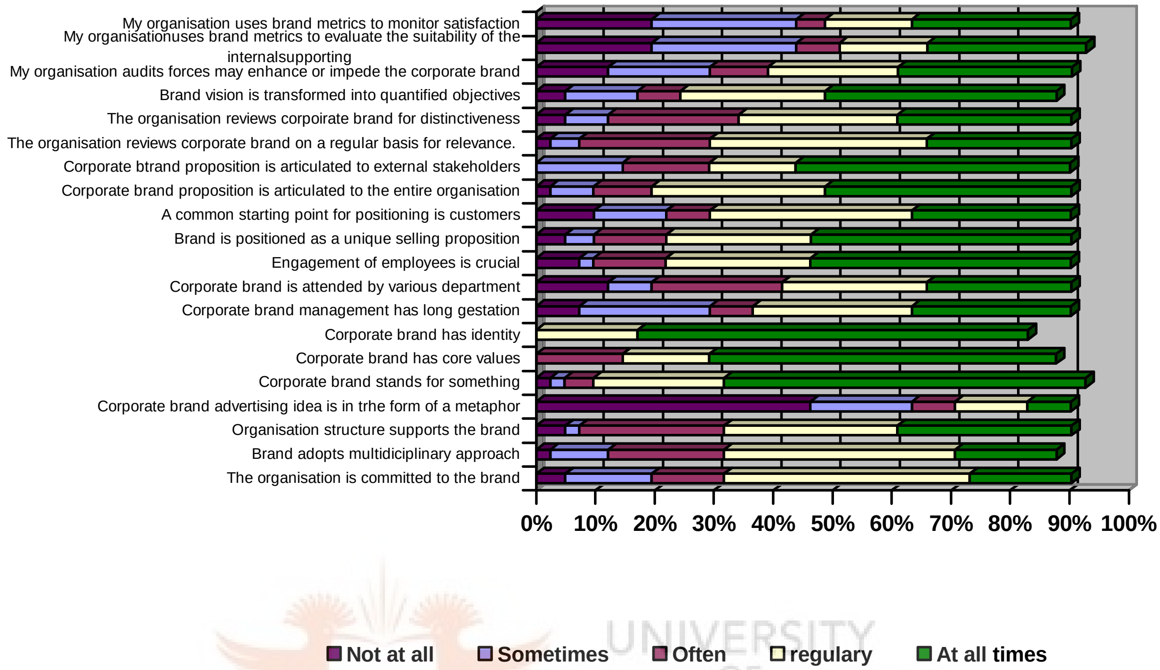
SECTION C – Managing corporate brand



Source: Question 18



Source: Question 19



So

urce: Question 20

APPENDIX C – DESCRIPTIVE STATISTICS

Section A - Background information

In which of the following industries would your organisation be classified in?

		Frequency	Percent
Valid	Basic industries	7	17.1
	Cyclical consumer goods	5	12.2
	Non Cyclical consumer goods	1	2.4
	Cyclical services	2	4.9
	Financials	6	14.6
	Information technology	1	2.4
	Government	1	2.4
	Other (specify)	16	39.0
	Total	39	95.1
Missing	System	2	4.9
Total		41	100.0

Other

		Frequency	Percent
Valid	'Sport & Industry'	1	2.4
		24	58.5
	both cyclical & non-cyclical	1	2.4
	Communications	1	2.4
	Consulting Engineering	1	2.4
	FMCG	2	4.9
	Investment Promotion	1	2.4
	Irrigation (wholesale)	1	2.4
	IT, Property	1	2.4
	Logistics.	1	2.4
	Management Services	1	2.4
	Marketing	1	2.4
	Parastatel	1	2.4
	Professional services - accounting & auditing	1	2.4
	Property	1	2.4
	Service, distribution and trading	1	2.4
	Vehicle manufacturing	1	2.4
	Total	41	100.0

Where are corporate brand management decisions take within your organisation ?

		Frequency	Percent
Valid	Locally	30	73.2
	Parent company overseas	10	24.4
	Total	40	97.6
Missing	System	1	2.4
Total		41	100.0

What is the level of your involvement in brand management decisions? Please indicate by marking the appropriate box?			
		Frequency	Percent
Valid	Not involved	1	2.4
	To some degree	8	19.5
	To a great degree	12	29.3
	Totally involved	19	46.3
	Total	40	97.6
Missing	System	1	2.4
Total		41	100.0

How would you classify the relationship between product brands and corporate brand in your organisation?			
		Frequency	Percent
Valid	Product brand dominance	9	22.0
	Equal dominance	7	17.1
	Corporate brand dominance	22	53.7
	Total	38	92.7
Missing	System	3	7.3
Total		41	100.0

How many product brands fall under your corporate brand?			
		Frequency	Percent
Valid	None	6	14.6

	1-5	6	14.6
	6-10	7	17.1
	More than 10	19	46.3
	Total	38	92.7
Missing	System	3	7.3
Total		41	100.0

How would you describe the level of competition in your industry?			
		Frequency	Percent
Valid	Intense	31	75.6
	Moderate	4	9.8
	Low	3	7.3
	Not at all	1	2.4
	Total	39	95.1
Missing	System	2	4.9
Total		41	100.0

How long have you been in the role of managing a corporate brand in your organisation?			
		Frequency	Percent
Valid	Six months or less	4	9.8
	Seven to Eighteen months	10	24.4
	Nineteen to thirty six months	12	29.3
	Thirty seven months and more	13	31.7
	Total	39	95.1
Missing	System	2	4.9
Total		41	100.0

What is your highest qualification?			
		Frequency	Percent
Valid	Post matric diploma or certificate	13	31.7
	Baccalaureate degree(s)	10	24.4
	Post graduate degree (s)	15	36.6

	Total	38	92.7
Missing	**System**	3	7.3
Total		41	100.0

What is your highest marketing qualification?

		Frequency	Percent
Valid	**None**	11	26.8
	Certificate	5	12.2
	Diploma	7	17.1
	University first degree	6	14.6
	University post graduate	10	24.4
	Total	39	95.1
Missing	**System**	2	4.9
Total		41	100.0

What is your gender?

		Frequency	Percent
Valid	**Male**	11	26.8
	Female	28	68.3
	Total	39	95.1
Missing	**System**	2	4.9
Total		41	100.0

What is your age?

		Frequency	Percent
Valid	**Younger than 25 years**	1	2.4
	25 -34	15	36.6
	35 -45	17	41.5
	46 or older	6	14.6
	Total	39	95.1
Missing	**System**	2	4.9
Total		41	100.0

What is your ethnicity?

		Frequency	Percent
Valid	**Black**	6	14.6
	White	30	73.2
	Coloured	1	2.4
	Indian or Asian	2	4.9

	Total	39	95.1
Missing	**System**	2	4.9
Total		41	100.0

Section B

To what extent will your organisation agree with the following statements about corporate brands?

A corporate brand ……………….

		Strongly disagree	Disagree	Neutral	Agree	Strongly Agree	No response
is more than just the outward manifestations of an organisation, its name , visual representation	**Count**				9	27	5
	%				22.0%	65.9%	12.2%
is the organising proposition that helps to shape an organisation's value	**Count**			2	16	18	5
	%			4.9%	39.0%	43.9%	12.2%
is the organising proposition that helps to shape an organisation's culture	**Count**			1	22	13	5
	%			2.4%	53.7%	31.7%	12.2%
is a strategic tool of management	**Count**			4	18	14	5
	%			9.8%	43.9%	34.1%	12.2%
is a tool that guide the organisation processes that generate and support value creation	**Count**			5	19	12	5
	%			12.2%	46.3%	29.3%	12.2%
involves a conscious decision by senior management, to distil, and make known, the attributes of the corporate identity in the form of a clearly defined branding proposition	**Count**		1	4	10	21	5
	%		2.4%	9.8%	24.4%	51.2%	12.2%
is a single umbrella image that cast one glow over a panoply of products	**Count**		2	3	14	17	5
	%		4.9%	7.3%	34.1%	41.5%	12.2%
It is something that has a relationship with a stakeholder as it represents a combination of all forms of communication and experiences.	**Count**				18	17	6
	%				43.9%	41.5%	14.6%
has a broader social responsibilities	**Count**	1		4	17	14	5
	%	2.4%		9.8%	41.5%	34.1%	12.2%
The value of the corporate brand exceeds the sum of values of various products , which falls within the corporate brand .	**Count**		5	3	12	16	5
	%		12.2%	7.3%	29.3%	39.0%	12.2%
Your corporate brand represents an explicit formal written agreement between an organisation and its key stakeholder groups.	**Count**		5	8	13	10	5
	%		12.2%	19.5%	31.7%	24.4%	12.2%

Statistics

	N	Mean	Std.	Skewness	Kurtosis

	Valid	Missing		Deviation		
is more than just the outward manifestations of an organisation, its name , visual representation	36	5	4.75	.439	-1.206	-.582
is the organising proposition that helps to shape an organisation's value	36	5	4.44	.607	-.588	-.513
is the organising proposition that helps to shape an organisation's culture	36	5	4.33	.535	.132	-.782
is a strategic tool of management	36	5	4.28	.659	-.365	-.661
is a tool that guide the organisation processes that generate and support value creation	36	5	4.19	.668	-.242	-.683
involves a conscious decision by senior management, to distil, and make known, the attributes of the corporate identity in the form of a clearly defined branding proposition	36	5	4.42	.806	-1.272	.976
is a single umbrella image that cast one glow over a panoply of products	36	5	4.28	.849	-1.176	1.071
It is something that has a relationship with a stakeholder as it represents a combination of all forms of communication and experiences.	35	6	4.49	.507	.060	-2.121
has a broader social responsibilities	36	5	4.19	.856	-1.555	4.195
The value of the corporate brand exceeds the sum of values of various products , which falls within the corporate brand .	36	5	4.08	1.052	-.953	-.242
Your corporate brand represents an explicit formal written agreement between an organisation and its key stakeholder groups.	36	5	3.78	1.017	-.387	-.893

Your corporate brand………

		Strongly disagree	Disagree	Neutral	Agree	Strongly Agree	No response
encompasses tangible elements (such as business scope, geographical coverage, performance related issues, profit margins, pay scale, recruitment, architecture, logo)	**Count**			10	14	11	6
	%			24.4%	34.1%	26.8%	14.6%
encompasses intangible elements (such as emotions……….)	**Count**			2	18	16	5
	%			4.9%	43.9%	39.0%	12.2%
encapsulates a host of soft and subjective dimensions	**Count**			5	20	11	5
	%			12.2%	48.8%	26.8%	12.2%
consists of a name and logo	**Count**	6	4	1	9	16	5
	%	14.6%	9.8%	2.4%	22.0%	39.0%	12.2%
involves several decision making bodies, operating division, large number of products and people	**Count**		3	6	12	15	5
	%		7.3%	14.6%	29.3%	36.6%	12.2%
your corporate brand find its distinctiveness in the mix of sub cultures found within the organisation	**Count**	1	5	4	18	8	5
	%	2.4%	12.2%	9.8%	43.9%	19.5%	12.2%

Statistics

	N Valid	N Missing	Mean	Std. Deviation	Skewness	Kurtosis
encompasses tangible elements (such as business scope, geographical coverage, performance related issues, profit margins, pay scale, recruitment, architecture, logo)	35	6	4.03	.785	-.051	-1.348
encompasses intangible elements (such as emotions……….)	36	5	4.39	.599	-.389	-.617
encapsulates a host of soft and subjective dimensions	36	5	4.17	.655	-.180	-.582
consists of a name and logo	36	5	3.69	1.546	-.830	-.923
involves several decision making bodies, operating division, large number of products and people	36	5	4.08	.967	-.776	-.356
your corporate brand find its distinctiveness in the mix of sub cultures found within the organization	36	5	3.75	1.052	-.867	.182

How important is each of the following stakeholder groups to your corporate brand?

		Totally unimportant	Unimportant	Important	Very important	No response
Customers	**Count**			3	33	5
	%			7.3%	80.5%	12.2%
Shareholders	**Count**	2	2	13	19	5
	%	4.9%	4.9%	31.7%	46.3%	12.2%
Employees	**Count**		1	11	24	5
	%		2.4%	26.8%	58.5%	12.2%
Partners	**Count**	1		20	15	5
	%	2.4%		48.8%	36.6%	12.2%
Legislators	**Count**	1	4	17	13	6
	%	2.4%	9.8%	41.5%	31.7%	14.6%
Regulators	**Count**	1	5	16	14	5
	%	2.4%	12.2%	39.0%	34.1%	12.2%
Opinion formers	**Count**		3	22	11	5
	%		7.3%	53.7%	26.8%	12.2%
Media	**Count**		2	16	18	5
	%		4.9%	39.0%	43.9%	12.2%
Suppliers	**Count**		3	17	16	5
	%		7.3%	41.5%	39.0%	12.2%

Statistics

	N		Mean	Std. Deviation	Skewness	Kurtosis
	Valid	Missing				
Customers	36	5	3.92	.280	-3.148	8.371
Shareholders	36	5	3.36	.833	-1.413	1.817
Employees	36	5	3.64	.543	-1.163	.424
Partners	36	5	3.36	.639	-1.180	3.611
Legislators	35	6	3.20	.759	-.787	.631
Regulators	36	5	3.19	.786	-.740	.211
Opinion formers	36	5	3.22	.591	-.080	-.279
Media	36	5	3.44	.607	-.588	-.513
Suppliers	36	5	3.36	.639	-.485	-.585

To what extent has your organisation enjoyed the following benefits on the strength of your corporate brand?

		Totally unimportant	Unimportant	Important	Very important	No response
Established a favourable disposition towards the organisation by its various stakeholders?	**Count**		1	17	18	5
	%		2.4%	41.5%	43.9%	12.2%
Secured loyalty from an organisation's diverse publics?	**Count**		1	15	20	5
	%		2.4%	36.6%	48.8%	12.2%
Enabled your organisation to have market value that is more than twice their book value	**Count**	1	6	15	14	5
	%	2.4%	14.6%	36.6%	34.1%	12.2%
Reduced advertising and marketing costs by exploiting economies of scale	**Count**	1	7	19	9	5
	%	2.4%	17.1%	46.3%	22.0%	12.2%
Attracted top notch personnel	**Count**		3	20	13	5
	%		7.3%	48.8%	31.7%	12.2%

Statistics

	N		Mean	Std. Deviation	Skewness	Kurtosis
	Valid	Missing				
Established a favourable disposition towards the organisation by its various stakeholders?	36	5	3.47	.560	-.402	-.880
Secured loyalty from an organisation's diverse publics?	36	5	3.53	.560	-.632	-.650
Enabled your organisation to have market value that is more than twice their book value	36	5	3.17	.811	-.663	-.140
Reduced advertising and marketing costs by exploiting economies of scale	36	5	3.00	.756	-.420	.049
Attracted top notch personnel	36	5	3.28	.615	-.233	-.506

To what extend do you agree with the following statements?

Corporate branding ....

		Strongly disagree	Disagree	Neutral	Agree	Strongly Agree	No response
is a systematically planned process	Count			1	12	23	5
	%			2.4%	29.3%	56.1%	12.2%
is a systematically implemented process	Count			3	11	22	5
	%			7.3%	26.8%	53.7%	12.2%
is a process of creating a favourable reputation of the company with its constituent	Count			2	8	26	5
	%			4.9%	19.5%	63.4%	12.2%
is a pprocess of maintaining a favourable reputation of the company with its constituent	Count			2	9	25	5
	%			4.9%	22.0%	61.0%	12.2%
sends signals to stakeholders by managing behaviour, communication and symbolism.	Count		1		12	23	5
	%		2.4%		29.3%	56.1%	12.2%
involves the conscious decision by senior management to distil and make known the brand's proposition	Count			2	12	22	5
	%			4.9%	29.3%	53.7%	12.2%
provides a powerful atterture by which to comprehend organisations and their interface with myriad stakeholder groups	Count			4	13	18	6
	%			9.8%	31.7%	43.9%	14.6%
resides with the CEO	Count	6	7	10	9	4	5
	%	14.6%	17.1%	24.4%	22.0%	9.8%	12.2%

Statistics

	N		Mean	Std. Deviation	Skewness	Kurtosis
	Valid	Missing				
is a systematically planned process	36	5	4.61	.549	-1.017	.057
is a systematically implemented process	36	5	4.53	.654	-1.081	.115
is a process of creating a favourable reputation of the company with its constituent	36	5	4.67	.586	-1.607	1.726
is a pprocess of maintaining a favourable reputation of the company with its constituent	36	5	4.64	.593	-1.447	1.212
sends signals to stakeholders by managing behaviour, communication and symbolism.	36	5	4.58	.649	-1.986	5.628
involves the conscious decision by senior management to distil and make known the brand's proposition	36	5	4.56	.607	-1.036	.154
provides a powerful atterture by which to comprehend organisations and their interface with myriad stakeholder groups	35	6	4.40	.695	-.737	-.564

resides with the CEO	36	5	2.94	1.264	-.070	-.962

To what extent are the following statement a true reflection of your stakeholder's behaviour ?

		Strongly disagree	Disagree	Neutral	Agree	Strongly Agree	No response
In my organisation external stakeholders rarely know much about the organisation's history.	**Count**	4	18	5	8	1	5
	%	9.8%	43.9%	12.2%	19.5%	2.4%	12.2%
In my organisation external stakeholders rarely know much about the organisation values and culture.	**Count**	4	17	6	8	1	5
	%	9.8%	41.5%	14.6%	19.5%	2.4%	12.2%
In my organisation I find that external stakeholders glean information from the organisation's communications, its people and its products/services on which judgements are based. .	**Count**	1	2	6	19	8	5
	%	2.4%	4.9%	14.6%	46.3%	19.5%	12.2%
In my organisation I find that the basis for external stakeholder's judgement is often influenced by media coverage	**Count**	2	5	4	16	9	5
	%	4.9%	12.2%	9.8%	39.0%	22.0%	12.2%

Statistics

	N		Mean	Std. Deviation	Skewness	Kurtosis
	Valid	Missing				
In my organisation external stakeholders rarely know much about the organisation's history.	36	5	2.56	1.054	.543	-.642
In my organisation external stakeholders rarely know much about the organisation values and culture.	36	5	2.58	1.052	.469	-.685
In my organisation I find that external stakeholders glean information from the organisation's communications, its people and its products/services on which judgements are based. .	36	5	3.86	.931	-1.062	1.600
In my organisation I find that the basis for external stakeholder's judgement is often influenced by media coverage	36	5	3.69	1.167	-.844	-.092

Section C

How important is each of the following to your organisation when managing your corporate brand.

		Unimportant	Important	Very important	No response
Aligning vision and culture	**Count**	4	14	19	4

	%	9.8%	34.1%	46.3%	9.8%
Aligning vision and image	**Count**	5	16	16	4
	%	12.2%	39.0%	39.0%	9.8%
Aligning culture and image	**Count**	5	16	16	4
	%	12.2%	39.0%	39.0%	9.8%
Aligning vision, culture and image	**Count**	3	9	25	4
	%	7.3%	22.0%	61.0%	9.8%

Statistics

	N		**Mean**	**Std. Deviation**	**Skewness**	**Kurtosis**
	Valid	**Missing**				
Aligning vision and culture	37	4	3.41	.686	-.733	-.539
Aligning vision and image	37	4	3.30	.702	-.492	-.806
Aligning culture and image	37	4	3.30	.702	-.492	-.806
Aligning vision, culture and image	37	4	3.59	.644	-1.364	.784

How important does your organisation rank each of the following elements of corporate branding

		Totally unimportant	Unimportant	Important	Very important	No response
Brand vision	**Count**		2	11	24	4
	%		4.9%	26.8%	58.5%	9.8%
Brand mission	**Count**		2	14	21	4
	%		4.9%	34.1%	51.2%	9.8%
Brand values	**Count**		1	8	27	5
	%		2.4%	19.5%	65.9%	12.2%
Corporate culture	**Count**		4	12	21	4
	%		9.8%	29.3%	51.2%	9.8%
Corporate heritage	**Count**	1	6	16	14	4
	%	2.4%	14.6%	39.0%	34.1%	9.8%
Functional capability - Product functions	**Count**			17	19	5
	%			41.5%	46.3%	12.2%
Functional capability - Corporate brand performance excellence	**Count**		2	13	22	4
	%		4.9%	31.7%	53.7%	9.8%
Functional capability - Positioning of corporate brand	**Count**		3	12	22	4
	%		7.3%	29.3%	53.7%	9.8%
Functional capability - Physical characteristics of corporate brand	**Count**		5	17	15	4
	%		12.2%	41.5%	36.6%	9.8%
Functional capability - Product usage	**Count**		1	12	21	7
	%		2.4%	29.3%	51.2%	17.1%
Symbolic feature - Personality of corporate brand	**Count**		3	18	16	4
	%		7.3%	43.9%	39.0%	9.8%
Symbolic feature - Corporate brand emotional values	**Count**		4	14	19	4
	%		9.8%	34.1%	46.3%	9.8%
Symbolic feature - Intangibles portrayed by corporate brand	**Count**		6	12	18	5
	%		14.6%	29.3%	43.9%	12.2%
Symbolic feature - Corporate brand image	**Count**		1	15	21	4
	%		2.4%	36.6%	51.2%	9.8%
Symbolic feature - Occasion image (instances where brand is used)	**Count**		1	15	20	5
	%		2.4%	36.6%	48.8%	12.2%
Symbolic feature - User image	**Count**		4	17	16	4
	%		9.8%	41.5%	39.0%	9.8%
Symbolic feature - Metaphor (Cowboy for Marlboro brand)	**Count**	2	18	7	9	5
	%	4.9%	43.9%	17.1%	22.0%	12.2%
Symbolic feature - Psychological	**Count**	1	4	17	15	4

aspects (such as how brands make consumers feel)	%	2.4%	9.8%	41.5%	36.6%	9.8%
Sign of ownership - Ethics	Count		1	11	24	5
	%		2.4%	26.8%	58.5%	12.2%
Sign of ownership - Identity	Count		1	13	22	5
	%		2.4%	31.7%	53.7%	12.2%
Sign of ownership - Vision	Count		1	11	24	5
	%		2.4%	26.8%	58.5%	12.2%
Sign of ownership - Name	Count			12	24	5
	%			29.3%	58.5%	12.2%
Service - people who cares	Count		1	13	22	5
	%		2.4%	31.7%	53.7%	12.2%
Service - Interactive service	Count		1	14	20	6
	%		2.4%	34.1%	48.8%	14.6%
Short hand notation – communication about expectations	Count		4	15	17	5
	%		9.8%	36.6%	41.5%	12.2%
Legal protection	Count		2	14	21	4
	%		4.9%	34.1%	51.2%	9.8%

Statistics

	N		Mean	Std. Deviation	Skewness	Kurtosis
	Valid	Missing				
Brand vision	37	4	3.59	.599	-1.205	.544
Brand mission	37	4	3.51	.607	-.844	-.201
Brand values	36	5	3.72	.513	-1.687	2.164
Corporate culture	37	4	3.46	.691	-.915	-.320
Corporate heritage	37	4	3.16	.800	-.652	-.082
Functional capability - Product functions	36	5	3.53	.506	-.116	-2.107
Functional capability - Corporate brand performance excellence	37	4	3.54	.605	-.958	-.002
Functional capability - Positioning of corporate brand	37	4	3.51	.651	-1.012	-.007
Functional capability - Physical characteristics of corporate brand	37	4	3.27	.693	-.419	-.799
Functional capability - Product usage	34	7	3.59	.557	-.929	-.118
Symbolic feature - Personality of corporate brand	37	4	3.35	.633	-.442	-.590
Symbolic feature - Corporate brand emotional values	37	4	3.41	.686	-.733	-.539
Symbolic feature - Intangibles portrayed by corporate brand	36	5	3.33	.756	-.654	-.921
Symbolic feature - Corporate brand image	37	4	3.54	.558	-.676	-.601

Symbolic feature - Occasion image (instances where brand is used)	36	5	3.53	.560	-.632	-.650
Symbolic feature - User image	37	4	3.32	.669	-.484	-.673
Symbolic feature - Metaphor (Cowboy for Marlboro brand)	36	5	2.64	.931	.358	-1.084
Symbolic feature - Psychological aspects (such as how brands make consumers feel)	37	4	3.24	.760	-.850	.647
Sign of ownership - Ethics	36	5	3.64	.543	-1.163	.424
Sign of ownership - Identity	36	5	3.58	.554	-.881	-.236
Sign of ownership - Vision	36	5	3.64	.543	-1.163	.424
Sign of ownership - Name	36	5	3.67	.478	-.738	-1.544
Service - people who cares	36	5	3.58	.554	-.881	-.236
Service - Interactive service	35	6	3.54	.561	-.708	-.529
Short hand notation – communication about expectations	36	5	3.36	.683	-.605	-.647
Legal protection	37	4	3.51	.607	-.844	-.201

To what extend are the following practiced within your organisation?

		not at all	sometimes	often	regularly	at all times	no response
The entire organisation is committed to your corporate brand	**Count**	2	6	5	17	7	4
	%	4.9%	14.6%	12.2%	41.5%	17.1%	9.8%
Your corporate brand adopts a multidisciplinary approach	**Count**	1	4	8	16	7	5
	%	2.4%	9.8%	19.5%	39.0%	17.1%	12.2%
You organisation structure supports the corporate brand	**Count**	2	1	10	12	12	4
	%	4.9%	2.4%	24.4%	29.3%	29.3%	9.8%
Your corporate brand's advertising idea is in the form of a metaphor (e.g. Marlboro man)	**Count**	19	7	3	5	3	4
	%	46.3%	17.1%	7.3%	12.2%	7.3%	9.8%
Your corporate brand has core values	**Count**	1		6	6	24	4
	%	2.4%		14.6%	14.6%	58.5%	9.8%
Your corporate brand has a corporate identity	**Count**			3	7	27	4
	%			7.3%	17.1%	65.9%	9.8%
Your corporate brand stands for something.	**Count**		1	2	9	25	4
	%		2.4%	4.9%	22.0%	61.0%	9.8%
Your corporate brand management has s a long gestation requiring time and resources	**Count**	3	9	3	11	11	4
	%	7.3%	22.0%	7.3%	26.8%	26.8%	9.8%
Your corporate brand management is attended by various functions/departments	**Count**	5	3	9	10	10	4
	%	12.2%	7.3%	22.0%	24.4%	24.4%	9.8%
Engagement of employees in the brand, leading to their representation of brand qualities to outside constituents is crucial to the corporate branding process in your organisation	**Count**	3	1	5	10	18	4
	%	7.3%	2.4%	12.2%	24.4%	43.9%	9.8%
Your corporate brand is positioned using a unique value proposition for positioning.	**Count**	2	2	5	10	18	4
	%	4.9%	4.9%	12.2%	24.4%	43.9%	9.8%
A common starting point for positioning your corporate brand was/ is in the form of customer value rather than the alternatives such as vision	**Count**	4	5	3	14	11	4
	%	9.8%	12.2%	7.3%	34.1%	26.8%	9.8%
Your corporate brand proposition is articulated to the rest of the organisation	**Count**	1	3	4	12	17	4
	%	2.4%	7.3%	9.8%	29.3%	41.5%	9.8%
Your corporate brand proposition is articulated to the external stakeholders	**Count**		6	6	6	19	4
	%		14.6%	14.6%	14.6%	46.3%	9.8%
Your organisation reviews the corporate brand on a continuous basis for relevance	**Count**	1	2	9	15	10	4
	%	2.4%	4.9%	22.0%	36.6%	24.4%	9.8%
Your organisation reviews the corporate brand on a continuous basis for distinctiveness	**Count**	2	3	9	11	12	4
	%	4.9%	7.3%	22.0%	26.8%	29.3%	9.8%
In your organisation brand vision is transformed into quantified objectives	**Count**	2	5	3	10	16	5
	%	4.9%	12.2%	7.3%	24.4%	39.0%	12.2%

My organisation audits forces (distributors, customers, competitors, macro environment, internal environment) that may enhance or impede our corporate brand	**Count**	5	7	4	9	12	4
	%	12.2%	17.1%	9.8%	22.0%	29.3%	9.8%
My organisation uses brand metrics to monitor the suitability of the internal supporting systems.	**Count**	8	10	3	7	9	4
	%	19.5%	24.4%	7.3%	17.1%	22.0%	9.8%
My organisation uses brand metrics to monitor the satisfaction generated by our corporate brand.	**Count**	8	10	2	6	11	4
	%	19.5%	24.4%	4.9%	14.6%	26.8%	9.8%

Statistics

	N		Mean	Std. Deviation	Skewness	Kurtosis
	Valid	Missing				
The entire organisation is committed to your corporate brand	37	4	3.57	1.144	-.705	-.317
Your corporate brand adopts a multidisciplinary approach	36	5	3.67	1.014	-.657	.102
You organisation structure supports the corporate brand	37	4	3.84	1.093	-.874	.591
Your corporate brand's advertising idea is in the form of a metaphor (e.g. Marlboro man)	37	4	2.08	1.382	.982	-.445
Your corporate brand has core values	37	4	4.41	.956	-1.730	3.054
Your corporate brand has a corporate identity	37	4	4.65	.633	-1.641	1.596
Your corporate brand stands for something.	37	4	4.57	.728	-1.846	3.432
Your corporate brand management has s a long gestation requiring time and resources	37	4	3.49	1.367	-.419	-1.223
Your corporate brand management is attended by various functions/departments	37	4	3.46	1.346	-.560	-.724
Engagement of employees in the brand, leading to their representation of brand qualities to outside constituents is crucial to the corporate branding process in your organisation	37	4	4.05	1.224	-1.359	1.117
Your corporate brand is positioned using a unique value proposition for positioning.	37	4	4.08	1.164	-1.283	.981
A common starting point for positioning your corporate brand was/ is in the form of customer value rather than the alternatives such as vision	37	4	3.62	1.341	-.787	-.585
Your corporate brand proposition is articulated to the rest of the organisation	37	4	4.11	1.075	-1.220	.902
Your corporate brand proposition is articulated to the external stakeholders	37	4	4.03	1.166	-.721	-1.050
Your organisation reviews the corporate brand on a continuous basis for relevance	37	4	3.84	.986	-.759	.559
Your organisation reviews the corporate brand on a continuous basis for distinctiveness	37	4	3.76	1.164	-.723	-.130

In your organisation brand vision is transformed into quantified objectives	36	5	3.92	1.273	-.979	-.226
My organisation audits forces (distributors, customers, competitors, macro environment, internal environment) that may enhance or impede our corporate brand	37	4	3.43	1.463	-.422	-1.277
My organisation uses brand metrics to monitor the suitability of the internal supporting systems.	37	4	2.97	1.536	.096	-1.559
My organisation uses brand metrics to monitor the satisfaction generated by our corporate brand.	37	4	3.05	1.598	.037	-1.669